

**Appendix A – Services to be Provided**  
**WU YEE CHILDREN’S SERVICES**  
**EARLY LEARNING SCHOLARSHIP (ELS) LICENSED EARLY HEAD START/  
HEAD START (EHS-HS) PROGRAMS**  
**July 1, 2017 to June 30, 2020**

**I. Purpose of Grant**

To provide Early Learning Scholarship (ELS) Licensed Early Head Start/ Head Start (EHS/HS) Programs to support the city’s implementation of the San Francisco Citywide Plan for Early Care and Education. This is a mechanism for EHS/HS federal grantees to better meet the cost of providing quality care to the EHS/HS populations

**II. Definitions**

0-5 Continuity	Target Population families who lose subsidy eligibility for state funding may continue in care until their child reaches kindergarten with annual eligibility redeterminations for state/federal funding
<a href="#">CA ECE Workforce Registry</a>	A web-based data system that collects workforce data such as qualifications, verified education, professional development, compensation and employment history, and demographics, and is linked to program data.
CDE	California Department of Education
CDSS	California Department of Social Services
CLASS	Classroom Assessment Scoring System. An external assessment of teacher-child interactions.
Comprehensive Fiscal Analysis (CFA)	<a href="#">The Comprehensive Fiscal Analysis</a> was conducted by a national team of experts, providing an inventory of federal, state, and local investments, and proposing approaches and models for restructuring San Francisco’s local early care and education investments. The CFA recommendations and analysis were critical to the development of the ELS approach.
DHS	San Francisco Department of Human Services, a division of HSA.
DRDP	Desired Results Developmental Profile assessment for children ages 0-5 required of CDE Grantees.

ELS	San Francisco Early Learning Scholarships are local funds that ensure providers can cover the cost of operating at a QRIS Tier 3 level. OECE may determine, over time, changes in costs or tiers for ELS reimbursement.
ELS–Bridge	Early Learning Scholarship (ELS) Bridge provides continuity of care for families who have lost eligibility in local and/or state subsidy programs or provides funding, on a case-by-case basis, to maintain a family’s state eligibility when they have defaulted on their Family Fee payment(s). All low-income families receive continuity through the program year, while Target Population families may receive continuity until the child reaches kindergarten, subject to funding availability.
ELS-City (Voucher)	Early Learning Scholarships for providers who serve low-income children under the age of 4 whose families need ECE services but for whom other state or federal subsidies are unavailable. Approved children receive full tuition reimbursement for at least a minimum of one program year, and Target Population families will be funded until the child reaches kindergarten, subject to funding availability.
ELS-City (Reserved)	Early Learning Scholarships for providers who have “Reserved” or assigned slots designated to serve Target Population families until the child reaches kindergarten, subject to funding availability.
ELS-City (Moderate)	Subject to funding availability, these Early Learning Scholarships are for providers who serve moderate income families with children under the age of 4 whose families need ECE services but who are not eligible for other state and federal subsidies and may not be able to afford the full cost of quality care. Families will be verified as moderate income – defined as above 85% of State Median Income and less than 110% of Area Median Income (for example, between \$42,215 and \$106,656 for a family of 3) – by the ECE Integrated Services Grantee(s).
ELS-Gap	Early Learning Scholarships for providers who have a “gap” between one or more state and/or federal subsidies and the cost of operating a program at the QRIS Tier 3 level.
ERS	Environmental Rating Scale designed to assess process quality in an early childhood setting.

ECE Integrated Services Grantee(s)	Non-profit grantee selected by OECE that cuts payment checks to OECE authorized Early Learning Scholarship and Preschool for All Centers and Family Child Care Homes.
Grantee	Wu Yee Children’s Services
HSA	San Francisco Human Services Agency
Low-Income	Families earning less than 85% of the State Median Income as determined by the California Department Education. (see Appendix C)
Low-Moderate Income	Families earning more than 85% of the State Median Income and at or below 110% of the Area Median Income. (see Appendix C)
OECE	Office of Early Care and Education
Program Year Continuity	Low-income families who lose state subsidy eligibility may continue in care until the end of the program year, typically prior to fall.
Quality Rating and Improvement System (QRIS)	A Quality Rating and Improvement System is a vehicle to organize early learning quality standards. QRIS is intended to measure and raise the level of quality of early learning programs by developing quality standards, providing quality improvement supports, and aligning disconnected systems. In 2011, California was awarded a federal grant to develop regional QRIS in 16 counties across California. San Francisco is a member of the <a href="#">California Quality Rating and Improvement System</a> consortium.
QRIS State Quality Block Grant	CDE funded state stipends for quality in Title 5 contracted settings. Also the basis for a local program for non-state Grantees participating in the quality system.
Resource and Referral	Assisting parents in finding child care that best meets their family needs through the provision of robust, up-to-date information regarding licensed providers.
<a href="#">ELSF</a>	Early Learning San Francisco – A centralized eligibility and waiting list will support to assist low-income families in connecting with quality subsidized early care and education options.
<a href="#">San Francisco Citywide Plan for Early Care and Education</a>	The San Francisco Board of Supervisor approved Early Care and Education plan to align early education goals, frameworks, funding, and outcomes targeting children birth through age five.

Stacked Funding	Funding that is “stacked” from multiple funding sources (e.g., state, federal, local, etc.) to cover the program operating costs.
Target Population	Low-income African American children, low-income Latino children, low-income English Language Learners, families who are homeless, children at-risk of abuse and/or neglect or involved with the child welfare system, and children with identified special needs or disabilities. Low income is defined as a family’s income is at or below 85% of the State Median Income (see Appendix C).
Voucher	A voucher provides families with the ability to pay for child care at a program of their choosing. Providers qualified through this RFQ are eligible to receive an ELS rate (which is designed to “enhance” the state or federal voucher rate) to serve families with vouchers.

### III. Target Population

The San Francisco early care and education (ECE) system is focused on serving the needs of 0-5 year olds with a focus on low-income families. OECE has adopted a particular emphasis on “Target Population” families which include: low-income African American children, low-income Latino children, low-income English Language Learners, families who are homeless, children at-risk of abuse and/or neglect or involved with the child welfare system, and children with identified special needs or disabilities. Low income is defined as a family’s income at or below 85% of the State Median Income.

### IV. Description of Services

Grantee Wu Yee Children’s Services shall support the work and activities of the Office of Early Care and Education by providing early care and education services to families with children in the target population as described in section III in combination with Early Head Start and/or Head Start Services.

In an attempt to maximize federal and state funding before spending local City funding OECE has created the following ELS funding streams. Several of the funding streams below augment federal and state funds already supporting licensed ECE providers. ELS funding streams provide enhanced rates to cover the cost of providing quality services at Tier 3 on the QRIS in San Francisco.

Each child can only be supported by one of the ELS funding streams at a time, therefore Wu Yee Children’s Services can only apply one funding stream per projected child.

**ELS EHS/HS** – This funding is awarded to Wu Yee Children’s Services for a specific Center or Family Child Care home to better meet the cost of providing quality EHS/HS services in San Francisco. OECE may award funding for each enrollment, up to the maximum rate indicated for each child, minus other federal or state funding available to support the enrollment. The federal and state funding streams considered to support an enrollment include: EHS/HS, California Department of Education, and food program funding.

Below is a description of the other Early Learning Scholarship (ELS) funding streams that EHS/HS Grantee may possibly use:

**ELS – City (Reserved):** This funding is “reserved” or assigned to a specific Center/Family Child Care home and is designated to support Target Population families. If an Early Head Start/Head Start is approved for ELS-City (Reserved) funding, the center must fill a “Reserved” slot with an eligible child, to receive full tuition reimbursement until the child reaches Kindergarten, subject to funding availability. ELS-City (Reserved) slots will be funded at the **ELS Center Rate**, which is based on the cost of providing quality services at Tier 3 on the QRIS.

EHS/HS grantee awarded ELS-City (Reserved) funding may be asked to enroll families from the centralized waiting and eligibility list (currently San Francisco Child Care Connection, or SF3C) to fill their ELS-City (Reserved) slots. Children at the time of their initial subsidy enrollment must be under the age of 4. OECE’s ECE Integrated Services Grantee(s) may determine families’ need and eligibility (e.g., low-income and employed, attending school or training, job search or incapacitated, etc.).

Families who are homeless, children at-risk of abuse and/or neglect or involved with the child welfare system (FCS), or children with identified special needs or disabilities will be prioritized for EHS/HS ELS-City (Reserved) funding.

**ELS – City (Voucher):** This funding provides a “portable” City funded voucher to low-income children under the age of 4 whose families need ECE services but for whom other state or federal subsidies are unavailable. Approved children will receive full tuition reimbursement for at least a minimum of one program year, and Target Population families will be funded until the child reaches kindergarten, subject to funding availability.

ELS-City (Voucher) funded enrollments may not supplant state/federal funded slots. Families are selected for available ELS-City (Voucher) funding through the centralized waiting and eligibility list (currently SF3C). OECE’s ECE Integrated Services Grantee(s) will determine families’ need and eligibility (e.g., low-income and employed, attending school or training, job search or incapacitated, etc.). Approved families may then select and enroll in any Center or Family Child Care Home qualified and/or awarded funding through OECE’s processes – if the provider has a vacancy. EHS/HS grantees selected by families will receive

funding for enrolled eligible children at the Center Rate, which is based on the cost of providing quality services at Tier 3 on the QRIS.

Priority for this funding are families with a child under age 4 who are homeless or at-risk of abuse and/or neglect or involved with the child welfare (FCS) or have identified special needs or disabilities.

**Note:** Families *involved with the child welfare system or who are homeless* with a child under the age of 4 may also receive ELS-City (Voucher) funding for their older siblings through age 12 to receive care through an eligible provider.

**ELS – City (Moderate):** OECE is also interested in expanding, over time, ELS – City subsidies for low-moderate income families. Subject to funding availability, this funding is “reserved” or assigned to a specific center who serves low-moderate income families with children under the age of 4 whose families need ECE services, but who are not eligible for other state or federal subsidies, and are not able to afford the full cost of care. Families will be verified as low-moderate income - defined as above 85% of State Median Income and less than 110% of Area Median Income by the ECE Integrated Services Grantee(s). Approved children may receive Early Learning Scholarship support for at least a minimum of one program year.

**ELS – Gap:** This funding provides an enhanced rate to fill the gap between state and/or federal funding and the cost of providing quality services at Tier 3 on the QRIS in San Francisco. The gap funding amount per child will depend on the amount of the state and/or federal subsidies supporting that child.

The gap funding amount will be calculated by the following formula: the ELS Gap Rate will be calculated based on the ELS Center or ELS FCC rate **minus** the State Reimbursement Rate and applicable Child and Adult Food Program rate, or any combination (i.e., stacked funding) of those state/federal funding streams = ELS Gap funding amount. Gap funding for EHS/HS will apply to both licensed Center sites and qualified Family Child Care sites which have been approved through NOFA #746.

EHS/HS grantees awarded ELS-Gap funding must enroll families from their internal EHS/HS wait list to fill vacancies. Children supported by this funding must be between the ages of 0 and 5.

**ELS – Bridge:** This funding provides continuity of care, when approved by OECE, for families who lose their eligibility for local, state and/or federal subsidies. Centers serving children ages 0 to 5 years old who have lost their subsidy eligibility and that have been approved by OECE will be funded at the applicable ELS Rate, which is based on the cost of providing quality services at Tier 3 on the QRIS, for at least a minimum of one program year. Target

Population families will be funded until the child reaches kindergarten if they do not regain eligibility for state or federal subsidies, subject to funding availability.

*ELS Full-Day, Part-Day, Full-Year and Part-Year Definitions*

ELS funding can be used for both full-day and part-day enrollments, and for both full-year and part-year enrollments. As noted below, ELS-GAP funding will use the definitions of full day, part day, full year and part year determined by the underlying subsidy. Below is a table that defines these terms:

<b>For ELS-Gap funding used with a California Department of Education Title 5 Contract</b>	
Full Day	6.5 -10.5 hours a day
Part Day	4- 6.4 hours a day
Full Year	At least 246 days a year
Part Year	At least 175 days a year
<b>For ELS-Gap funding used with a State Voucher</b>	
Full Day	30 hours per week
Part Day	Less than 30 hours per week
<b>For ELS-City and ELS-Bridge</b>	
Full Day	6.5 -10.5 hours a day
Part Day	3.5-6.4 hours a day
Full Year	At least 246 days a year
Part Year	At least 175 days a year

*ELS Infant, Toddler, and Preschool Definitions:*

- ELS EHS/HS will use the definitions of infant, toddler, and preschool used by the federal Head Start program.
- ELS-Gap funding will use the definitions of infant, toddler, and preschool age determined by the underlying State/Federal subsidy. For EHS/HS infants and toddlers are defined as children under the age of 3.
- ELS-City funding will use the following definitions of age groups:
  - Infant: ages 0 to 24 months
  - Toddler: more than 24 months to less than 36 months
  - Preschool: ages 3 to 5 years old

**Rates**

For EHS/HS grantees, OECE will determine funding amounts using the Early Learning Scholarship Early Head Start/Head Start Rates as a maximum amount per child. These rates were determined by an in-depth analysis of San Francisco Early Head Start/Head Start reimbursement rates and the cost of delivering high-quality Early Head Start/Head Start services. Due to the differences in EHS/HS grant federal reimbursement rates across federal grantees, the OECE funding amounts per child per federal grantee will be adjusted according to the awarded applicant’s federal base funding from Head Start and any other state and federal

funding for each enrollment, such as CSPP part-day stacked with Head Start half day. All bridge funding will also be funded according to the EHS/HS rate. The following maximum rates are established for EHS/HS grantees providing services in a center setting.

<b>Early Learning Scholarship Early Head Start/ Head Start Center Rates</b>	
<b>Infant</b>	<b>\$ 30,958</b>
<b>Toddler</b>	<b>\$ 30,958</b>
<b>Preschool (full year)</b>	<b>\$ 22,833</b>
<b>Preschool (full day, part year)</b>	<b>\$ 17,635</b>
<b>Preschool (part day, part year)</b>	<b>\$ 11,880</b>

**Funding applications for EHS services in Family Child Care homes will be considered at the ELS Family Child Care Rates based on the age of the child.** Below is a table of the rates for each applicable ELS funding stream, including rates for full day, part day, full year and part year.

<b>Early Learning Scholarship Family Child Care Rates</b>				
	<b>Full day, Full Year</b>	<b>Full day, Part Year</b>	<b>Part day, Full Year</b>	<b>Part day, Part Year</b>
<b>Infant</b>	<b>\$20,707</b>	<b>\$14,731</b>	<b>\$11,389</b>	<b>\$8,102</b>
<b>Toddler</b>	<b>\$20,707</b>	<b>\$14,731</b>	<b>\$11,389</b>	<b>\$8,102</b>
<b>Preschooler</b>	<b>\$19,494</b>	<b>\$13,868</b>	<b>\$10,722</b>	<b>\$7,627</b>

All other ELS funding streams to support enrollments beyond EHS/HS enrollments will be considered using the standard, applicable ELS rates, which are listed below.

<b>Early Learning Scholarship Center Rates</b>				
	<b>Full Day, Full Year</b>	<b>Full Day, Part Year</b>	<b>Part Day, Full Year</b>	<b>Part Day, Part Year</b>
Infant	\$27,496	\$19,560	\$15,123	\$10,758
Toddler	\$20,935	\$14,893	\$11,514	\$8,191
Preschooler	\$17,069	\$12,143	\$9,388	\$6,678

**Annual Quality Grant Amounts:**

This funding is an annual per child amount (calculated on subsidized enrollments) that is added to a Center’s OECE funding agreement if they are rated as Tier 4 or 5 on the QRIS.

<b>One-Time, Per Child Amount</b>	<b>Tier 4</b>	<b>Tier 5</b>
<b>Infant/Toddler</b>	\$ 300	\$ 330



Preschooler	\$ 200	\$ 220
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### **Program Assurances**

Below is a brief description of the program requirements EHS/HS grantee receiving ELS funding must agree to follow. For more detailed information on these program requirements, please refer to the OECE Program Operating Guidelines located at [www.sfoece.org](http://www.sfoece.org). To the extent possible, given EHS/HS federal program standards, OECE will seek to align and streamline reporting to reduce administrative burden and duplication.

#### **Quality:**

1. **Curriculum** – Providers must utilize an evidenced-based curricula, which aligns with either the California Department of Education [\*Infant/Toddler Learning & Development Foundations\*](#), California Department of Education *California Preschool Learning and Development Foundations ( Volume 1 – 3)* (if serving preschool-age) and Head Start children), or the *Head Start Early Learning Outcomes Framework: Ages Birth to Five*.
2. **Quality Improvement Plan** – Providers must develop and implement a Quality Improvement Plan, at each site, that incorporates analysis and reflection on child assessments, observations, and other data about the program.
3. **Intentional Approach & Parent-Teacher Conferences** OECE requires Centers and Family Child Care providers to have an intentional approach to engage families and to hold at least two individual parent-teacher conferences each program year to discuss the child’s progress. OECE may require additional family engagement requirements that are developed in partnership with providers at a future date during the funding term. EHS/HS requirements, when applied to all enrollments, will meet this assurance.
4. **Family Surveys** To help ensure that families’ needs are being met and that they have a formal mechanism to provide feedback to the Center, OECE requires to survey families of OECE-funded children if their program is selected. Each year different providers across the City will be randomly selected to participate.
5. **No Faith-Based Teaching** Providers may not deliver any direct faith-based instruction during program time supported with OECE funds.
6. **Quality Supports** Providers must participate in quality supports, such as training, coaching, and mental health consultation including, but not limited to, those provided by First 5 San Francisco and the San Francisco Department of Public Health.

**Workforce and Compensation:**

- 1. Compensation** – Given OECE’s commitment to supporting the ECE workforce and the recommendations in the [Citywide Early Care and Education Plan](#), OECE suggests Centers pay at least the following minimum hourly wages for classroom staff, which was used to calculate the rates for the Early Learning Scholarship. The suggested ELS Classroom Staff Wage Minimums are based on job responsibilities and level of education, and Centers are encouraged to provide compensation higher than these suggested minimums.

**ELS Classroom Staff Wage Minimums for FY 2017-18**

<b>Classroom Staff Role</b>	<b>Min. Education Level</b>	<b>Suggested Staff Wage Minimums</b>
<b>Assistant Teacher</b>	6-11 ECE/CD units or Assistant Permit	\$14.00 or Minimum Wage*
<b>Teacher/Co-Teacher Head/Lead Teacher Master Teacher</b>	12-23 ECE/CD units or Associate Teacher Permit	\$15.78
<b>Teacher/Co-Teacher Head/Lead Teacher</b>	Teacher Permit or Unit Equivalent	\$17.53
<b>Teacher/Co-Teacher Head/Lead Teacher</b>	Master Teacher Permit or Unit Equivalent	\$19.28
<b>Teacher/Co-Teacher Head/Lead Teacher</b>	Site Supervisor Permit	\$21.04
<b>Teacher/Co-Teacher Head/Lead Teacher</b>	Program Director Permit or Unit Equivalent	\$22.79
<b>Site Supervisor/Assistant Director</b>	Site Supervisor Permit	\$26.30

\*No Center receiving funding from the City can pay any staff member below the [Minimum Compensation Ordinance](#).

OECE does not have suggested staff wage minimums for Family Child Care homes.

- 2. Staff Training** – OECE will provide orientation and training sessions and hold regular required Administrators Roundtable meetings each fiscal year to share critical information with Providers. OECE will also require three in-depth trainings on the following topics: Support for Dual Language Learners, Inclusion and Meeting the Needs of Young Children with Disabilities or Other Special Needs, and Family Engagement and Support.

3. **Registry** – Grantee will register all staff at least annually in the CA Workforce Registry.

**Enrollments:**

1. **Residency Requirement** Children funded by the Early Learning Scholarship or Preschool for All must be a San Francisco resident during the time that they are enrolled in the funded program, except for Title 5 participants.
2. **Filling Child Vacancies** – EHS/HS grantees are permitted to fill EHS/HS vacancies per their federal contract requirements.
3. **Enrollment Recordkeeping** – Providers shall establish and maintain a basic file for each family receiving Early Learning Scholarship or PFA funding. EHS/HS requirements will fulfill this program assurance.
4. **Child Attendance Recordkeeping** – All centers receiving Early Learning Scholarship funding shall maintain electronic enrollment and attendance records for **all** children using the Cocoa database and its electronic sign in and sign out features or using a similar database that will be able to sync into COCOA OECE will provide technical assistance and a limited amount of start-up funding to purchase tablets, security devices, and equipment to enhance Wi-Fi connections. All Family Child Care homes receiving Early Learning Scholarship funding shall maintain electronic enrollment and attendance records for **all** children using a database that will be able to sync with a database designated by OECE in January 2018.
5. **Child Attendance Policy** OECE-funded children are allowed up to 10 days of non-attendance that is excused (vacation, leave, “best interest of child”) during the fiscal Year.
6. **Forms** Providers must gather completed OECE Data Acknowledgement forms for every child in their program and OECE Family Agreement forms for each child supported by OECE. Completed forms should be kept in each child’s EHS/HS file.
7. **Nondiscrimination Policy** Providers must have a written enrollment policy that includes language about not discriminating against any child or his or her parent(s) on the basis of race, color, national origin, sex, sexual orientation, religion or disability.
8. **Children with Disabilities and Special Needs** Providers will make reasonable accommodations for children identified as eligible for special education and/or related services under the Individuals with Disabilities Act (IDEA) and the Americans with Disabilities Act (ADA).

**State/Federal funding:**

1. Grantee is required to ensure maximum use of their state and federal contract funding, while also working with OECE (through the ELS-Bridge approval

process) to ensure continuity for children who subsequently become ineligible for state and/or federal funding and receive ELS-Bridge.

**Other Requirements:**

- 1. Annual Financial Audit – Grantee** shall be required to submit a financial audit to OECE on an annual basis.
- 2. Program Evaluation – Grantee** shall participate in OECE-sponsored evaluation activities aimed at better understanding the impact of City-funded programs.
- 3. OECE Logo –Grantee** shall be required to use an approved OECE logo in all materials used to market OECE-funded programs, including brochures, websites, flyers, banners, and advertisements.

**V. Location and Time of Services**

All services provided under this contract will be provided at Wu Yee Children’s Services operated child care centers in San Francisco. The child development programs operated by the Grantee must offer services to families from 8:00am – 5:00pm ., Monday through Friday, excluding all the legal holidays and Staff Enrichment and Staff meeting days as reported to OECE by the Grantee.

**VI. Service Objectives**

On an annual basis, Grantee will meet the following service objectives:

- A. Provide Early Care and Education Services to an unduplicated count of 409 children each year at child care centers operated by the Grantee, ensuring that the children enrolled meet either Head Start target demographics or the definition of OECE’s Target Population (Described in Section III of this Appendix A)
- B. Maximize the utilization of at least 100% of Federal and 85% of State child development funding through the enrollment of eligible children into EHS-HS services.
- C. 100% of families with a disruption in State or Federal funded care and eligible for ELS-Bridge will be recertified at least every quarter to re-engage in State or Federal funded programs.
- D. Wu Yee Children’s Services will develop and implement a Quality Improvement Plan that incorporates analysis and reflection on child assessments, observations and other data about the program at all the sites it operates.

- E. Grantee will develop and implement an intentional approach to engage families and hold at least two individual parent-teacher conferences each program year to discuss the child’s progress.
- F. 100% of families will be offered the annual satisfaction survey.
- G. Grantee will participate in quality supports, such as training, coaching and mental health consultation including, but not limited to, those provided by First 5 San Francisco and the San Francisco Department of Public Health.
- H. Grantee will report 100% of enrollments funded by OECE in the enrollment database used by OECE (cocoa) to maintain electronic enrollment and attendance records for all children, including sign in and sign out features.
- I. Grantee will use SF3C database to fill subsidized vacancies for enrollments that are not EHS-HS slots. All EHS/HS enrollments will be filled by Wu Yee’s own waitlist that meets federal and state guidelines.
- J. Wu Yee’s EHS FCC programs will be funded an additional monthly stipend per child, in addition to the ELS rate. This stipend is to support EHS FCC providers with the additional requirements of operating an EHS program and to assist with the recruitment of additional providers to join EHS.

**VII. Outcome Objectives**

On an annual basis, Grantee will meet the following service objectives:

- A. At least 90% of children enrolled at Grantee’s child care centers will have a blended federal and state funding during the term of their enrollment.
- B. Of families responding to a family survey, a minimum of 85% will rate the program as being supportive to helping their family meet their child’s ECE needs.

**VIII. Reporting Requirements**

- A. Grantee will provide a quarterly report of activities, referencing the tasks as described in Section IV– Description of Services, and VII- Service Objectives. Reports are due 15 days after the close of the reporting period. Following reports will be acceptable to report quarterly enrollments, activities and tasks:
  - I. Agency’s Head Start-Early Head Start Services Annual Program Information Report Snapshot,
  - II. Grantee’s Head Start 09CH9147 “End-of-Month Enrollment” Report,

III. Excel exported CDD-801 A report,

- B. Grantee will provide an annual narrative report and/or CDE Self Evaluation summary summarizing the contract activities, referencing the tasks as described in Section IV– Description of Services, VII- Service Objectives, and VIII - Outcome Objectives. This report will also include accomplishments and challenges encountered by the Grantee. This report is due 15 days after the completion of the program year.
  - A. Quarterly and Annual Reports, including a quarterly narrative report will be entered into the Contracts Administration, Reporting, and Billing Online (CARBON) system.
- C. Grantee will provide Ad Hoc reports as required by the Department.
- D. Quarterly and Annual Reports will be entered into the Contracts Administration, Reporting, and Billing Online (CARBON) system.

For assistance with reporting requirements or submission of reports, contact:

elizabeth.leone@sfgov.org  
Senior Contracts Manager, Office of Contract Management

or

armando.zapote@sfgov.org  
Office of Early Care and Education  
ECE Program and Policy Analyst

**IX. Monitoring Activities**

- A. Program Monitoring: Grantee will meet with OECE -ECE Program and Policy Analyst each quarter to review and develop enrollment-funding blending strategies that support:
  - a. OECE’s emphasis on serving “Target Population” families,
  - b. Efforts to maximize federal and state funding before spending local city funding,
  - c. Grantee’s enrollment and eligibility list process and procedures.
  - d. Grantee’s achievements and challenges in providing services through the ELS-EHS/HS contract.
- B. OECE’s program monitoring will also include review of client eligibility, and back-up documentation to assess and determine level of support needed for

effective reporting and progress towards meeting service and outcome objectives.

- a. Cocoa usage/enrollment reports
- b. SF3C Usage/enrollment reports

- C. Fiscal Compliance and Contract Monitoring: Fiscal monitoring will include review of the Grantee's organizational budget, the general ledger, quarterly balance sheet, cost allocation procedures and plan, State and Federal tax forms, audited financial statement, fiscal policy manual, supporting documentation for selected invoices, cash receipts and disbursement journals. The compliance monitoring will include review of Personnel Manual, Emergency Operations Plan, Compliance with the Americans with Disabilities Act, subcontracts, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.