

**Appendix A-1 – Services to be Provided
Wu Yee Children’s Services of San Francisco
Early Care and Education Integrated Services
July 1, 2022 to June 30, 2025**

1) DEFINITIONS

0-5 Continuity	Eligible population families who lose subsidy eligibility for state funding may continue in care until their child reaches kindergarten with the support of local funding
AP	Alternative Payment state contracted child care vouchers: AP Agencies are those public or private non-profit agencies contracting with California Department of Education to administer child care voucher programs
CAPP	California Alternative Payment Program
CARES 3.0	Compensation and Retention Early Educator Stipend
Case Management	A continuum of support for families from the beginning of the child care navigation and enrollment process through referral to other child care options. In the case of FCS case closure or termination of Bridge Program funding enhanced case management also includes trauma-informed coaching for providers as appropriate to ensure a successful child care placement.
CDE	California Department of Education
CDSS	California Department of Social Services
CPAC	Childcare Planning and Advisory Council
CBO	Community-based organizations, including Family Resource Centers
DEC	San Francisco Department of Early Childhood
DEC Fully Funded (MRA funded)	DEC fully funded enrollments through an MRA Funding Agreement with an ELFA Qualified Provider
DHS	San Francisco Department of Human Services, a division of HSA
Early Learning SF (ELSF)	Early Learning SF (ELSF) is a centralized eligibility and waiting list designed to assist families in connecting with quality early care and education options.
ECE	Early care and education

ELFA	San Francisco Early Learning for All System, which are local funds: 1) fully funded at the ELFA calculated rate, 2) tuition credit rate, or 3) are an enhancement to a state or federally subsidized child, to reimburse at the ELFA calculated rate. DEC may determine, over time, changes in costs or tiers for ELFA reimbursement.
ELFA-Tuition Credit	Early Learning for All Tuition Credit provides families with children ages 0-5 a tuition credit (equal to 50% of the ELFA fully funded rate) who earn above 110% AMI up to 150% AMI. The full tuition credit is applied to the provider's published rate.
ELFA-Voucher	Early Learning for All System vouchers for which the city is paying the full tuition at the ELFA calculated rate.
ELFA-Gap	Early Learning for All System (ELFA) Gap provides local funding to cover the "gap," when one exists, between the state's Regional Market Rate (RMR) for vouchers and the local ELFA voucher rate, should one exist.
Families Rising (FaR)	Families Rising (FaR) is a San Francisco mayoral initiative (formerly P500) that seeks to prevent the transfer of poverty from one generation to the next by providing meaningful pathways up and out of poverty, and by building an integrated and comprehensive system of care
FCS	Family and Children's Services. ECE for families in the At-Risk, CPS and Foster Care system in San Francisco; including the Emergency Child Care Bridge State Program.
HSA	San Francisco Human Services Agency
Low-Income	Families at or below 110% of the Area Median Income as determined by the California Department Education
Maximum Reimbursable Amount (MRA)	The Maximum Reimbursable Amount (MRA) is the maximum amount an ELFA qualified center can earn, as established in the FY 2022-2023, 2023-24 Funding Agreements, through a mix of DEC Fully-Funded, Tuition Credit and Title 5 ELFA Gap enrollments, calculated at the current ELFA rates. The MRA total funding for each center is based on the program's projected enrollments for the current fiscal year. MRA funding is to support enrollments through in-classroom instruction.
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 through an ELFA Bridge payment
QRIS	Quality Rating and Improvement System established by the State of California and adopted by San Francisco as a standard of quality. CA-QRIS Rating Matrix is only applicable to State Preschool funded Title 5 Programs.
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 contractors 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

San Francisco Citywide Plan for Early Care and Education	The San Francisco Board of Supervisors approved Early Care and Education plan to align early education goals, frameworks, funding, and outcomes targeting children birth through age five
Title 5 Gap (MRA funded)	DEC gap funding for Title 5 eligible enrollments where the Standard Reimbursement Rate (SRR) is below the ELFA rate through an MRA Funding Agreement with an ELFA Qualified provider
TrustLine	TrustLine is a database of license-exempt providers that have cleared criminal background checks in California. It's the only authorized screening program of in-home caregivers in the state with access to fingerprint records at the California Department of Justice and the FBI.

2) PURPOSE

The purpose of this grant is to provide Early Care and Education Integrated Services. Wu Yee Children’s Services (“The Grantee”) is central to the implementation of the DEC Citywide Plan for Early Care and Education (ECE), through the effective leveraging of state and federal child care subsidy opportunities for families and supporting the Early Learning for All System (ELFA) goals of continuity of care and choice in high quality care options for families.

A critical feature of the Citywide ECE plan is to ensure school readiness for all birth-to-5 children living in San Francisco. This includes effectively leveraging local, state, and federal child care funding for San Francisco families to have broad access to high quality, ECE programs. The plan also focuses on “continuity of care” to ensure children maintain their ECE enrollments until kindergarten; along with, supporting and empowering families and their programs with information to choose and maintain a high quality, ECE option that best suits their needs.

3) PRIORITY POPULATIONS

The San Francisco child care system serves the needs of families with children 0-5, with a focus on low-income families and a particular emphasis on providing targeted supports to families who continue to experience ongoing systemic inequities and racial discrimination.

4) LOCATION AND ACCESSIBILITY OF SERVICES

Grantee shall provide services in multiple languages (including, but not limited to: Spanish, Chinese, and English), in-person, by phone, email and online during the hours of at least 9:00 AM-5M PM Monday — Friday. Extended evening hours on a case by case as needed, will be broadly advertised to families and programs. In-person services will be at 888 Clay Street, SF, CA and 4900 3rd Street, SF, CA and at DEC-funded programs and other designated locations for on-site support, group training, or information sharing.

5) COMMUNICATIONS AND MESSAGING

Grantee will work closely with DEC to ensure messaging alignment with respect to Grantee’s communications with ECE programs, community and government agencies, stakeholders, parents, and other members of the public.

6) DESCRIPTION OF SERVICES – EARLY CARE AND EDUCATION RESOURCE & REFERRAL AND SUBSIDY ADMINISTRATION.

Grantee will provide the following services:

A. Family and Provider Experience

- i) Grantee will streamline all relevant aspects of Family-Program Support (R&R) and ECE Case Management subsidy system administration to improve the experience for all families and child care providers served. The activities include, but are not limited to the following:
 - (1) Minimize points of contact (when possible) for each family and program when transitioning from a service/process within different teams/departments.
 - (2) Responsiveness to families and programs happens between 24-48 hours after being contacted, from the time of first contact to enrollment in a child care program, with targeted wait times for enrollment no more than 3 weeks.
 - (3) Promote greater utilization of its online "Care Portal" which allows providers and parents to easily access attendance sheets, explanations of payments and other required documents.
 - (4) Work to simplify what and how parents must report to make it easier for families to enroll in or maintain their ECE services.
 - (5) Improve online provider reporting, automating child eligibility screening and enrollment, and attendance tracking that could then be linked to payment calculation, billing, and reporting.

B. Family Resource & Referral (R&R)

- i) The Grantee will, through the Resource and Referral services, enhance the experience of eligible families, and connect them to quality ECE options that meet their needs; and that informs parents of the types of financial city support for ECE. Local R&R funding must also be directed to promote R&R services to be culturally and linguistically relevant to meet the needs of eligible families. The Grantee agencies should collaborate with other local, regional, and state organizations and with other key system stakeholders and initiatives that are critical to the local ECE system.
- ii) As proposed by the Grantee, their delivery of services approach will meet the needs of families, providers, and children in several ways. The Grantee will use a multi-tiered + family centered case management model that:
 - (1) Enhances the experience of eligible families and connects them to quality ECE options and enrollment funding that meet their needs.
 - (2) Local R&R funding must also promote R&R services that are culturally and linguistically relevant to meet the needs of families. The Grantee agencies should collaborate with other local, regional, and state organizations and with other key system stakeholders and initiatives that are critical to the local ECE system.
 - (3) Will help all low-income families define and articulate their child care setting preferences, which will facilitate matches with subsidized care openings.
 - (4) Uses a child care case management approach with priority populations that ensures follow-up on next steps, identifying barriers, updating Family Profiles, and connecting families to additional community resources, as needed, to support the needs of the whole family.
 - (5) Utilize research-informed and comprehensive outreach approach to maximize priority population family engagement.

- (6) The multi-tiered model will aim to enhance the relationships with programs and use technology to ensure real-time vacancy information is used to provide “best Fit” child care referrals.

iii) **R&R Family Support:**

- (1) Develop, document, and implement an approach that prioritizes families based on needs and prioritized populations. Prioritized population families are offered based on need, comprehensive referral services with proactive follow-up over a specified period.
- (2) With Resource and Referral as the guiding point, ensure a seamless and integrated service delivery model across its internal departments to provide comprehensive family support services to low-income families based on their goals. These services meet families where they are and offer flexible and individualized support that affirms and builds on families’ strengths.
- (3) Counsel families in person, over the phone, via email, via text, and through other methods (e.g., mobile applications, etc.) about the child care support systems, eligibility, and types of child care providers, the Early Learning SF (ELSF) process, and related services available. Counseling should be culturally responsive and available in the languages of the prioritized populations and responsive to the schedules of the populations served.
- (4) Refer prioritized population families to social services and supports beyond child care, such as, but not limited to, Family Resource Centers for parenting classes/support groups, food assistance, housing, employment, health, financial support or management, and other needs.
- (5) Grantee will maintain and continuously improve on-line, printed, etc., information available that supports families’ ability to find and pay for child care that meets their needs.
- (6) Specific information available will include types and costs of care, types of and eligibility for financial assistance and, if available, indicators of quality care.

iv) **R&R Community Outreach:**

- (1) Engage in coordinated outreach and communication to maximize its engagement of Prioritized Population families.
- (2) Work with community-based organizations that work with the Prioritized Population (e.g., Family Resource Centers, neighborhood clinics and hospitals, family resource centers, recreation centers and parks, churches, Women Infant Children Clinics, San Francisco Public Library, etc.) so they have child care information on-hand and, knowledgeable staff who know how to refer families to the Grantee for more information about child care, assistance in finding child care and support in connecting to child care subsidies.
- (3) Utilize a variety of on-going outreach strategies, not limited to text-messaging, email, social media, and direct mail campaigns to specific neighborhoods to engage families. Determine the return-on-investment including measured impacts to services and customer satisfaction for implemented communication and outreach strategies.

C. First Aid Training

- i) Grantee will ensure CPR and First Aid training is available to child care providers, in their home language and/or provide translation as needed. Grantee will enter all trainings for

programs (regardless of funding source) and their attendees' participation into the California ECE Workforce Registry per the protocol supplied by DEC.

D. Child Care Access, Enrollment & Case Management Services

i) Integrated Family-Child Care Case Management:

- (1) Grantee will work across its internal departments to provide integrated child care case management services for eligible families to assist them in accessing and maintaining quality early education experiences.
- (2) Grantee will provide case managed families with ongoing support and regular check-ins as family circumstances may change or their experiences over time with an early education provider may provide the Grantee with important information to better assist the family with their developing needs and circumstances.
- (3) Grantee will record case notes for every case managed family interaction to ensure they capture detailed information regarding the family's situation, needs, and recommended next steps.
- (4) Grantee will communicate with families 30 & 90 days after enrollment to ensure placement is a good fit and gather feedback on the family's child care search experience. This information will be compiled into an annual report providing insights for DEC and Grantee with key information for prospective policy and planning adjustments.

ii) Family Choice & Fiscal Leveraging:

- (1) Grantee will balance family choice and fiscal leveraging. On one hand, Grantee will counsel families on all applicable subsidized care options, emphasizing the importance of quality. Likewise, at certification, Grantee will screen families for state/federal subsidies to attempt to use those funds to support families, whenever possible.

iii) Continuity of Care:

- (1) Continuity of care is a key component of the DEC's design of programs and policies that support families' and children's consistent engagement in quality early learning experiences. If a family loses a state or federal subsidy:

- (a)** Grantee will work with DEC to enroll children in an ELFA-Voucher. Grantee will closely track the reasons families lose state or federal subsidy eligibility, with increased attention on those who fall out of eligibility at recertification.

(2) Local Child Care Subsidy Administration

(a) Early Learning for All System:

- (i) Grantee will administer the local Early Learning for All System (ELFA) child care program in partnership with Children's Council of San Francisco's ELFA administration work.
- (ii) Grantee will closely coordinate services and seamlessly integrate data and reporting with Children's Council of San Francisco.

(b) ELFA-City (Voucher):

- (i) Grantee will administer ELFA-Vouchers (Fully Funded & Tuition Credit). For ELFA- Vouchers, Grantee will use monthly projections to determine the amount

of funding available and enroll families accordingly through ELSF or via other DEC approved processes (e.g., two-way enrollment) following DEC's priority enrollment policies.

- (ii) Grantee will certify families as eligible for ELFA-Voucher and manage the full subsidy administration process for both family and program. To ensure families who lose eligibility for state or federal subsidy programs can maintain continuity of care in their ELFA program, Grantee will work with the family and program to obtain an ELFA-Voucher.
- (iii) Depending on the needs and preferences of each family, the Grantee will develop a full understanding of the family's circumstances, including early learning goals for their children, helping to guide them on their journey through the early education system and ultimately elementary school enrollment.

(c) Coordination with Homeless Child Care Case Management Grantee (Compass Family Services):

- (i) For homeless families waiting on Early Learning SF, seeking child care services, and/or receiving ELFA-Vouchers, the Grantee will work with Compass Family Services to determine funding availability and process provider payments. The grantee will maintain regular communication around trends in homeless families' ability to secure child care.
- (ii) Grantee will collaborate closely with Compass Family Services to ensure efficient and effective child care subsidy enrollments.

7) DESCRIPTON OF SERVICES – EARLY LEARNING SF, FAMILY SUPPORT

- A.** Grantee will support families' application to and use of Early Learning SF to secure quality child care.
- B.** Grantee will assist families in developing a profile and articulating preferences for care. Grantee will monitor activity within the system, and as families are matched with possible programs, follow-up with families via email, text, or phone calls, as appropriate, to support family exploration of options and progress toward enrollment in subsidized child care.
- C.** New families assigned to the Grantee will have their ELSF application reviewed and be contacted for any additional information needed in accordance with agreements made at the ELSF Implementation meetings.
- D.** Grantee will support to look for child care through manual referral.
- E.** When a family applies to Early Learning SF and is assigned to Grantee, Grantee will reach out to screen them for eligibility for other state-/federally funded subsidy programs (such as CalWORKs) and conduct an in-depth phone interview to update eligibility and need information. If a family has been selected for a slot Grantee will contact the family to assist them in selecting a program and when necessary, provide a "warm handoff" to subsidy staff to facilitate an enrollment.
- F.** For Center-MRA enrollments, Grantee will monitor Center-MRA vacancy reporting to support ELFA centers in appropriately maximizing MRA funding through enrollments.
- G.** Grantee will support data integrity by, updating family applications, inactivating applications, and merging duplicates. All family applications assigned to Grantee will be updated as often as

needed or at least quarterly. Grantee will also update individual family profiles outside of scheduled process as staff become aware of new information.

- H. The Grantee will maintain and continuously improve information available that supports families' ability to find and pay for child care that meets their needs.
- I. Specific information provided will include types and costs of care, types of financial assistance, and indicators of quality care.

8) DESCRIPTION OF SERVICES – ADDITIONAL INTEGRATED SERVICES

A. Grantee will provide the following:

- i) Ensure there are signed confidentiality agreements for all its staff and members of collaborating agencies' staff that have access to publicly funded families' information.
- ii) In the event of a declared emergency, Grantee's staff may be engaged as part of the city's response to the disaster/declared emergency. Grantee agrees to ensure their staff receives city Emergency Response training, when notified as available by DEC.

9) SERVICE AND OUTCOME REPORTING OBJECTIVES – *Unless stated otherwise, each of the following objectives will be reported bi-annually in January and July. The report will be comprehensive and, where appropriate, include supporting back up documentation, narratives, and data.*

A. Multi-Tier service delivery approach

i) Service Objective:

- (1) Grantee will assess families at entry point to assign tier based on family need and will provide appropriate tiered service.

ii) Outcome Objective:

- (1) Grantee will report the number of families served in each tier of service. Data points to be included in the report include, but not limited to
 - (a) Priority population
 - (b) Income
 - (c) Service Tier received

B. Prioritization of Family's Needs

i) Service Objectives:

- (1) Grantee will support low-income families' articulate preferences for child care setting, which will facilitate matches with subsidized care openings.
- (2) Grantee will case manage families, especially of priority populations emphasizing assisting those families that need follow-up on next steps, and for whom barriers were identified so they can be connected to community resources.

ii) Outcome Objectives:

- (1) Grantee will report on families receiving a subsidy 60 days after enrollment to ensure care selection was a good fit and positive service experience.
- (2) Annually, Grantee will share insights from families reporting dissatisfaction with child care placement with DEC to inform ongoing system improvements.
- (3) Annually (in July), Grantee will share insights from families reporting dissatisfaction with child care placement with DEC to inform ongoing system improvements.

- (4) Grantee will report on families served and type of other service referral to other community-based organizations provided.

C. Community Outreach:

i) Service Objectives:

- (1) Grantee will develop interactive and meaningful outreach strategies that focus on building relationships with Families, Programs and the ECE community members.
- (2) Grantee's Outreach strategies must center on connecting and interacting with families and programs to building relationships, cultivating awareness, and ensuring actions and services are purposeful.

ii) Outcome Objectives:

- (1) Grantee will develop and/or refine its Community Engagement Strategy (Outreach) to focus, primarily, on making sure that families and programs know about and can navigate services provided by Grantee.
- (2) Annually (in July), Grantee will survey families to assess the efficiency of the Outreach Strategy and make sure the outputs of the outreach plan are meeting the needs of the family.
- (3) Grantee will evaluate effectiveness of outreach work and will refine or discontinue based on the data.
- (4) Grantee will report on the number of programs receiving CPR/First Aid training (by language) and the outreach efforts made to contact programs needing new or recurring certification, including, but not limited to:
 - (a) Outreach-communication strategy used to invite program participation.
 - (b) Modality of the training.
 - (c) Participants impact and satisfaction survey.

D. Family Supports – Internal Systems Integration:

i) Service Objectives:

- (1) Grantee will aim to streamline relevant aspects of the Resource and Referral and Child Care subsidy system administration and service delivery, to improve families and programs experience.
- (2) Grantee will provide high quality service to all clients by ensuring R&R and Subsidy systems and processes plan for, anticipate, and allow for efficiencies, regulatory compliance, and continuous improvement— establishing practices that meet the needs of families and their children.

ii) Outcome Objectives:

- (1) Grantee will provide access to all families and programs a visual diagram of the grantee's service offerings and support pathways.
- (2) Annually (in July), Grantee will update the diagram of "path to services", if needed, to ensure families and programs know where, who, what services they can receive from grantee.
- (3) Grantee will provide a report on plans to continuously improve the integration of services.

E. Subsidy Administration

i) Service Objectives:

- (1) Grantee will implement a child family -centered system to ensure all families unique preferences and each child's development needs are prioritized.
- (2) Grantee will administer local, state, and federal funded child care subsidy program and will adhere to all program requirements, policies and laws related to the administration of programs.
- (3) Grantee will support all eligible families using a comprehensive and seamless child care case management and counseling about their child care options and focusing on strengthening a relationship for on-going assistance during their participation in the programs.
- (4) Grantee will serve the following average of monthly families and children (These numbers may be adjusted by DEC, as needed, during the contract term to reflect changes in funding or projected enrollments):
 - (a) Early Learning for All System - **ELFA-Fully Funded: 1300 children**
 - (b) Early Learning for All System - **ELFA-Tuition Credit: 400 children**
- (5) Grantee will conduct bi-annual provider meetings to provide information and request input on topics related to subsidy administration. Grantee will conduct post-event surveys to assess helpfulness of topics and gain insights into improving future meetings.
- (6) Grantee will establish a robust and seamless child care case management system to support Homeless at-risk families to ensure successful linkages to local, state and federally funded programs.
- (7) Grantee will provide monthly projections and revenue reports based on program budget allocations.

ii) Outcome Objectives:

- (1) Annually (in July), Grantee will submit a report containing the following:
 - (a) Annually (in July), Grantee will provide Family feedback data on the impact of services received. The report will include child age, zip code, and type of provider to the extent this information is provided by the family responding to the survey. At least 80% of families will report that services had a positive impact.
 - (b) Annually (in July), Grantee will provide program feedback data on the satisfaction with subsidy administration services. 100% of active ELFA Program programs will be reached out and Grantee will secure at least a 65% response. Report will include a summary of action plans for improvements based on the feedback received.
- (2) Grantee will report on #s and % families served and received an ECE-Care Plan as part of their certification intake. Plan includes, but not limited to:
 - (a) Number of child care referrals provided and zip codes.
 - (b) Child-family Needs Assessment.
 - (c) Child's Ages and Stages Information.
 - (d) Invitation and/or participation to parenting workshops or other parent training available.
 - (e) Inquiries around Transitional Kindergarten and/or Kindergarten.
 - (f) Program quality indicators and what to look for in a program.
 - (g) Child Care Subsidy Policies – Parent's Rights and Responsibilities.

- (3) Grantee will update as needed all parent and program policies and procedures handbooks and will make them available to all families and programs participating in any program.
- (4) Annually (in July), Grantee will provide a service delivery plan that supports a robust and seamless child care case management system to support Homeless at-risk families.

10) Monitoring Activities

- A. Program Monitoring:** Program monitoring will include review of case files, Grantee development and training activities, program policies and procedures, accessibility and cultural competence of program materials, job descriptions, reporting requirements, client data tracking and back-up documentation for reporting progress towards meeting service and outcome objectives.
- B. Fiscal Compliance and Grant 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, subgrants, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.

11) Reporting Requirements - Any change in state reporting requirements shall supersede the following grant requirements.

A. Monthly R&R Administration Reports

- i.** Provide a monthly report (no later than the 15th day following the end of the reporting month) of the number of families provided comprehensive Tier service counseling and referral services that includes, but it's not limited to:
 - 1. Tier 1: All Families** - Standard R&R Counseling Services will provide:
 - a.** information on the types, costs, and options for child care.
 - b.** information on quality indicators.
 - c.** assistance structuring a child care search and creating a Family Profile.
 - d.** an overview of supports we provide related to child development and parenting, and referrals to child care providers.
 - 2. Tier 2: Low-Income Families** - Tier 2 families receive additional services, including:
 - a.** For pre-screened families eligible for a subsidy, staff explain subsidy options, enrollment process, required documentation and timelines.
 - b.** Staff will work with all families to develop Family Profiles, which will help them articulate their preferences for care, rank the importance of those preferences, and facilitate better matches with subsidized care openings.

B. Monthly Subsidy Administration Reports

Provide a detailed monthly summary report on subsidy child care projections and enrollments that illustrates the achievement of the subsidy Service Objectives identified above.

C. Bi-annual Reporting

Unless stated otherwise, each of the Service & Outcome objectives will be reported bi-annually in January and July. The report will be comprehensive and, where appropriate, include supporting back up documentation, narratives, and data.

D. Special Reporting

- i) Grantee will produce subsidy system ad hoc reports relevant for child care planning and policy purposes with reasonable notice.
- ii) Grantee will participate in evaluation requests pertaining to activities funded by this grant. This will include, but not be limited to, collection of data on funded activities and participants, analysis of data and reporting of findings. The data to be collected may include but not be limited to demographic information, service utilization information, measurement of outcomes associated with participation in funded activities. The data may be requested of clients, Grantee and other stakeholders of the funded activities. Grantee may be requested to participate in evaluation activities designed by DEC.

E. Audit Response

Grantee will produce and submit corrective action plans related to any state and local audits

Monthly subsidy projection reports are to be submitted via email to the following:

- Ingrid Mezquita, Executive Director (Ingrid.Mezquita@sfgov.org)
- Armando Zapote, Access & Enrollment Manager, Early Learning Division, (Armando.Zapote@sfgov.org)
- Jason Holthe, Principal Analyst, Early Learning Division (Jason.Holthe@sfgov.org)
- Brenda Taylor, Senior Financial & Budget Analyst, Finance Division (Brenda.Taylor@sfgov.org)
- Anthony Tyson, Contracts Manager, (Anthony.Tyson@sfgov.org)

All reports including Monthly, Bi-Annual, and Annual Reports will be entered into the Contracts Management System (CARBON). Contact information is above for assistance with reporting requirements or submission of reports.