

CITY AND COUNTY OF SAN FRANCISCO

FIRST AMENDMENT TO THE GRANT BETWEEN THE CITY AND COUNTY OF SAN FRANCISCO AND WU YEE CHILDREN'S SERVICES

THIS AMENDMENT (this "Amendment") is made as of **July 1, 2019**, in San Francisco, California, by and between **Wu Yee Children's Services, 827 Broadway St., San Francisco, CA 94133**, hereinafter referred to as "Grantee", and the City and County of San Francisco,

RECITALS

WHEREAS, City and Grantee have entered into the Agreement (as defined below); and

WHEREAS, City and Grantee desire to modify the Agreement on the terms and conditions set forth herein to **increase the contract amount, and update standard contractual clauses** and,

WHEREAS, Grantee represents and warrants that it is qualified to perform the services required by City as set forth under this Grant and Modification Agreement;

NOW, THEREFORE, Grantee and the City agree as follows:

1. Definitions. The following definitions shall apply to this Amendment:

a. Agreement. The term "Agreement" shall mean the Agreement dated **July 1, 2017** between Grantee and City.

b. Contract Monitoring Division. Effective July 28, 2012, with the exception of Sections 14B.9(D) and 14B.17(F), all of the duties and functions of the Human Rights Commission under Chapter 14B of the Administrative Code (LBE Ordinance) were transferred to the City Administrator, Contract Monitoring Division ("CMD"). Wherever "Human Rights Commission" or "HRC" appears in the Agreement in reference to Chapter 14B of the Administrative Code or its implementing Rules and Regulations, it shall be construed to mean "Contract Monitoring Division" or "CMD" respectively.

c. Other Terms. Terms used and not defined in this Amendment shall have the meanings assigned to such terms in the Agreement.

2. Modifications to the Agreement. The Agreement is hereby modified as follows:

(a) Article 5.1 Maximum Amount of Grant Funds of the Agreement currently reads as follows:

The amount of the Grant Funds disbursed hereunder shall not exceed **Twenty-Nine Million, One Hundred Ninety-Eight Thousand, Eight Hundred Forty-Six Dollars**

(\$29,198,846) for the period from July 1, 2017 to June 30, 2020, plus any contingent amount authorized by City and certified as available by the Controller.

Contingent amount: Up to Two Million, Nine Hundred Nineteen Thousand, Eight Hundred Eighty-Five Dollars (\$2,919,885) for the period from July 1, 2019 to June 30, 2020, may be available, in the City's sole discretion as a contingency but only subject to written authorization by the City and if monies are certified as available by the Controller.

The maximum amount of Grant Funds disbursed hereunder shall not exceed Thirty-Two Million, One Hundred Eighteen Thousand, Seven Hundred Thirty-One Dollars (\$32,118,731) for the period from July 1, 2017 to June 30, 2020.

Such section is hereby replaced in its entirety to read as follows:

The amount of the Grant Funds disbursed hereunder shall not exceed Thirty-Eight Million, Two Hundred Fifteen Thousand, Four Hundred Twenty-Three Dollars (\$38,215,423) for the period from July 1, 2017 to June 30, 2020, plus any contingent amount authorized by City and certified as available by the Controller.

Contingent amount: Up to One Million, Three Hundred Forty-Three Thousand, Six Hundred Eleven Dollars (\$1,343,611) for the period from July 1, 2019 to June 30, 2020, may be available, in the City's sole discretion, as a contingency subject to authorization by the City and certified as available by the Controller.

The maximum amount of Grant Funds disbursed hereunder shall not exceed Thirty-Nine Million, Five Hundred Fifty-Nine Thousand, Thirty-Four Dollars (\$39,559,034) for the period from July 1, 2017 to June 30, 2020.

Grantee understands that, of the maximum dollar disbursement listed in Section 5.1 of this Agreement, the amount shown as the Contingent Amount may not be used in Program Budgets attached to this Agreement as Appendix B, and is not available to Grantee without a revision to the Program Budgets of Appendix B specifically approved by Grant Agreement Administrator. Grantee further understands that no payment of any portion of this contingency amount will be made unless and until such funds are certified as available by Controller. Grantee agrees to fully comply with these laws, regulations, and policies/procedures.

- (b) **Appendix A.** Appendix A, of the agreement describes the services to be provided.

Such section is hereby replaced in its entirety by an amended Appendix A, Services to be Provided, pgs 1-16.

- (c) **Appendix B.** Appendix B, Calculation of Charges, pp. 1-8 of the Agreement displays the original total amount of \$29,198,846.

Such section is hereby replaced in its entirety by an amended Appendix B, Calculation of Charges, pp. 1-8, which displays the budget as herein modified.

3. Effective Date. Each of the modifications set forth in Section 2 shall be effective on and after **July 1, 2019**.

4. Legal Effect. Except as expressly modified by this Amendment, all of the terms and conditions of the Agreement shall remain unchanged and in full force and effect.

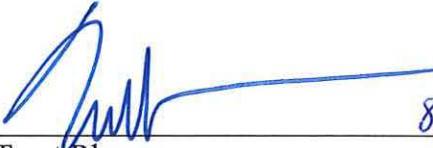
IN WITNESS WHEREOF, Grantee and City have executed this Amendment as of the date first referenced above.

CITY

GRANTEE

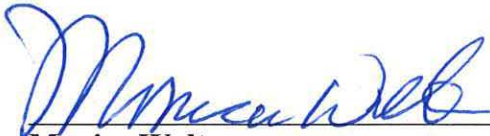
Recommended by:

Wu Yee Children's Services



Trent Rhorer
Executive Director
Human Services Agency

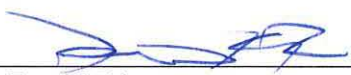
8/29/19
Date



Monica Walters
Chief Executive Officer
827 Broadway Street
San Francisco, CA 94133
Phone: (415) 230-7500

Approved as to Form:

Federal Tax ID #: 94-2387002
City Vendor Number: 0000008025
DUNS #: 165384835

By: 

David Ries
Deputy City Attorney

8/27/19
Date

Appendix A: Scope of Services to be Provided
Wu Yee Children's Services
Early Care and Education (ECE) Integrated Services
July 1, 2017 to June 30, 2020

I. Purpose of Grant

The purpose of this grant is to provide Early Care and Education Integrated Services. The Grantee is central to the implementation of the OECE Citywide Plan for Early Care and Education (ECE), through the effective leveraging of state and federal child care subsidy opportunities for families as well as supporting the Early Learning Scholarship (ELS) goals of continuity of care and choice in high quality care options for families.

The ECE Integrated Services Grantee will manage:

- Oversight of the local Early Learning Scholarship child care subsidy and eligibility system that includes:
 - Client eligibility and need determination, according to program type
 - Subsidy enrollment
 - Child care provider services, including orientation to voucher reporting
 - Rate setting for subsidy payments according to state and/or local policies
 - Administration and issuance of provider payments
 - State noticing/informing requirements and due process rights for applicants and enrolled families
 - Coordination and leveraging of the citywide subsidy system to ensure state and federal dollars are used before city/county funding whenever possible
- Tracking and reporting to assist with citywide planning related to utilization.
- Outreach and support to families through comprehensive ECE Resource and Referral services.

The overall program goals are to:

- Improve our system to seamlessly connect families to quality choices in a timely way;
- Broker assistance to pay for services when needed;
- Ensure providers are paid an enhanced local rate to support quality programming, while leveraging federal and state funding whenever possible; and
- Promote continuous participation in quality programs for children among target 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
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
CalWORKs	California Work Opportunity and Responsibility to Kids, welfare-to-work program for families receiving Temporary Aid to Needy Families (TANF) cash aid.
CAPP	California Alternative Payment Program
CDE	California Department of Education
CDSS	California Department of Social Services
Comprehensive Fiscal Analysis (CFA)	The Comprehensive Fiscal Analysis was conducted by a national team of experts, providing an inventory of federal, state, and local investments. It proposes, approaches, and models for restructuring San Francisco's local early care and education investments. The CFA proposals and analysis is fundamental to the ELS redesign for the city. http://sfoece.org/wp-content/uploads/2016/04/CFA-Report.pdf
CPAC	Childcare Planning and Advisory Council
DHS	San Francisco Department of Human Services, a division of HSA
ELS	San Francisco Early Learning Scholarships, which are local funds: 1) fully funded to the QRIS Tier 3 Cost; or 2) are an enhancement to a state or federally subsidized child, to reimburse at QRIS Tier 3. 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. All low-income families receive continuity through the program year, while target population families may receive continuity until the child reaches kindergarten.
ELS-City	Early Learning Scholarships for which the city is paying the full tuition to the Tier 3 cost of quality.
ELS-Gap	Early Learning Scholarship (ELS) GAP provides local funding to cover the "gap," when one exists, between the maximum state subsidy reimbursement rate (i.e., Regional Market Rate or Standard Reimbursement) and the local QRIS Tier 3

ELS-PFA	San Francisco's Preschool for All program offering universal free part-day preschool for four-year olds enrolled in PFA programs
HSA	San Francisco Human Services Agency
Low-Income	Families under 85% of the State Median Income as determined by the California Department Education
OECE	Office of Early Care and Education
P500	Project 500 is a San Francisco mayoral initiative 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
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 ELS 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
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.
Reasonable Notice	Any state regulatory requirements (e.g., 14 calendar day Notice of Action for CalWORKs families) shall supersede all local contract requirements. Additional notice shall be provided when information is available. In City Child Care reasonable notice shall be 30 days. When Family & Children's subsidies are vouchered, reasonable notice shall be 30 days and will include notice to the child's Protective Services Worker in FCS.
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 Waitlist	The San Francisco Waitlist is a new (to be released in October 2018) centralized eligibility and waiting list designed to assist families in connecting with quality early care and education options. Through real-time vacancy information and program and family profiles the new SF subsidy waitlist will better match family needs/preferences with available quality ECE program options.

San Francisco Citywide Plan for Early Care and Education	The San Francisco Board of Supervisor’s approved Early Care and Education plan to align early education goals, frameworks, funding, and outcomes targeting children birth through age five
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III. Target Population

The San Francisco child care system serves the needs of 0-5 year olds with a focus on low-income families. Target Population families 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 child welfare, and children with special needs or disabilities.

Specific eligibility requirements for state funded programs are defined by their respective funding agencies (e.g., The California Department of Social Services funds CalWORKs Stage 1 which serves low-income CalWORKs eligible families while the California Department of Education funds CAPP which serves low-income families and CalWORKs Stages 2 and 3 which serves former CalWORKs aided families). Certain subsidy programs may also serve children 0 through 12 years of age. Early Learning Scholarship enhanced reimbursement rates are offered to qualified providers who achieve Tier 3 on the QRIS, subject to fund availability.

IV. Communications and Messaging

Grantee will work closely with OECE 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.

V. Description of Services

Grantee will provide the following Early Care and Education Subsidy Administration services:

- **Case Management:** Grantee will work across its internal departments to provide integrated case management services for target population and other subsidy eligible families to help them achieve their goals.
- **Fiscal Leveraging:** Grantee will balance family choice and fiscal leveraging. Grantee will counsel families on all applicable subsidized care options, emphasizing the importance of quality and at certification/recertification meetings, Grantee will screen families for state/federal subsidies to maximize the use of those funds to support families, whenever possible.
- **Continuity of Care** is a key component of the Office of Early Care & Education’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, Grantee will work with OECE and its other Integrated Services Grantee to ensure the child is considered for an ELS-Bridge subsidy. Families will be served by the same Subsidy Specialist to ensure seamless

services. Grantee will assist in tracking the reasons families lose subsidy eligibility, with increased attention on those who fall out of eligibility at recertification.

- **Streamlining Services:** Grantee will continue to streamline all aspects of subsidy system administration and service delivery, with a focus on improving the experience for families and child care providers.

Need and eligibility

The process of determining need and eligibility in the ELS program will be mainly carried out by the Integrated Services Agencies' Family Specialists and/or Homeless Case Management Contractor (currently Compass Family Services). The Wu Yee Family Specialist position will share professional characteristics and core training with the Specialists in the Wu Yee R&R program in order to ensure a seamless approach across the elements. The Family Specialists will work directly with families to evaluate their eligibility for services. This process begins with an intake interview and needs assessment, using the same Initial Family Engagement approach included in R&R, Head Start and the FRC. The Initial Family Engagement tool will be adopted and added on to for the needs of ELS eligibility determination and administration, with an eye to maintaining the principles of the Head Start Parent, Family and Community Engagement Framework in the family approach.

The intake interview and assessment will focus on determining if families are eligible for ELS and are in the current target population. The intake process, whether enrolling new families or during re-certification, will also be used as a point to ensure leveraging of federal and state funding sources. To ensure the maximization of state and federal funds, Family Specialists will determine family eligibility using CalWIN Light and other data systems to support the family in applying for such programs. These federal or state programs will include CalWORKs, Head Start/Early Head Start and Title 5. Specialists will continue to support families through the application process, ensuring continuity of care.

In addition, family eligibility will be re-determined by the Specialists according to OECE's programmatic standards. Through work with the CalWORKs subsidy administrator (currently Children's Council of San Francisco) which uses the CC3 database, Wu Yee will work collaboratively to on an appropriate database interface for the transfer families across programs, addressing need and eligibility.

The Family Specialist will counsel and assist families in locating child care services, provide appropriate and timely support services to families and offer education on community resources. As part of this counseling and support to the target population families, the Specialist will ensure that families are supported in selecting a qualified provider, whether center-based or family child care, per the OECE provider qualification process. The Specialists will be focused on working with and enrolling families from the new San Francisco waitlist.

Engage with families and providers

The Family Specialists work individually with families to assist them in making child care arrangements, including supporting them when needed to remain in continuous care from birth to five years of age. In order to ensure quality child care counseling services provided to families, Family Specialists will continue to participate in extensive cross-training to enhance their knowledge of the Family Child Care Quality Network and the quality frame driving the ELS. Specialists will educate parents with consumer information regarding the criteria required of providers to become part of such programs. Family Specialists maintain a caseload of families who are accessing ELS, therefore families have a consistent, reliable relationship to support their child care needs. Additionally, through this relationship, Family Specialists will engage in other support activities to encourage parent-child relationship and engagement with early care and education programming. An example of such activities will be through regular emails sent to families (weekly or semi-monthly) with opportunities available in their community such as playgroups, workshops, parent or community events and articles on child development. These opportunities will support parent education and knowledge of child development, as well as increase parent knowledge and utilization of resources in their community. To ensure ongoing and open communication as part of family engagement and continual program improvement, Wu Yee will create informal and formal opportunities for feedback including a survey form for families to complete, possibly semiannually. This tool will support tracking of the family status, variables such as improvement of family life quality and family activities involving ECE; resources families need in other systems (housing, food, workforce and educational resources) and parental feedback on the program.

The ELS Specialists will use a parallel approach to engaging with providers, in order to facilitate a relationship-based approach that has long term benefits to the providers and the ELS system. Wu Yee will work with OECE to maintain accurate information on providers who are authorized as qualified ELS providers, as a result of the NOFA selection process. Provider engagement will also involve building the capacity of providers to use the Cocoa system and why utilizing the database is beneficial. In particular, with the ELS program new to all involved, training and support for providers should include supporting them in understanding the policies and procedures associated with this local subsidy approach. Provider requirements will be supported by utilizing the database, freeing up providers to focus more on quality of services. For instance, providers will be able to implement electronic sign in/out methods through Cocoa, which supports adhering to enrollment tracking and payment verification. Provider training will involve necessary supports for integrating these electronic functions in to their program operations. In order to support the administration of ELS funding to families who are homeless and with children with special needs, Wu Yee will need to apply community collaboration skills to partnering with the organizations that carry the contracts to deliver case management and the care to this population. These families receive wrap around supports tailored to their individual situation and their primary relationship is with the staff at these contractors, including Compass and Support for Families. Wu Yee's established partnership with these agencies to fully support families will be used to enhance ELS. For efficiencies in the administration of funding to support

their child care, Wu Yee will partner with these providers in the same manner as all providers. Important information about services, enrollment and tracking, as well as the funding needs will come from partners with the homeless case management partners.

In partnership with OECE, Wu Yee will ensure that all providers and families who are receiving local subsidies are aware they are supported by City funds, from OECE, administered by Wu Yee. The branding of materials with the OECE logo is an important step in supporting this understanding. Wu Yee plans to include the OECE logo on checks, receipts, envelopes, family notifications and child care certificates. Wu Yee will create and disseminate information sheets offering detail on the ELS program, with input and final approval by OECE. The language used on these information sheets will be implemented across all family and provider information vehicles, such as websites, apps, training materials and organizational brochures and forms.

Enrollments and payments

Specialists, in partnership with ELS supervisor and manager, are responsible for ensuring data on enrollments is complete and used in tracking and projecting of ELS utilization. Accurate enrollment information is important to the processing of provider payments as well as understanding the utilization needs of the ELS funding stream. Wu Yee will apply current enrollment tracking and projection methods to the full administration of ELS funding; these methods, including understanding family needs, communicating frequently with families and providers regarding needs, openings and eligibility, have resulted in consistently high utilization rates. Projections build on processing enrollment information and comparing it with monthly attendance data. Providers will be paid based on enrollments but attendance information is important to understanding the actual utilization of program slots and how this compares to enrollment projections. Family Specialists will continue to work with families and providers to ensure enrollment is utilizing at least 97% of ELS voucher funding.

All ELS staff at Wu Yee will be involved in providing customer service to providers related to eligibility and payments. Regarding payments, staff will be responsible for the calculation of payments, transparency in the calculation process and ELS policies, and administration of the funding through checks to providers.

In February 2016, Wu Yee launched the Care Portal, an online repository available through the subsidy database, automating access to and the return of completed attendance sheets, payment calculation, as well as explanations of payments, articulating the source of monthly funding that is proprietary to the agency. In Wu Yee's current subsidy administration, the tracking and check cutting system has been built to delineate each type and source of funding, both within the actual database and on the provider's payment check.

Other Services

- a. As instructed by OECE, Grantee will execute, amend, and terminate Early Learning Scholarship funding agreements.

- b. Ensure there are signed confidentiality agreements for all of its staff and members of collaborating agencies' staff that have access to sensitive and protected information of families.
- c. In the event of a declared emergency, staff may be engaged as part of the city's response to the disaster/declared emergency. Grantee agrees to ensure staff receive city Emergency Response training, to be planned and delivered in coordination with the HSA Emergency Response Coordinator.
- d. Monitor child care subsidy eligibility, authorization, and utilization as prescribed by CDE policies and procedures. Monitor compliance internally utilizing state procedures for compliance monitoring in order to maintain grant performance within state error rate level.

Child Care Resource and Referral

Wu Yee is a California Department of Education funded Resource and Referral program in San Francisco. With funding from the Office of Early Care and Education (OECE) Wu Yee will develop in partnership with OECE and the other citywide Child Care Resource and Referral Agency, Children's Council of San Francisco, coordinated strategies to deliver R&R services through an integrated citywide system that is responsive to providers and families pertaining to the integrated services grant. OECE recognizes Wu Yee's unique organizational culture, agency vision and strategic plan when delivering on this partnership. Wu Yee's R&R service delivery will include consumer education, quality and training, family and provider advocacy, and improved access to child care. By implementing the agency wide family engagement approach, comprehensive family assessment can take place. Therefore, a family that initially reaches out to inquire about child care is walked through a series of sensitive and culturally appropriate questions to identify what other supports they can benefit from, and for what other assistance programs they qualify. Providers also turn to Wu Yee when needing support around child care specific issues, support in addressing needs and gaps, and problem-solving in a team approach to ensure children are receiving the best care possible.

The level of comprehensive services and follow-up families receive is based on the complexity of needs that are initially identified in the family assessment process. Children in the target populations are provided with even more comprehensive counseling and enhanced referral services, and are followed for a specific time period in order to ensure that the coordinated resources and services they are provided with are meeting all identified needs.

Family engagement occurs through various channels, including direct outreach, marketing strategies, and community-wide events. Effective outreach consists of broader community events that are accessible to both participants and community members. Various sites across the city will be used as locations for events intentionally geared toward the target population, including health and family resource fairs for specific target populations. Wu Yee currently offers office hours at agencies serving high need families. This model of community centered hubs will continue to enhance targeted outreach into high need zip codes.

Intake and referral

All families accessing support from Wu Yee complete an initial needs assessment intake that staff use to identify appropriate programs and services to link families with all available resources, including child care, housing, employment assistance, and public benefits. Intake staff engage in a relationship-based discussion with families. This discussion identifies goals, strengths, and needs; all this information is then used to move a family to where their long-term service relationship will be. This discussion also allows staff to determine if families are eligible for multiple early learning programs such as EHS/HS, home visiting, or state funded programs. This system also allows for an expedited process, where families receive the most appropriate resources in the most efficient manner.

Wu Yee will use a relationship-based approach when working with providers who are also in need of information and support. Provider inquiries are tracked just as families are to ensure efficacy and appropriateness of support and information provided. Wu Yee also recognizes capacity building among front-line professionals outside of its own organization is imperative to improve the quality of intake and referral in the community. Therefore, partnering with the other R& R to deliver co-location services housed at the County HSA building will be implemented to best support families in receiving appropriate services, by increasing the capacity of County employees to best process clients through training opportunities and technical assistance. In addition, through the community hub model, Wu Yee will have R&R services physically available in different locations throughout the city supporting the level of quality that families receive when it comes to intake and referral. Wu Yee will strive to build the capacity of numerous community professionals to function like its own R&R staff through professional training and capacity building opportunities for providers and service partners, including EHS/HS staff, Title 5 providers, and possibly WIC staff.

Consumer Education:

One of the main components of R&R is strong consumer education. Wu Yee will move towards a consumer engagement model which aligns with federal goals in providing families required information on child care services, health and safety, assistance programs, developmental screenings, and quality ratings for providers. This is achieved through a two-way, mutually-respectful process that consists of outreach and awareness, consumer education, co-learning, and sharing of information.

The first step in consumer engagement is to partner with families in learning about child care options and quality factors. Wu Yee staff initiates this process by identifying existing resource and support systems, providing consultation on local early care and education programs, informing parents of subsidized care, assisting families with creating family profiles on the new San Francisco subsidy waitlist, and providing other resources and financial supports. Once referrals for child care are generated, staff will include the names of caregivers and contact information, and quality indicators for accreditation, group size, staff to child ratio, health and safety, and family involvement. Wu Yee will work with OECE and Children's Council of San Francisco to identify a

uniform, mutually agreed upon definition and citywide approach to collecting “real-time” vacancy data. OECE will resource the technology-related costs for this standard uniform approach while allowing both R&R’s to maintain their identity as individual service organizations and as state contractors. The focus of the effort will be on a shared R&R system across the two R&R organizations, with agreed upon provider data and data fields shared into a cloud based system for all licensed providers in San Francisco. Wu Yee will obtain consent from providers to share their data with the other R&R and with OECE. Each agency retains all privacy rights related to data and data fields unique to their agency outside the Integrated Services scope of work. Wu Yee clearly states to families that these are only referrals, and not recommendations. Families have access to information regarding procedures for licensing/ monitoring childcare providers and background checks. Wu Yee also makes provider-specific information, including the results of monitoring reports, available to families both in print and electronically.

Wu Yee recognizes that different modalities need to be in place for families to access accurate and up-to-date child care information. Families can access resource and referral information either in-person, on line, or by phone. Wu Yee also houses a database, where providers can provide contact information on their center, current rates, current vacancies, and other pertinent information. An additional aspect of consumer engagement also includes supporting parents in determining eligibility for child care payment assistance, scholarships, and subsidies.

Materials and services used for consumer engagement must be culturally and linguistically appropriate. Materials will be translated into Chinese and Spanish. In addition, Resource and Referral Specialists communicate and engage with parents in their first language, and workshops are also conducted in parents’ home language to ensure true understanding of the information shared.

Provider training

Outside of the Integrated Services grant and scope of work, Wu Yee also offers various quality improvement programs to support child care providers, and help those who seek to become providers, in addition to supporting programs to reach Tier 3 in their quality rating. Wu Yee implements the Child Care Provider Training program which offers professional and business development support for family child care providers in San Francisco. This program provides training, technical assistance, one-on-one coaching, consultation, and financial support. These resources are offered across the spectrum of provider needs, including those participants who are seeking to start a new program, providers that are looking to expand current programs, and for programs that seek ongoing quality improvement. Support offered also includes assisting participants in applying for initial licensure to operate a family child care business, and supporting current providers operating a licensed facility with retaining or expanding their businesses and applying for subsidy.

The community hub approach that will be implemented as part of Wu Yee’s integrated services allows for a coordination of services in terms of training and technical assistance. Based on the federal goals outlined, providers should have access to trainings that prepare

child care staff to work with different age groups, English learners, and children with disabilities. In addition, child care providers will have access to technical assistance to best support quality improvements. This includes a professional development plan, created in partnership with provider support staff. To the extent possible professional development is customized based on multiple sources of evaluative data and conducted in small group cohorts with initialized follow up from content coaches and consultants for fidelity of practice.

VI. Location and Time of Services

Grantee shall operate at 827 Broadway Street, San Francisco, California 94133, and other hub locations to be determined with OECE.

VII. Service Objectives

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

Subsidy Administration Early Learning Scholarships SERVICE OBJECTIVES:

1. ELS City (Voucher and Reserved): Provide case management services to the families of a monthly average of **550** children served by fiscal year end 2019 and a monthly average of **600** children served by fiscal year end 2020. (Average July thru June). *This number may need to be adjusted over the grant period.*
2. Fiscal leveraging: Screen **100%** of all families for State subsidy eligibility prior to enrollment in any ELS-City subsidy and at a minimum annually thereafter.
3. Case Management and Payment Processing MOU: In partnership with Children's Council of San Francisco, submit by **September 30, 2017** to OECE a draft Memorandum of Understanding (MOU) specifically outlining the policy and procedures for inter-agency transfers of the case management and payment processing functions when an ELS-City subsidized family is determined State subsidy eligible and currently being case managed by Wu Yee Children's Services.
4. Subsidy Administration Reporting: Provide accurate **monthly** projections and revenue reports based on the program budget allocations.

Resource and Referral SERVICE OBJECTIVES:

1. 1,000 target population families who directly contact the R&R or are assigned to the R&R via the new San Francisco subsidy waitlist will be offered comprehensive child care counseling and referral services (including enrolling them on the new SF subsidy waitlist, if appropriate) in multiple languages in person, over the phone, and via email, during operating hours of at least 9am-5pm during the week. New target population families assigned to the agency will have their application reviewed and be contacted for any additional information needed within 5 business days of submittal.
2. Target population families will receive at least one follow-up contact within 30 days of making the referral.

3. Target population families will receive at least one follow-up contact within 90 days after their child is placed in care.
4. Screen at least 330 target population families for additional needs beyond child care, and direct them to the appropriate community resources. Number will increase by 10% annually.
5. Offer an additional 500 low-income families who directly contact or are assigned to the R&R via the San Francisco waitlist comprehensive counseling and referral services (including enrolling them on SF3C if appropriate) in multiple languages in person, over the phone, and via email, during operating hours of at least 9am-5pm during the week, including at least one follow-up contact within 30 days of making the referral.
6. When the new wait list system is launched, work with the other R&R to call the ELS/PFA programs that do not have an email on record to inform them of the new system, and instruct them how to log in using their cell number.
7. To work collaboratively with the other R&R agency to resolve R&R data incompatibility or data quality issues.
8. When the new wait list system moves a family assigned to the R&R to unresponsive status after no update while family was in update status, within 5 business days the R&R will contact the family at least once using other communication methods. Timing of follow-up may be adjusted with OECE approval based on experience with new waitlist system.
9. When a target population family is matched through the new wait list system, the R&R will conduct one follow-up within 2 business days to check in on referral and enrollment process.
10. When a program marks a family unresponsive to a match, the R&R will follow-up with the family within 2 business days to confirm they were unresponsive.
11. When a program marks a family as provisionally enrolled, the R&R will follow-up with the family within 3 business days to provide them with assistance with enrollment paperwork and process.
12. Until R&R data sharing between the two R&Rs is achieved, Grantee will run a weekly vacancy report in the waitlist system that identifies vacancies reported and enter that information as appropriate into their respective NDS R&R database so that information can be used for referrals beyond ELS-Reserved, ELS Voucher, ELS Moderate and ELS Gap on Title 5 vacancies.
13. Coordinate with the other local R& R to deliver counseling and child care R&R services, pre-screen non-CalWORKs clients for alternative child care subsidies and distribute diapers as part of the San Francisco Diaper Bank program at the child care kiosk located at the HSA office at 170 Otis.
14. Outreach to a minimum of 2,000 target population families in Year 1, and a higher number to be determined in partnership with OECE in subsequent years.

15. Provide robust, user-friendly online information about the types of financial support available to pay for child care and how families can determine their eligibility for financial support.
16. Provide a minimum of 7 CPR/First Aid Trainings targeting licensed providers qualified through the ELS NOFAs. Coordinate with the other local R&R in terms of scheduling and languages offered. Enter all trainings for programs (regardless of funding source) and their attendees' participation into the California ECE Workforce Registry per the protocol supplied by OECE.
17. Collaborate with OECE and the other local R&R to adopt a method for both R&Rs to share identified fields about providers through a cloud based system. Both R&Rs also agree to identify a uniform, mutually agreed upon definition and citywide approach to collecting "real-time" vacancy data for providers. OECE will resource the technology-related costs for this uniform approach. Both R&Rs agree to implement the mutually agreed upon approach with flexibility for each R&R to maintain their unique culture that is responsive to providers and families.
18. Actively participate in at least 6 collaboration meetings with OECE and the other local R&R, to ensure that services are provided efficiently and without duplication of efforts.
19. Grantee will create and deliver quarterly and ad hoc reports about the populations accessing services.

VIII. Outcome Objectives

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

Subsidy Administration Early Learning Scholarships OUTCOME OBJECTIVES:

1. In a survey conducted by Grantee at the end of the 3rd quarter of each grant year, a minimum of **85%** of served families who respond to the survey will rate the Grantee at least a three on a five-point scale regarding whether the Grantee was helpful in assisting with their child care needs.
2. In a survey conducted by Grantee at the end of the 3rd quarter of each grant year, a minimum of **85%** of child care providers will rate Grantee as at least a three on a five-point scale in each of the following: subsidy administration, payment accuracy, and payment timeliness.
3. Annually, Grantee will place a minimum of **85%** of families who are ELS-City subsidized and become State subsidy eligible in a State funded program.
4. Grantee will ensure adequate enrollment to utilize a least **97%** of the ELS-City (Voucher) funding (excluding FCS) child care subsidy funding available.

Resource and Referral OUTCOME OBJECTIVES:

1. A minimum of **90%** of target population families with an approved subsidy will be given referrals to available child care openings, once a citywide approach to vacancies has been implemented.

2. A minimum of 70% of families receiving an ELS Voucher or Reserved space will rate their child care as satisfactory during a follow up 3 months after placement.
3. A minimum of 80% of target population families responding to an annual anonymous multi-lingual survey will rate online R&R information as helpful in determining the child care subsidies for which they qualify.
4. A minimum of 80% of target population families responding to an annual anonymous multi-lingual survey will rate R&R services as helpful in finding a quality care arrangement that meets their needs.
5. A minimum of 90% of providers attending CPR and First Aid training will rate the training as effective, provider-friendly, convenient, and culturally relevant.

IX. 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, role patterns/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, sub-grants, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.

X. Reporting Requirements

Any change in state reporting requirements shall supersede the following grant requirements.

Report Schedule

Monthly reports shall be sent no later than the 25th day following the end of the respective reporting period. An annual final report for final adjustments shall be submitted by July 31 for the fiscal year ending June 30. Quarterly and annual reports shall be sent no later than the last day of the month following the end of the respective reporting period.

Grantee shall provide the following information:

A. Monthly Subsidy Reports

- 1) By program: Parent name, number of unduplicated children and unduplicated families, number of children per parent and amount of child care paid. The report will provide monthly and cumulative statistics including type of care provided. Monthly reports will clearly track comparative monthly tracking of

children served/amount paid/average cost per child per month. Reports will meet state and federal tracking requirements.

- 2) Grantee will participate in evaluation requests pertaining to ELS 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 OECE.
- 3) Provide a monthly summary report on subsidy child care projections and enrollments that illustrates the achievement of the subsidy Service Objectives identified above.
- 4) Provide bi-annual subsidy and licensing data updates to be coordinated with OECE investments and other city funded investments previously tracked through Geomap. This data will also be used for CPAC Needs Assessment updates.
- 5) Grantee shall be responsible for all state and federal reporting requirements including, but not limited to: unduplicated child counts, type of care received, cases where no care was available, federal and non-federal child care cases and state contract renewal application processes. Coding for fiscal claiming will be maintained and modified as state policy changes require.
- 6) Grantee shall develop and deliver ad hoc reports (for zip code, etc.) as requested by the Department for the purpose of analyzing the impact or potential impact of proposed and actual state policy changes and for the CPAC Needs Assessment.
- 7) Grantee shall comply with all state reporting requirements and changes in reporting per state deadlines.
- 8) OECE shall provide Grantee with All County Letters, Contract Letters, Applications for Refunding, and other communications from the California Department of Social Services and the California Department of Education, as relevant.

B. Quarterly Reports

- 1) Grantee will submit a quarterly R&R report, which at a minimum will include: demographic information (including, home residence, ages of children, and income level) of users of R&R services, types of R&R services used broken down by demographic information, and summary data of requests made by OECE
- 2) Grantee will submit a third quarter report to summarize the achievement of the service and outcome objectives for Subsidy Programs for the first three quarters of the grant term. This report shall also include summary

demographic information - gender and ethnicity of the unduplicated clients served over the three quarter period. This report is due by April 30 of each year.

- 3) Develop voucher quality penetration reports, detailing the number of vouchers enrolled during the quarter in San Francisco licensed providers.

C. Annual Reports

- 1) Grantee will provide annual performance report regarding progress on service objectives for subsidy programs.
- 2) Grantee shall provide an annual report on the demographics of the child care providers by zip code.

Grantee will produce subsidy system ad hoc reports relevant for child care planning and eligibility confirmation for evaluations and research as requested by the DHS Child Care Manager and as deemed as appropriate by the Grantee and the Department. Grantee shall develop and deliver ad hoc reports (for zip code, rate change projections, level of care utilization, concurrent eligibility of families in other programs, etc.) as requested by the Department.

Audit Response

Grantee will produce and submit corrective action plans related to any state and local audits, including, but not limited to, APMU (Alternative Payment Monitoring Unit reviews.)

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

- Executive Director (Ingrid.Mezquita@sfgov.org)
- Deputy Director (Denise.Corvino@sfgov.org)
- Fiscal Strategies Manager, (Anthony.Tyson@sfgov.org)
- Senior Fiscal Strategies Analyst, (Jason.Holthe@sfgov.org)
- Fiscal Strategies Analyst, (Susanna.Cheng@sfgov.org)
- Senior Contracts Manager, (Elizabeth.Leone@sfgov.org)

All other reports including Monthly, Quarterly 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.

HUMAN SERVICES AGENCY BUDGET SUMMARY**BY YEAR**

Name

Term

Wu Yee Children's Services

July 1, 2019 - June 30, 2020

(Check One) New Renewal Modification

If modification, Effective Date of Mod. 7/1/2019 No. of Mod. 1

Program: ECE Integrated Services FY19-20 - ELS Subsidy

Budget Reference Page No.(s) Program Term	Original	Modification	Revised		
			FY 19/20		
			ELS Voucher	ELS Reserve	Total
Expenditures					
Salaries & Benefits	\$167,156	\$770,854	\$831,158	\$106,852	\$938,010
Operating Expense	\$27,559	\$190,274	\$193,019	\$24,814	\$217,833
Subtotal	\$194,715	\$961,128	\$1,024,177	\$131,666	\$1,155,843
Indirect Percentage (%)	15%	15%	15%	15%	15%
Indirect Cost (Line 16 X Line 15)	\$29,207	\$144,169	\$153,627	\$19,750	\$173,376
Capital Expenditure					
Subtotal w/o Pass-Through	\$223,922	\$1,105,297	\$1,177,803	\$151,416	\$1,329,219
Direct Client Pass-Through	\$3,799,874	\$7,738,488	\$10,223,990	\$1,314,373	\$11,538,362
Total Expenditures	\$4,023,796	\$8,843,785	\$11,401,792	\$1,465,789	\$12,867,581
HSA Revenues					
Local Funding (GF, PEEF, City work orders, etc.)	\$4,023,796	\$5,079,262	\$7,673,020	\$1,430,038	\$9,103,058
CalWORKs Funding		\$0	\$0	\$0	\$0
CODB for FY20 (2.5%)		\$313,843	\$278,092	\$35,751	\$313,843
Infant & Toddler Funding (local funding including City work order)		\$3,450,680	\$3,450,680		\$3,450,680
TOTAL HSA REVENUES	\$4,023,796	\$8,843,785	\$11,401,792	\$1,465,789	\$12,867,581
Other Revenues					
Total Revenues			\$11,401,792	\$1,465,789	\$12,867,581
Full Time Equivalent (FTE)					12.51

Prepared by: Mark Tao

Telephone No.: 415-230-7504

HSA-CO Review Signature:

HSA #1

Salaries & Benefits Detail

POSITION TITLE	Original	Modification	Revised				
			FY 19/20				
			Agency Totals		For HSA Program		For DHS Program
		Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Budgeted Salary ELS	
Provider Services Director:	\$6,077	\$28,024	\$100,296	1.00	34%	0.34	\$34,101
ELS Manager:	\$14,857	\$68,516	\$83,374	1.00	100%	1.00	\$83,374
Family Services Supervisor:	\$21,313	\$98,284	\$59,799	2.00	100%	2.00	\$119,597
Family Services Specialist:	\$46,374	\$213,858	\$49,620	6.00	87%	5.24	\$260,232
Scholarship Specialist:	\$18,788	\$86,641	\$52,714	2.00	100%	2.00	\$105,428
Programs Administrator	\$4,515	\$20,823	\$63,345	1.00	40%	0.40	\$25,338
ELS Data Administrator	\$10,412	\$48,013	\$58,425	1.00	100%	1.00	\$58,425
Program Monitoring Director	\$1,804	\$8,319	\$110,854	1.00	9%	0.09	\$10,123
Office Manager	\$1,994	\$9,195	\$44,756	1.00	25%	0.25	\$11,189
Resource Specialist	\$1,117	\$5,149	\$68,624	1.00	9%	0.09	\$6,266
Staff Outreach Specialist	\$1,134	\$5,231	\$69,700	1.00	9%	0.09	\$6,365
TOTALS	\$128,384	\$592,054	\$761,506	17.00		12.51	\$720,438
FRINGE BENEFIT RATE			30.2%				
EMPLOYEE FRINGE BENEFITS	\$38,772	\$178,800					\$217,572
TOTAL SALARIES & BENEFITS	\$167,156	\$770,854					\$938,011
HSA #2							

Program Name: Early Care and Education (ECE) Integration Services - ELS
 (Same as Line 9 on HSA #1)

Appendix B, Page 5

Operating Expense Detail

Expenditure Category	Term FY 19/20		
	Original	Modification	Revised
Other Program Supplies	\$3,890	\$26,860	\$30,750
Translations	\$648	\$4,477	\$5,125
Outreach Materials/ Engagement	\$324	\$2,238	\$2,563
MCT technology	\$1,297	\$8,953	\$10,250
Subscription & Membership Fees	\$3,242	\$22,383	\$25,625
Staff Training	\$2,594	\$17,906	\$20,500
Forums/ Workshops/ Conferences	\$519	\$3,581	\$4,100
Meeting Expenses	\$156	\$1,074	\$1,230
Provider Services Related Expenses	\$853	\$5,889	\$6,741
Travel	\$633	\$4,373	\$5,006
Computer Expenses	\$389	\$2,686	\$3,075
Finger Printing/ Transcript / Immunizations	\$78	\$537	\$615
Postage & Delivery	\$592	\$4,087	\$4,679
Office Copier	\$2,247	\$15,515	\$17,762
Rent	\$4,937	\$34,086	\$39,023
Utilities	\$948	\$6,547	\$7,496
Janitorial Services & Supplies	\$2,414	\$16,665	\$19,079
Building Repair & Maintenance	\$484	\$3,341	\$3,825
Telephone/ Fax/ Internet/ Email	\$857	\$5,918	\$6,776
Equipment Leases	\$221	\$1,529	\$1,750
Equipment Repairs/Maintenance	\$236	\$1,628	\$1,864
TOTAL OPERATING EXPENSE	\$27,559	\$190,274	\$217,833

**HUMAN SERVICES AGENCY BUDGET SUMMARY
BY YEAR**

Name

Wu Yee Children's Services(Check One) New Renewal Modification

If modification, Effective Date of Mod. 7/1/2019 No. of Mod. 1

Program: ECE Integrated Services FY18-19 - Resource & Referral

Budget Reference Page No.(s)

	Original	Modification	Revised
	Term FY 19/20		
Expenditures			
Salaries & Benefits	\$287,053	\$154,146	\$441,198
Operating Expense	\$63,960	(\$3,894)	\$60,066
Subtotal	\$351,013	\$150,252	\$501,264
Indirect Percentage (%)	15%	15%	15%
Indirect Cost (Line 16 X Line 15)	\$52,652	\$22,538	\$75,190
Capital Expenditure			
Subtotal w/o Pass-Through	\$403,665	\$172,789	\$576,453
Direct Client Pass-Through	\$0	\$0	\$0
Total Expenditures	\$403,665	\$172,789	\$576,453
HSA Revenues			
Local Funding (GF, PEEF, etc.)	\$189,293	\$81,027	\$270,320
CalWORKs Funding	\$204,526	\$87,548	\$292,073
CODB for FY20 (2.5%)	\$9,846	\$4,214	\$14,060
TOTAL HSA REVENUES	\$403,665	\$172,789	\$576,453
Other Revenues			
CDE R&R Contract			260,000
Total Revenues			\$836,453
Full Time Equivalent (FTE)			6.12
Mark Tao			Telephone No.: 415-230-7504
HSA-CO Review Signature:			
HSA #1			

Program Name: Early Care and Education (ECE) Integration Services - Resource and Referral
 (Same as Line 9 on HSA #1)

Operating Expense Detail

	Original	Modification	Revised
	Term FY 19/20		
<u>Expenditure Category</u>			
Outreach Materials/ Engagement	\$2,729	(\$166)	\$2,563
Subscription & Membership Fees	\$2,252	(\$137)	\$2,115
Staff Training	\$2,988	(\$182)	\$2,806
Forums/ Workshops/ Conferences	\$873	(\$53)	\$820
Meeting Expenses	\$1,541	(\$94)	\$1,447
Provider Support Expenses	\$6,919	(\$421)	\$6,497
Travel	\$4,432	(\$270)	\$4,162
Computer Expenses	\$2,729	(\$166)	\$2,563
Licenses/ Permits/ Taxes	\$2,183	(\$133)	\$2,050
Finger Printing/ Transcript / Immunizations	\$214	(\$13)	\$201
Office Supplies	\$1,982	(\$121)	\$1,862
Postage & Delivery	\$147	(\$9)	\$138
Rent	\$17,082	(\$1,040)	\$16,042
Utilities	\$3,281	(\$200)	\$3,081
Janitorial Services & Supplies	\$8,351	(\$508)	\$7,843
Building Repair & Maintenance	\$3,128	(\$190)	\$2,937
Telephone/ Fax/ Internet/ Email	\$2,497	(\$152)	\$2,345
Equipment Repairs/Maintenance	\$632	(\$38)	\$593
TOTAL OPERATING EXPENSE	\$63,960	(\$3,894)	\$60,066
HSA #3			