

**Appendix A-3: Scope of Services to be Provided  
Wu Yee Children’s Services  
Early Care and Education (ECE) Integrated Services  
July 1, 2021 to June 30, 2022**

**1) Purpose**

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 and 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
- Monthly, quarterly, and annual 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:

- Timely and seamlessly connect families to quality early care choices.
- Connect families to available community resources, including assistance in paying for ECE services;
- Ensure providers are paid an enhanced local rate to support quality programming, while leveraging federal and state funding whenever possible; and
- Ensure continuous quality improvements to the citywide ECE system through robust and continuous system data reporting and evaluation
- Promote continuous participation in quality programs for children among eligible populations.

**2) Definitions**

0-5 Continuity	Eligible 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
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CDE	California Department of Education
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. <a href="https://sfoece.org/2017/02/07/san-francisco-comprehensive-fiscal-analysis/">https://sfoece.org/2017/02/07/san-francisco-comprehensive-fiscal-analysis/</a>
CPAC	Childcare Planning and Advisory Council
CBO	Community-based organizations, including Family Resource Centers
Center-MRA	Center-MRA is the name for locally funded enrollments that are part of an ELS qualified center’s MRA as indicated in their FY 2020-2021 Funding Agreement. Centers can use their MRA funding to support PFA, Title 5 Gap, and fully funded Center-MRA enrollments. Center-MRA replaces ELS Reserved and Moderate enrollments. Center-MRA enrollments and attendance are reported in Mocha.
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. Through real-time vacancy information and program and family profiles, the waitlist matches family needs/preferences with available subsidized ECE program options.
ECE	Early care and education
ELS	San Francisco Early Learning Scholarships, which are local funds: 1) fully funded at the CFA calculated rate; or 2) are an enhancement to a state or federally subsidized child, to reimburse at the CFA calculated rate. OECE may determine, over time, changes in costs or tiers for ELS reimbursement.
ELS-Voucher)	Early Learning Scholarships for which the city is paying the full tuition at the CFA calculated rate.
ELS-Gap (now part of MRA)	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 CFA calculated rate
ELS-PFA (now part of MRA)	San Francisco’s Preschool for All program offering universal free part-day preschool for four-year olds enrolled in PFA programs

Enhanced Case Management	A continuum of support for FCS families from the beginning of the child care navigation and enrollment process through referral to other child 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.
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 85% of the State Median Income as determined by the California Department Education
Maximum Reimbursable Amount (MRA)	The Maximum Reimbursable Amount (MRA) is the maximum amount an ELS qualified center can earn, as established in the FY 2020-2021 Funding Agreements, through a mix of PFA, center-MRA, and Title 5 (ELS Gap) enrollments, calculated at the current ELS rates. The MRA total funding for each center is based on actual amounts from their FY 2019-2020 enrollments and earnings in the following funding categories: PFA, Title 5 ELS-Gap, ELS-Reserved, and ELS-Moderate. MRA funding is to support enrollments through a combination of in-classroom instruction and/or distance learning. MRA enrollments are reported in Mocha.
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 through an ELS Bridge payment
Reasonable Notice	For ELS, reasonable notice shall be 30 calendar days.
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 Supervisor’s approved Early Care and Education plan to align early education goals, frameworks, funding, and outcomes targeting children birth through age five

### 3) Eligible 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. This population includes, but is not limited to, children from families who are involved in the Child Welfare System (FCS), Foster Care Bridge Program, At-Risk, homeless, survivors of domestic violence

and families from the African American, Latino, Native American, and Pacific Islander communities.

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 ELS qualified providers and subject to fund availability.

#### 4) **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.

#### 5) **Description of Services – Early Care and Education Subsidy Administration.** Grantee will provide the following services:

- **Integrated Child Care Case Management:** 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.. 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. 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..
- **Family Choice & Fiscal Leveraging:** 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.
- **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 enroll children in an ELS-Voucher subsidy. Grantee will assist in tracking the reasons families lose state or federal subsidy eligibility, with increased attention on those who fall out of eligibility at recertification.
- **High Quality Services Experience:** 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, taking full advantage of the latitude allowed by state programs. For locally-funded programs, Grantee will work to simplify what and how

parents must report, helping families maintain their ECE services and improving continuity of care. Grantee will also explore improvements in systems administration such as online provider reporting, automating child eligibility screening and enrollment, and attendance tracking that could then be linked to payment calculation, billing and reporting.

- **Local Child Care Subsidy Administration**

**Early Learning Scholarships:** Grantee will administer the local Early Learning Scholarship (ELS) child care program in partnership with Children’s Council of San Francisco administration work. Grantee will closely coordinate services and seamlessly integrate data and reporting with Children’s Council of San Francisco.

1. **ELS-City (Voucher)**

Grantee will administer ELS-Vouchers. For ELS- Vouchers, Grantee will use monthly projections to determine the amount of funding available and enroll families accordingly of off ELSF, or other OECE approved methods, following OECE’s priority enrollment policies.

Grantee will certify families as eligible for ELS-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 ELS program Grantee will work with the family and program to obtain an ELS-Voucher. 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.

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

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

- 6) **Description of Services – Child Care Resource and Referral Services.** Grantee will provide the following services:

- **Family Support:** Grantee will work across its internal departments to provide integrated family support services to low-income families to help them achieve their goals. These services will meet families where they are to provide comprehensive, flexible and individualized support and connection in a way that affirms and builds on families’ strengths.
  - Tailored Family Support Services include counseling in finding and paying for child care, online child care search, trainings and workshops, child care navigation services, referrals

to specialized community resources and connection to relevant Parent and Caregiver Education programs.

- Enhanced Family Support to Families from Target Populations. With emphasis on families with children with special needs and/or who are homeless.
- **Early Learning SF Family Support:** Grantee will support families' application to and use of Early Learning SF to secure quality child care.
  - 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.
  - 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.
  - Grantee will provide enrollment services and support to families around manual referral.
  - 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.
  - For Center-MRA enrollments, Grantee will monitor Center-MRA vacancy reporting to support ELS centers in appropriately maximizing MRA funding through enrollments
  - 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.
- **Community Outreach:** Grantee will engage in coordinated outreach and communication to maximize its engagement of eligible families, particularly those from OECE designated communities needing targeted supports.
  - Grantee will develop/ review a Community Outreach Logic Model with specific activities and timelines at the beginning of each fiscal year to help guide the desired outcomes.
  - Not limited to, Grantee will work with community-based organizations that work with subsidy eligible families/groups (e.g., 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.

- Grantee will utilize a variety of outreach strategies such as text-messaging, email, social media and direct mail campaigns to specific neighborhoods to engage families and to capture family/community needs and service delivery satisfaction. Additionally, Grantee will explore the cost-effectiveness of targeted print/digital/outdoor advertising to determine a return-on-investment.
- Grantee will report on Outreach activities and their impact on families and programs at least once a quarter.
- As requested by OECE, Grantees will pivot on outreach priorities in order to respond to community needs.
- Grantee will run a weekly vacancy report in ELSF that identifies vacancies reported and enter that information as appropriate into R&R database.
- **Online Information:** Grantee will maintain and continuously improve information available that supports families' ability to find and pay for child care that meets their needs.
  - Specific information available will include types and costs of care, types of financial assistance, and indicators of quality care.
- **Feedback Loops:** Grantee will seek feedback from families to inform continuous improvement of services.
  - At minimum, Grantee will survey families annually to solicit feedback on quality of services. As capacity and experience with feedback loops expands, Grantee will move toward more regular and high-quality feedback loops.
  - Grantee will develop an action plan to describe the system improvements based on the feedback received. Such plan will include timeline for implementation.
- **Collaboration**
  - Coordinate with the other local R&R to ensure families receive consistent and seamless citywide early care and education counseling and R&R services including pre-screening non-CalWORKs clients for alternative child care subsidies.
  - Grantee will create and deliver to DEC quarterly and, as requested, ad hoc reports about the populations accessing services.
- **Additional R&R Services: First Aid Training, Reporting**
  - Grantee will provide CPR and First Aid training to child care providers, in their home language and/or provide translation as needed.
  - Grantee will create and deliver monthly, quarterly, semi-annual, annual and ad hoc reports about funding and the populations (families/programs) accessing services.

## 7) Location and Accessibility of Services:

- Grantee shall provide services in multiple language (including, but not limited to: Spanish, Cantonese, and English), in-person, by phone, email and online during the hours of at least 9:00 AM-5:00 PM Monday – Friday. Extended evening hours, when available, will be broadly advertised to programs.

- In-person services will be at 888 Clay Street, San Francisco, California 94108, and as requested at OECE-funded programs and other designated locations for on-site support, group trainings, or information sharing. Service Objectives

## 8) Service Objectives – Subsidy Administration

1. ELS Voucher: Provide case management services to the families of a monthly average of **850** (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. Subsidy Administration Reporting: Provide **accurate** monthly projections and revenue reports based on the program budget allocations.

- **Service Objectives – Resource & Referral**

1. Provide comprehensive counseling and referral services to **1,500** low income families in multiple languages in person, over the phone, and via email, during operating hours of at least 9am-5pm during the week.
2. Outreach to a minimum of **2,000** eligible population families annually.
3. 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.

## 9) Outcome Objectives

- **Outcome Objectives – Subsidy Administration**

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.

- **Outcome Objectives – Resource & Referral**

1. A minimum of **85%** of surveyed families will indicate satisfaction with R&R services.
2. A minimum of **85%** of surveyed families will indicate satisfaction with Wu Yee's online information.

3. A minimum of **85%** of surveyed providers attending CPR and First Aid training will indicate satisfaction with the training.

## **10) Monitoring Activities**

- **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, Granting patterns/job descriptions, reporting requirements, client data tracking and back-up documentation for reporting progress towards meeting service and outcome objectives.
- **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 supercede the following grant requirements.**

### **1. Report Schedule**

Monthly reports shall be sent no later than the 15th 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.

### **2. Monthly R&R Administration Reports**

- a. Provide a monthly report of the number of families provided comprehensive counseling and referral services.

### **3. Monthly Subsidy Administration Reports**

- a. Provide a detailed monthly summary report on subsidy child care projections and enrollments that illustrates the achievement of the subsidy Service Objectives identified above.
- b. 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.
- c. 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.
- d. Grantee shall comply with all state reporting requirements and changes in reporting per state deadlines.

**4. Quarterly Reports**

- a. Grantee will submit a quarterly report to summarize the progress on service and outcome objectives for Subsidy programs and R&R services.. This report shall also include detailed demographic information..

**5. Bi-Annual Reports (R&R only)**

- a. Grantee will provide annual performance report regarding progress on service objectives for R&R services.

**6. Annual Reports**

- a. Grantee will provide annual performance report regarding progress on service objectives for Subsidy programs and R&R services.

7. Grantee will produce subsidy system ad hoc reports relevant for child care planning and policy purposes.

8. 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 OECE.

**9. Audit Response**

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

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

- Executive Director ([Ingrid.Mezquita@sfgov.org](mailto:Ingrid.Mezquita@sfgov.org))
- Senior Fiscal Strategies Analyst, ([Jason.Holthe@sfgov.org](mailto:Jason.Holthe@sfgov.org))
- Senior Fiscal Strategies Analyst, ([Armando.Zapote@sfgov.org](mailto:Armando.Zapote@sfgov.org))
- Fiscal Strategies Analyst, ([Susanna.Cheng@sfgov.org](mailto:Susanna.Cheng@sfgov.org))
- Contract Manager, ([Michael.Deleon@sfgov.org](mailto:Michael.Deleon@sfgov.org))

11. 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.