

**Appendix A – Services to be Provided
Wu Yee Children’s Services
Early Care and Education Integrated Services
July 1, 2022 to June 30, 2024**

1) Definitions

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| 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 |
| 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 |
| 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 DEC Funding Agreement. MRA funding to supports PFA, Title 5 Gap (Preschool only), and fully funded Center-MRA enrollments. Center-MRA enrollments will be tracked and reported in a Data System selected by DEC. |
| DEC | Department of Early Childhood |
| 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 |
| 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. DEC may determine, over time, changes in costs or tiers for ELS reimbursement. |

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| 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 |
| 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. |
| 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 ELS qualified center can earn, as established in the FY 2022-2023, 2023-24 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 2021-2022 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 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 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 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 |

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| 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 |
| 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 Scholarship (ELS) 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 thir programs with information in order 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. 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, Indegenious, and Pacific Islander communities.

4) Location and Accessibility of Services

Grantee shall provide services in multiple languages (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-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 offered at 888 Clay Street and 4900 3rd Street, at DEC-funded programs and at 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 Subsidy Administration. Grantee will provide the following services:

Resource and Referral

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.

The Grantee will meet the needs of families, providers and children in several ways. Grantee will use a Multi-Tiered + Family Centered Case Management model that:

- A. Enhances the experience of eligible families, and connects 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.
- B. Will help all low-income families define and articulate their child care setting preferences, which will facilitate matches with subsidized care openings.
- C. Uses a child care case management approach with priority populations that ensures follow-up on next steps, identifying barriers, refining Family Profiles and connecting families to additional community resources, as needed, in order to support the needs of the whole family.
- D. Is research-informed and comprehensive outreach approach in order to maximize priority population family engagement.
- E. The multi-tiered model will aim to enhance the relationships with programs and use technology to ensure real-time vacancy information is used in order to provide “best Fit” child care referrals.

R&R Family Support:

- a) 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 of time.
- b) 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.
- c) Counsel families in person, over the phone, via email, via text (if feasible and effective), 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.
- d) 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.

- e) 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.
- f) Specific information available will include types and costs of care, types of and eligibility for financial assistance and, if available, indicators of quality care.

Community Outreach

- a) Engage in coordinated outreach and communication to maximize its engagement of Prioritized Population families.
- b) 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.
- c) 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.

Use and implement cost- effectiveness and targeted print/digital/outdoor advertising to determine a return-on-investment and impact of services.

FIRST AID TRAINING

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

IMPROVE FAMILY AND PROVIDER EXPERIENCE

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:

- a. Minimize points of contact (when possible) for each family and program when transitioning from a service/process within different teams/departments.
- b. Responsiveness to families and programs happens between 1-2 business days after being contacted
- c. From the time of first contact to enrollment in a child care program, the targeted wait time for enrollment time is no more than 3 weeks.
- d. 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.
- e. Work to simplify what and how parents must report to make it easier for families to enroll in or maintain their ECE services.

- f. Improve online provider reporting, automating child eligibility screening and enrollment, and attendance tracking that could then be linked to payment calculation, billing and reporting.

FAMILY AND PROGRAMS CHILD CARE ELIGIBILITY SUPPORT
Integrated Family-Child Care Case Management:

- a) 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.
- b) 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.
- c) 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.
- d) Grantee will communicate with families 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 fo DEC and Grantee with key information for prospective policy and planning adjustments.

Family Choice & Fiscal Leveraging:

- e) 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.

Family Support: Continuity of Care is a key component of the DEC 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:

- f) Grantee will work with DEC to enroll children in an ELS-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.

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 off ELSF or via other DEC approved processes (e.g., two-way enrollment) following DEC'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, seeking child care services, and/or receiving ELS-Vouchers, the Grantee will work with Compass Family Services to determine funding availability and process provider payments. Grantees will maintain regular communication around trends in families that are experiencing homelessness to secure child care. Grantee will collaborate closely with Compass Family Services to ensure efficient and effective child care subsidy enrollments

- **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 support to look for child care through 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
 - Grantees 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. Grantees will also update individual family profiles outside of the scheduled process as staff become aware of new information.
- **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.

SERVICE AND OUTCOME OBJECTIVES

Service Goal 1: Multi-Tier service delivery approach.

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

Outcome Objectives

- 1.1.1 By the end of the first quarter, to set a baseline of services, 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:
- Priority population,
 - Income,
 - Service Tier received,

Service Goal 2: Prioritization of Family’s Needs:

2.1 Grantee will support low-income families’ articulate preferences for child care setting, which will facilitate matches with subsidized care openings.

2.2 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.

Outcome Objectives

2.1.1 By the end of each fiscal year quarter, Grantee will report on families receiving a subsidy 90 days after enrollment to ensure care selection was a good fit and positive service experience.

2.1.2 By the end of the 4th quarter, grantee will share insights from families reporting dissatisfaction with child care placement with DEC to inform ongoing system improvements.

2.2.1 At the end of each quarter, Grantee will report on families served and type of other service referral to other community based organizations provided.

Service Goal 3: Community Outreach:

3.1 Grantee will develop interactive and meaningful outreach strategies that focuses on building relationships with Families, Programs and the ECE community members.

3.2 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.

Outcome Objectives:

3.1.1 By the end of the second quarter, Grantee will develop a Community Engagement Strategy (Outreach) to focus, primarily, on making sure that families and programs know about and can navigate services provided by Grantee.

3.1.2 As part of the data analysis, a list of recommendations and action items to implement on year 2 of the contract.

3.1.3 Annually, 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:

- Outreach-communication strategy used to invite program participation,
- Modality of the training,

- Participants impact and satisfaction survey

Service Goal 4: Family Supports –Internal Systems Integration:

4.1 Grantee will aim to streamline relevant aspects of the Resource and Referral and Child Care subsidy system administration and service delivery, in order to improve families and programs experience.

4.2 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.

Outcome Objectives:

4.1.1 By the end of second quarter, Grantee will provide all families and program a visual diagram of all the service and support paths provided by the grantee.

4.1.2 By March and June of each year, 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.

Service Goal 5: Locally Funded Programs ECE Administration

5.1. Grantee will implement a child/family -centered system to ensure all families unique preferences and each child’s development needs are prioritized.

5.2 Grantee will administer a locally funded child care subsidy program and will adhere to all program requirements, polices and laws related to the administration of programs.

5.3 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.

5.4 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):

i. Early Learning Scholarship (ELS): Monthly Average of 775 children

5.5 Twice per year, grantee will conduct 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.

5.6 Grantee will provide monthly projections and revenue reports based on program budget allocations.

Outcome Objectives:

After the end of the 3rd quarter, grantee will submit a report containing the following:

1. Family feedback data on the impact of services received. 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.
2. Program feedback data on the satisfaction with subsidy administration services. 100% of active ELS Program programs will be reached out and grantee will secure at least a 65% response. Survey results will

indicate an increase in satisfaction level from Quarter 1 results. Report will include a summary of action plan for improvements based on feedback received.

5.1.1 By the end of the third quarter, 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:

- Number of child care referrals provided and zip codes
- Child-family Needs Assessment
- Child's Ages and Stages Information
- Invitation and/or participation to parenting workshops or other parent training available
- School District enrollment information
- Program quality indicators and what to look for in a program,
- Child Care Subsidy Policies – Parent's Rights and Responsibilities.

5.2.1 By July 1 (OECE's Operating Guidelines must be updated by June 1 to meet objective) , of each contract year, grantee will update all parent and program policies and procedures handbooks and will make them available to all families and programs participating in any program.

5.2.2 By the end of the third quarter, Grantee will provide a service delivery plan that supports a robust and seamless child care case management system for support Homeless at-risk families.

Monitoring Activities

1. **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, Grantee patterns/job descriptions, reporting requirements, client data tracking and back-up documentation for reporting progress towards meeting service and outcome objectives.
2. **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.

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 31st for the fiscal year ending June 30. Quarterly reports shall be sent no later than the 15th 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 Tier service counseling and referral services that includes, but its not limited to:

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.

Tier 2: ELS Eligible 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.

Tier 3: Priority Populations

All supports above, plus: Families with children with special needs, CPS/At Risk , Homeless, African American, Latino, Native American, Pacific Islanders, will be referred to a child care specialist. Enhanced referral services including provider suggestions and selection advice provided as part of this Tier level of service.

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.

Quarterly Reports

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

Annual Reports

- a. Grantee will provide a single annual performance report regarding progress on all service and outcome objectives for Subsidy and R&R services.
- b. Grantee will produce subsidy system ad hoc reports relevant for child care planning and policy purposes with reasonable notice
- c. 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.

Audit Response

- a. 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)
- Fiscal Strategies Analyst, (Jason.Holthe@sfgov.org)

- Fiscal Strategies Analyst, (Armando.Zapote@sfgov.org)
- Fiscal Strategies Analyst, (Susanna.Cheng@sfgov.org)
- Contracts Manager, (Michael.Deleon@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.