

**Appendix A: Services to be Provided**  
**Low Income Investment Fund – Child Care Facilities Funding &**  
**Technical Assistance**  
**Effective July 1, 2022 – June 30, 2024**

**I. Purpose of Grant**

The Child Care Facilities Funding & Technical Assistance (CCFF&TA) program is designed to preserve, to improve and to expand the supply and quality of licensed Early Care and Education (ECE) facilities in San Francisco through the provision of focused technical assistance, grants, loans, leveraged financing, and system-wide improvements. The CCFF&TA program provides expertise and a centralized resource for ECE providers to access support for all things related to the facilities, capital or renovation project support. During this grant period there will be a CCFF&TA program for Early Education Centers and a CCFF&TA program for Family Child Care.

There are over 1,000 licensed ECE facilities, of which, 400 are center-based and over 600 are licensed Family Child Care (FCC) homes in San Francisco. There has been an increase in the number of early care and education programs requesting information and financing assistance to respond to expansion opportunities as the demand grows for licensed early learning programs. DEC recognizes this growth potential for additional high-quality early learning programming in our City, especially to increase access for infant/toddler care, and children from low to moderate income households. The City will invest in high-quality licensed early learning facilities to ensure San Francisco’s children have access to inspiring classroom environments that nurture and facilitate the love of learning. CCFF&TA facility funds include resources to provide expertise and facility-related support to centers and FCC homes participating in DEC’s Early Learning San Francisco (ELS) program, including focused technical assistance, grants, loans, leveraged financing, capital or renovation project support and system-wide improvements.

The goal of the CCFF & TA program funding is to:  
Facilitate the creation, expansion or renovation of high-quality early education environments for San Francisco children and families.

**II. Definitions**

CCFF	San Francisco’s Child Care Facilities Fund, revenues derived from development impact fees on large office and hotel projects and residential developments as required by San Francisco's Planning Code.
CCFF&TA	Child Care Facilities Funding & Technical Assistance
CDE	California Department of Education

CDSS	California Department of Social Services
City	City and County of San Francisco
Child Care Facilities Interagency Committee	A committee comprised of representatives from MOHCD, Office of Early Care and Education, OCII and the Planning Department and staffed by LIIF, that meets monthly to discuss specific ECE facility’s needs, pipeline projects, and strategies in San Francisco. The committee also approves specific projects funded through the CCCF.
DEC	Department of Early Childhood
DHS	San Francisco Department of Human Services, a division of HSA
ECE	Early Care and Education
FCC	Family Child Care educators are licensed providers who offer care in their home. A Family Child Care Home reflects a home-like environment where non-medical care and supervision is provided for periods of less than 24 hours. There are Small Family Child Care Homes and Large Family Child Care Homes.
FRC	Family Resource Center
Grant Monitoring	CCFF grant monitoring includes maintaining complete, accurate and up-to-date files on all CCFF grantees for the term of the grant. Yearly reporting requirements help to ensure grantees are in compliance with the terms of their grant agreements. CCFF grants are recoverable if the service is not provided for the full grant term.
Grantee	Low Income Investment Fund
HSA	San Francisco Human Services Agency
IPIC	Interagency Plan Implementation Committee, coordinated by SF Planning Department and responsible for prioritizing projects and funding, coordinating ongoing planning efforts for designated zones of development.

Loan Administration	Loan administration services provided by LIIF include, but are not limited to, reviewing loan eligibility, upfront loan analysis, underwriting, commitment, closing, disbursement, conversion, and ongoing monitoring and compliance.
MOHCD	Mayor’s Office of Housing and Community Development
OCII	Office of Community Investment and Infrastructure
PAC	Program Advisory Committee is the community-based advisory committee that guides the work of the Child Care Facilities Fund.
Predevelopment Grants	Predevelopment grants support feasibility, planning, architectural, design services, environmental, engineering, permit fees and/or other soft costs related to pre-construction of a site.
Project Management	Project Management services include construction management both before and during construction. The Project Manager acts as the child care provider’s representative to architects, contractors, developers and other professionals regarding construction financing and construction issues.
Renovation and Repair Grants	Renovation and repair grants support centers and family child care educators to address deferred facilities maintenance needs in order to ensure healthy and safe environments for children and maintain their licensing by the State of California.
Revolving Grant	Repayable grants provided to providers as cash flow funding, not meeting loan status, but with conditions for repayment
Start-up Capacity Building Grants	Start-Up Capacity Building Grants support the expansion of early education spaces. Depending on the annual guidelines developed by LIIF, with guidance from PAC, these grants fund operating costs for new or relocated ECE centers that serve low income children. An emphasis is made to prioritize the creation of spaces serving infants and toddlers.

### **III. Description of Services**

Grantee shall provide the following services during the term of this grant:

#### **Early Education Centers Service Description**

##### Financial Support

- Administer a range of financial resources for the San Francisco Department of Early Childhood for City-funded licensed early learning settings to have access to grants and loans programs to increase licensed capacity for 0-5.
- Provide the type of financial resources and information needed for ECE center providers in facilitating the planning of expansion for licensed capacity, including planning and predevelopment grants; capital development grants and loans; start-up financing; facility renovation and repair grants; short-term emergency repayable grants; and financing for purchase, including access to zero and low interest loan products.
- Establish financing and development strategies that leverage individual projects' ability for increased access to non-City funding and resources for capital needs of the ECE sector, including acquisition of property, identifying New Market Tax Credit eligible projects, and building relationships that create potential sources of additional funding e.g. foundations, MOHCD, CA Department of Education, CA Department of Social Services, etc.
- Provide IPIC resources, based on specific Neighborhood Area Plans, for ECE center programs to increase licensed capacity and access to early education services.
- Align with DEC's policies and priority resource allocation for the purpose of indoor and outdoor environments and design.

##### Technical Assistance

- Based on identified needs, provide relevant trainings, resources, linkages, and one-on-one technical assistance related to a facility project's development process, including feasibility analysis, capital planning, architecture and design, construction development, permit process, start-up, and facility maintenance.
- Provide project management as needed, including use of consultants, to ensure ECE center sites maintain a reasonable phase of construction and sign-off in larger, more complex projects.
- Offer individual technical assistance for project financing, financial projections and board development.
- Provide consultation and assistance regarding fiscal and operating issues to licensed ECE centers serving DEC priority populations and low/moderate income children. In particular, those contracted through DEC, California Department of Education-Early Learning and Care Division, California Department of Social Services-Child Care & Development Division, and federal Early Head Start and Head Start, and for facilities identified as City priorities for capital projects.
- Provide guidance on ECE facility/environment design to ensure the highest quality learning environments for children in City supported programs.

- Provide individualized business technical assistance to city-funded ECE center programs with financial models to aid in the economic recovery post-pandemic. Provide a variety of trainings, webinars, resources, linkages, and one-on-one technical assistance as requested to aid decision-making for economic viability of ECE program.
- Ensure alignment and direct coordination with DEC for all city sponsored training and technical assistance provided to city-funded ECE programs on behalf of the contractor.

#### Administrative

- Create an equity index that guides policies and practices for facilities funding decisions and investments in high-quality ECE programming.
- Track individual project expenditures and overall fund expenditures.
- Conduct a San Francisco ECE Center Facility Needs Assessment within the grant period with a detailed analysis of the citywide supply and demand by neighborhood, with biyearly updates.
- Staff/co-staff monthly meetings of the City’s Interagency Child Care Facilities Committee, comprised of representatives from DEC, the Mayor’s Office of Housing and Community Development, San Francisco Planning Department, Office of Community Investment and Infrastructure and other City departments as invited.
- Offer opportunities through various formats for programs receiving CCFF&TA grant and resources to provide meaningful feedback to DEC on the quality of training, technical assistance, resources and information provided on behalf of the City.
- Submit all grant applications to DEC for review and approval prior to internal application process.

#### **Family Child Care Service Description**

##### Financial Support

- Administer a range of financial resources for the San Francisco Department of Early Childhood for City-funded licensed early learning settings to have access to grants and loans programs to increase licensed capacity for 0-5.
- Provide the type of financial resources and information needed to FCC educators to help facilitate planning for expansion/retention of licensed capacity, including planning and predevelopment grants; capital development grants and loans; start-up financing; facility renovation and repair grants; short-term emergency repayable grants; and financing for purchase, including access to zero and low interest loan products.
- Establish financing and development strategies that leverage individual projects’ ability for increased access to non-City funding and resources for capital needs of the ECE sector, including acquisition of property, identifying New Market Tax Credit eligible projects, and building relationships that create potential sources of additional funding e.g. foundations, MOHCD, CA Department of Education, CA Department of Social Services, etc.

- Increase access for City-funded Family Child Care homes through targeted outreach for expansion, property acquisition, and renovation and repair grants awarded.

#### Technical Assistance

- Based on identified needs, provide a variety of trainings, resources, linkages, and one-on-one technical assistance related to a facility project's development process, including feasibility analysis, capital planning, architecture and design, construction development, permit process, start-up, and facility maintenance.
- Provide project management as needed with the use of consultants to ensure FCC programs maintain a reasonable phase of construction and sign-off in larger, more complex projects.
- Offer individual technical assistance for project financing, financial projections and board development.
- Provide consultation and assistance regarding fiscal and operating issues to licensed FCC programs serving DEC priority populations and low/moderate income children. In particular, those contracted through DEC, California Department of Education-Early Learning and Care Division, California Department of Social Services-Child Care & Development Division, and federal Early Head Start.
- Provide guidance on FCC environment design to ensure the highest quality learning environments are being required for children in City supported programs.
- Provide individualized business technical assistance to city-funded FCC programs with financial models to aid in the economic recovery post-pandemic. Provide a variety of trainings, webinars, resources, linkages, and one-on-one technical assistance as requested to aid decision-making for economic viability of ECE program.

#### Administrative

- Create an equity index that guides policies and practices for facilities funding decisions and investments in high-quality ECE programming.
- Track individual project expenditures and overall fund expenditures
- Ensure alignment and direct coordination with DEC for all city sponsored training and technical assistance provided to city-funded ECE programs on behalf of the contractor.
- Align with DEC's policies and priority resource allocation for the purpose of indoor and outdoor environments and design.
- Conduct a San Francisco ECE FCC Needs Assessment within the grant period with a detailed analysis of the citywide supply and demand by neighborhood, with biyearly updates.
- Staff/co-staff monthly meetings of the City's Interagency Child Care Facilities Committee, comprised of representatives from DEC, the Mayor's Office of Housing and Community Development, San Francisco Planning Department, Office of Community Investment and Infrastructure and other City departments as invited.
- Offer opportunities through various formats for programs receiving CCFF&TA grants and resources to provide meaningful feedback to DEC on the quality of

training, technical assistance, resources and information provided on behalf of the City.

- Submit all grant applications to DEC for review and approval prior to internal application process.

## **Early Education Economic Recovery Loan Program Service Description**

### **A. Purpose**

Grantee shall provide ECE centers and FCC educators in San Francisco, both ELS/PFA participants and non-City funded programs, with access to no-risk, zero-interest loans up to \$50,000, specifically for those negatively impacted by COVID-19.

### **B. Loan Deployment:**

The City ('DEC') will provide LIIF with a list of ECE centers and FCC educators to receive 0% interest loans, up to \$50,000, to be repayable in equal payments over five years, forgivable in certain circumstances. LIIF will review applications for eligibility and completeness, and deploy funds to the borrowers.

Children's Council of San Francisco will have already prescreened providers' state childcare licenses, and it will not be necessary for LIIF to confirm providers' licenses in good standing as part of the eligibility check.

LIIF will ask borrowers to self-report two months of expenses to size the loans.

Note On Use of Grant Funds: Grantee shall use funds only as directed by DEC and acknowledges that transfer of funds will only be made to child care providers and FCC educators specified unilaterally by DEC. Grantee does not have variance power or any discretion with respect to distribution of funds from the City revolving loan fund.

### **C. Loan Repayment:**

LIIF will invoice the borrowers for their annual payments via email with information regarding how much is owed and by when, and instructions for next steps.

If a borrower does not submit a payment by the date requested on the invoice:

1. LIIF will check whether the borrower's license is current.
2. If the license is current, LIIF will call the borrower to ask for payment.
  - a. If the borrower asks for an extension, the City has directed LIIF to grant an extension of this payment for 6 months.
  - b. If the borrower says they are unable to make the payment, DEC has directed LIIF to respond as follows:
    - i. In the following cases, DEC will direct LIIF to forgive the entire remainder of the loan and stop invoicing the borrower for payments:

1. If the program closes permanently any time after the loan was awarded
2. Death of the Center owner or FCC educator (in cases of sole proprietorship)
3. Owner moved and left no forwarding address
4. CCL verifies that the license is no longer operational
- ii. If the borrower states they are unable to make a payment, DEC directs LIIF to defer the payment and add it to the final payment of the loan
3. If LIIF is unable to reach the borrower after two phone calls and emails, LIIF will send a certified and registered letter to the borrower confirming the missed payment of the loan and explaining next steps.
4. If the borrower is unreachable, DEC directs LIIF to defer the payment to the end of the loan term.
5. DEC may direct LIIF to defer or forgive any payment; or forgive any remaining balance of the loan, at DEC's discretion.

#### **D. Forgiveness**

If, at any point during the term, a borrower explains that they are unable to repay the entire loan, DEC directs LIIF to forgive the loan as follows:

- a) In the following cases, DEC will direct LIIF to forgive the entire remainder of the loan and stop invoicing the borrower for payments:
  - i. The program has closed
  - ii. Death of the Center owner or FCC educator (in cases of sole proprietorship)
  - iii. Owner moved and left no forwarding address
  - iv. Ongoing economic hardship through loss of revenue as verified by provider records. Ongoing economic hardship is defined as operating at less than 50% enrollment for 12 months. Licensed capacity confirmed by Licensing and/or DPH child care/school health team.
  - v. CCL verifies that the license is no longer operational.
- b) If a borrower is unreachable two years in a row, DEC directs LIIF to consider the entire loan forgiven and will stop attempting to collect payments.
  - i) At the end of the term, if a borrower is unreachable or explains they cannot repay, DEC directs LIIF to forgive the remaining balance of the loan.
  - ii) DEC may direct LIIF to defer or forgive any payment; or forgive any remaining balance of the loan, at DEC's discretion.
- c) At the end of the loan's term, if a borrower states they are unable to pay the remaining balance of the loan, DEC directs LIIF to forgive the entire remaining balance of the loan.



Note On Grantee Repayment of Funds: This forgivable loan is non-recourse to the Grantee. DEC will not look to the assets of Grantee to secure repayment of this loan.

Note on Forgiveness or Losses of Grant Funds: The Economic Recovery Loan Program fund will absorb any and all losses due to (a) non-repayment by child care providers or (b) DEC's direction to forgive part or all of a forgivable grant made to a child care center or FCC educator. Grantee has no obligation to repay any such amounts.

### **E. Redeployment**

When loans underwritten by LIIF pursuant to this grant are repaid to LIIF, LIIF shall have six months to deploy such funds consistent with Section III above, or to direct such funds to any grants described in Appendix A Scope of Services. If LIIF cannot identify an opportunity to re-direct funds to such grants or for Loan Deployment within six months, LIIF shall return the grant funds to the City in an amount equal to the principal repaid to LIIF.

### **F. Monitoring, Documentation, and Reporting**

LIIF will track the loans' payments and outstanding balances over the term of the loan. As noted above, when necessary LIIF will check whether the borrower's child care license is current.

Quarterly Reports: LIIF will report annually to DEC:

- Number of loans outstanding
- Dollar amount of loans outstanding
- Number of loans with payments deferred
- Dollar amount of payments deferred
- Number of loans with payments forgiven
- Dollar amount of payments forgiven
- Demographic information, including sex or gender identity, ethnicity, race and language

Final Report: At the end of the program, LIIF will report to DEC:

- The total number of loans made
- The dollar amount of loans made
- The total number of loans repaid
- The dollar amount of loans repaid
- The total number of loans forgiven
- The dollar amount of loans forgiven
- Demographic information, including sex or gender identity, ethnicity, race and language

#### **IV. Location and Time of Services of Grantee:**

Grantee will maintain an office in San Francisco located at 49 Stevenson Street, Suite 300, San Francisco CA 94105, with office hours of 9:00 am – 5:00pm, Monday through Friday, with some evenings and/or weekends for trainings or special conferences/meetings. Technical assistance and monitoring is generally provided on-site at the licensed facilities or prospective sites.

#### **V. Service Objectives**

Grantee will report on the following service objectives annually:

1. As a result of increased outreach efforts to under-served communities identified as having greatest unmet need in the Facility Needs Assessment, City-funded ECE center and FCC projects in these communities will be provided facility feasibility, planning, architectural, development, construction, acquisition and renovation consultation and technical assistance services. (Target: 100)
2. Number of pre-development, capital start-up, expansion and renovation and repair grants awarded to center and FCC programs, resulting in increased/retained ECE capacity in under-served communities identified as having greatest unmet need in the Facility Needs Assessment. (Target: 100)
3. Number of center and FCC operators receiving zero- or low-interest loans, and provided support to manage and budget for loan repayments. (Target: 100)
4. Number of center and FCC educators trained on facility development, business expansion or other fiscal/operations training to improve business capacity. (Target: 200)
5. Number of centers and FCCs provided targeted one on one fiscal and operations consultation or support for asset building. (Target: 15)
6. Grant and resource recipients participate in external evaluation to gain feedback and insight on relevancy of financial products, service level of quality, and other qualitative information that supports ongoing quality improvement of resources and services. (Target: 100%)

#### **VI. Outcome Objectives:**

Grantee will report on the following outcome objectives annually:

##### **Early Education Centers**

1. City-funded ECE centers in underserved priority neighborhoods are provided targeted access to facility feasibility planning, architectural, development, construction, acquisition and renovation consultation and technical assistance services. (Target: 20)
2. The number of licensed spaces for 0-3 year olds in center-based programs citywide are increased by a minimum number annually. (Target: 86)
3. The number of licensed spaces for 3-5 year olds in center-based programs citywide are increased by a minimum number annually. (Target: 182)

4. 50% of new center spaces supported by grant funds will be located in underserved priority neighborhoods identified as having greatest unmet need in the Facility Needs Assessment.  
(Target: 50%)
5. The number of center-based pre-development, expansion, renovation and repair, and start up grants awarded results in increased and/or retained ECE capacity in underserved priority neighborhoods by a minimum number annually.  
(Target 400)
6. Number of zero or low interest loans underwritten awarded to centers undertaking facility projects, including acquisitions, rehabilitation and new construction, or needing operations support. (Target: 5)
7. Number of center programs provided support to do financial projections and cost modeling based on current situation (group size, capacity, sources of funding, reimbursement rates, etc. (Target: 5)

### **Family Child Care**

1. City-funded FCC programs in underserved priority neighborhoods are provided targeted access to facility feasibility planning, architectural, development, construction, acquisition and renovation consultation and technical assistance services. (Target: 40)
2. The number of licensed spaces for 0-3 year olds in FCC programs citywide are increased by a minimum number annually.  
(Target: 16)
3. The number of licensed spaces for 3-5 year olds in FCC programs citywide are increased by a minimum number annually.  
(Target: 32)
4. 50% of new FCC spaces supported by grant funds will be located in under-served priority neighborhoods identified as having greatest unmet need in the Facility Needs Assessment.  
(Target: 50%)
5. The number of FCC pre-development, expansion, renovation and repair, and start up grants awarded results in increased and/or retained ECE capacity in underserved priority neighborhoods by a minimum number annually.  
(Target 200)
6. Number of zero or low interest loans underwritten awarded to FCCs undertaking facility projects, including acquisitions, rehabilitation and new construction, or needing operations support. (Target: 5)
7. Number of FCC programs provided support to do financial projections and cost modeling based on current situation (group size, capacity, sources of funding, reimbursement rates, etc. (Target: 10)

### **Early Education Centers and Family Child Care Services**

1. City-funded center and FCC programs in underserved priority neighborhoods are provided access to grant/loan application assistance. (Target: 15)
2. Grant funds and expenditures are tracked based on total expenditures by project for both centers and FCCs. (Target: 100%)

3. Percentage of financing leveraged from non-City sources in a given year. Capital leveraging should exceed contracted capital investment by a minimum of 25%. (Target: 25%)
4. Utilize the Office of Racial Equity Plan and Framework to inform development of an Equity Index.
5. Data tracked is disaggregated by race, zip code, provider type, amount of grant and child enrollment profiles that include race/ethnicity and ages. (Target: 100%)

## **VII. Monitoring Activities**

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

## **VIII. Reporting Requirements**

### A. Quarterly Reports

Grantee will submit quarterly reports regarding contract performance. The reports will adhere to the following format:

- a. Reports will contain a brief narrative describing accomplishments and challenges encountered during the quarter, including if IPIC Capital New Development Grant(s) were awarded, to which agency/agencies, and for what purpose(s).
- b. Reports will list the progress towards the service and outcome objectives, as stated in Sections V and VI of this appendix, and will include quarterly and year-to-date numbers for each objective. Names of centers and family child care providers will be included in objective reporting for loans, grants and technical assistance.
- c. Supporting documentation for the numbers presented in the reports must be maintained by the Grantee and must be available for auditing by the Department but need not be attached to the reports.
- d. Quarterly reports are due 15 days after the end of the quarter.

### B. Ad Hoc Reports

Grantee will develop and deliver ad hoc reports as requested by DHS-HSA/OECE,

- C. Quarterly and Annual Reports will be entered into the CARBON database.

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

Graham Dobson, Program Manager  
Department of Early Childhood  
Graham.Dobson@sfgov.org

or

Michael De Leon, Contracts Manager  
Department of Early Childhood  
Michael.Deleon@sfgov.org