

**Appendix A-1 – Services to be Provided
Children’s Council of San Francisco
Workforce Compensation Administrative Services
October 1, 2022 to June 30, 2025**

1) Definitions

Contractor	Children’s Council of San Francisco will be contracted to provide fiscal agent and administrative duties per the Appendix A, MOU, and as directed by Funder.
CBO	Community-based organizations, including Family Resource Centers
DEC	Department of Early Childhood
Funder	San Francisco Department of Early Childhood- City & County of San Francisco
Green Tier	Green Tier refers to programs that are serving 50% or more income eligible children in their agency/program.
Recipient	Agency or program receiving funding from the Early Educator Salary Support Grant
Registry	California Early Care and Education Workforce Registry

2) Purpose

The purpose of this contract is to provide Administrative Services for the San Francisco Department of Early Childhood (“Funder”). Children’s Council of San Francisco (“Contractor”) is central to the implementation of the San Francisco Early Care and Education Workforce Development and Compensation Initiatives (“Initiative”). The Initiative is designed to ultimately result in improved outcomes for children in San Francisco through the support of a well-compensated, stable, and supported ECE workforce. There are four separate initiatives that will be implemented in a phased approach:

1. Workforce Compensation (implementation October 2022)
2. Workforce Benefits (estimated implementation October 2022)
3. Working Conditions (estimated implementation March 2023)
4. Educational Pathways (Per the direction of DEC)

The administrator will ensure fund distribution and monitoring to the programs participating in the workforce compensation initiatives; with an estimated annual disbursement of \$40M progressing to approximately \$60M as new initiatives are implemented.

3) Background

On June 5, 2018, the San Francisco electorate passed Proposition C (Prop C), a Commercial Rent Tax for Child Care and Early Education, by authorizing an additional tax on commercial property/leases with annual gross receipts over \$1 million; excluded from this tax are nonprofits and other small businesses.

In December 2018, a City Ordinance passed amending the Administrative Code to establish the Early Care and Education for All Initiative, funded by appropriations from the Babies and Families First Fund.

This ECE for All Initiative called for a nine-month planning process and charged the Office of Early Care and Education (OECE) to engage community to create a spending framework for the first five years of Prop C funding. The language in the ordinance provided guidance for uses of the funds to reflect the language included in the original ballot measure, including:

- *Providing financial support for measures to increase the compensation of early care and education professionals and staff by not less than 10%, with an ultimate goal of achieving parity in compensation with K-12 educators who have commensurate experience, in a manner designed to improve the quality and availability of early care and education.*
- *Undertaking other measures designed to improve access to quality early care and education services that support the physical, emotional, and cognitive development of San Francisco children under the age of six.*

The ECE Workforce Development and Compensation Initiatives are designed to address Early Care and Education (ECE) program quality and workforce retention and compensation pressures in city-funded early learning programming. Workforce stability and wellbeing will ultimately lead to improved outcomes for young children in San Francisco.

4) Diversity, Inclusion, and Racial Equity

The San Francisco Department of Early Childhood and City & County of San Francisco are committed to a culture of inclusion. Everyone should have what they need to thrive no matter their race, age, ability, gender, sexual orientation, ethnicity, or country of origin. Our department believes a diverse and inclusive workforce produces more creative and innovative outcomes for the organization, and ultimately, the children and families we serve.

We are committed to addressing systemic racism that produces disparate outcomes, especially for people of color and the impact of governmental services can have by advancing racial equity in all aspects of our work, ensuring access to services, and providing support to our communities by ensuring their ability to succeed and thrive.

We seek partnerships with organizations and businesses that share our values in their organizational culture and program services. Our departments, via our contracted partners, can further advance efforts to address racial equity and inclusion across San Francisco.

5) Target Population

Green Tier early care and education programs and agencies that have been qualified and awarded funding through the Early Educator Salary Support Grant.

6) Location and Accessibility of Services

Contractor 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 at 445 Church Street, San Francisco, California 94114, at DEC-funded programs and at other designated locations for on-site support, group trainings, or information sharing.

7) Communications and Messaging

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

8) SCOPE OF WORK- Description of Services Overview

The description below details some of the components of administration for the San Francisco ECE Workforce Development and Compensation Initiatives. Contractor will conduct transactions and services on behalf of the Department of Early Childhood for the ECE Workforce Development and Compensation Initiatives to help ensure the efficient and effective administration and operation of applicable grants.

In coordination with DEC, Contractor will administer grants and distribute, as funding allows, the grant awards based on the locally established funding formula to support eligible ELS programs, based on teacher qualifications as verified through the California Early Care and Education Workforce Registry.

Services to be provided by Contractor- Fund Disbursement, Administration & Fiscal Controls:

- **Disburse funds for a variety of workforce compensation initiatives;** on behalf of and under the specific direction of the Department of Early Childhood to qualified ELS programs and/or individuals.
- Contractor will issue payments on a monthly, quarterly, or other schedule as requested by DEC based on a funding formula or enumerated amount specified by DEC. Quarterly advance payments to participating programs will be made within 3 weeks of receipt of required documentation and no later than the first week of the new quarter.
 - Contractor will issue payments via direct deposit or hard copy check based on the agencies' preferred method.
 - Contractor may also be directed to conduct transactions on behalf of DEC upon direction from the contract manager for payments associated with miscellaneous or one-time-only services.
- Develop Fund Distribution Plan for Q1 & Q2 by October 1, 2022
 - Funder to provide support establishing initial grant distribution amount per eligible agency based on a predetermined set of criteria and funding methodology.
- Contractor will maintain multiple levels of internal fiscal controls to which all originating expenditures and payment request are subject, included, but not limited to:
 - Program or administrative staff will ensure cash advances are requested and secured for timely distributions of funding.
 - Program or administrative staff prepare adequate documentation (e.g., third-party invoices, requests for payment, and/or reimbursements) utilizing only agency-approved paper or electronic forms and submit those to their respective director for approval.
 - Requests for payment are submitted to the appropriate director for review and approval; directors provide account coding as necessary, check that expenditures are supported by appropriate documentation, and ensure alignment with line-item budgets for the program or function.
 - All expenditures and payment requests approved by directors are then reviewed by the AP Supervisor for appropriate documentation, expense coding, expense authority level (e.g., above or below approval threshold amounts), and are signed by the Senior Fiscal Data Manager/Finance Manager before submission to the Accounts Payable (A/P) Accountant.
 - The A/P Accountant provides a second review of each payment request for coding to the appropriate program, general ledger account, and funding source; checks that documentation meets fiscal policy standards for third party initiation; and that program directors have indicated appropriate review and approval of the expense. The A/P Accountant then prepares a check run for processing checks against approved accounts payable requests, and before producing checks provides the accounts payable ledger to the Senior Fiscal Data Manager and AP Supervisor for a final review.

- The Senior Fiscal Data Manager and AP Supervisor receive the accounts payable ledger prior to producing a check run, ensuring that requested check amounts match the amounts on the expense request and supporting invoices. The AP Supervisor clears the ledger for check production by the A/P Accountant, then reviews each check against the expense request (e.g., Check Request, Expense Reimbursement, Credit Card Expense Statement, etc.). The A/P Accountant then provides the checks to authorized check signers for signature.
- All checks, regardless of amount, require two signatures by authorized check signers – usually the Chief Executive Officer and the Chief Financial Officer. Each of the check signers reviews the underlying invoice or supporting documentation of the payment prior to signing each check in the weekly check run.
- Contractor will track and compile all payment information over time to ensure data integrity in fiscal and program reporting, and to compile records for analysis in partnership with DEC. Enrollments will be reported to DEC through their online data system and/or through submissions from agencies and will be verified.
- **Administer and monitor grant determination, fund distribution, and ongoing eligibility:**
 - Develop and submit a refined overall program and staffing plan and submit to DEC no later than December 15, 2022.
 - Review and monitor programs’ financial information (payroll records, California Early Care and Education Workforce Registry Data) related to wages/compensation. Contractor will create individual Recipient Dropbox folders to allow for secure submission of sensitive data.
 - Communicate with programs regarding payments and reporting requirements of the initiative.
 - Maintain a process to monitor for changes in programs’ qualifications and eligibility criteria and adjust award accordingly on a quarterly basis.
 - Tracking and reporting on payments and tax information, determining funding eligibility, customer support related to payments, ad-hoc data reporting, and the development and maintenance of internal data systems necessary to facilitate accurate and timely payments and reporting.

Services to be provided by Contractor- Data Collection, Monitoring, & Reporting:

- Contractor will develop and submit a data collection and monitoring plan to funder no later than February 1, 2023. Plan will be updated and adjusted accordingly by June 15th of each contracted year thereafter.
 - The following elements will be included in the plan:
 - Verification that program’s staff roster matches their staff report in the Workforce Registry for the applicable pay period or cycle.
 - Regular reviews of wage records from program payroll reports to confirm appropriate wages, or wage ranges are being paid.
 - Verification of benefits being offered (e.g., medical and dental contributions, retirement contributions, other fringe benefit contributions), including review of vendor invoices and employer check stub or check documentation showing appropriate deductions, dates, etc. (if applicable).
- Contractor will collect and track data, including, but not limited to staff education/permit levels, hourly wages, staff retention, and attracting new staff for qualified agencies/programs via data systems including, but not limited to, the California Early Care and Education Workforce Registry, MOCHA (or its successor), and other databases or internal trackers as directed by DEC.
- Work with DEC to assess program measures, including funding uptake, issuance challenges, and funding outcomes on the ECE workforce

- Ensure that routinely collected data is current and accurate.
- Highlight areas where data systems are obstacles in the above and in collaboration with DEC troubleshoot and implement solutions
- Refer participants in need of data systems support to resources, including but not limited to Help Desk operated by Children’s Council of San Francisco
- Develop a methodology to store and provide information electronically that is readily available to multiple users in a timely manner.
- Maintain compliance with all federal, state, and local laws, regulations and funding terms related to this contract including policies and procedures to ensure program and early educator data is private, protected, confidential, and is used strictly for the purposes of the Initiative.

Services to be provided- Staffing and Accountability for Deliverables

- Develop and submit a hiring plan to funder by November 1, 2022.
 - Plan to include short-term solutions for vacant positions to ensure immediate and long-term deliverables are met.
 - Ensure funding and allocation of FTE’s is specific to the initiatives described in this Appendix A including and staff are not being allocated to multiple contracts that exceed 1 FTE.
 - Plan to be reviewed each June 1st of each contract year, however review will not necessarily guarantee an increase in FTE or funding unless is mutually agreed and approved by DEC.

Services to be provided- Technical Assistance & Communications

- Phase I- Workforce Compensation
 - Contractor will provide programs support to strengthen their understanding of program requirements regarding compensation goals, reporting, and guide their efforts to develop compensation scales that meet the City’s Initiative’s defined minimum compensation based on educational/permit attainment and classroom role.
- Phase II- Workforce Compensation & Benefits
 - Contractor will support programs understanding of the eligible staff, the reporting requirements, and tracking of increased compensation for non-educators and/or benefits depending on the preference of the program/agency.
- Phase III- Working Conditions
 - Contractor will utilize tools, such as SEQUEL, to understand early educators’ perspective about workforce conditions.
 - Contractor will use data to inform the development of a workforce support strategy that builds directors’ administration and leadership skills and directly supports early educators to have release time, planning time and instructional support.
 - Contractor will compile a report based on the analysis of the data to show how the strategies developed support, or not, improving the health, well-being and quality of early educators.
 - Contractor will develop and share with DEC (funder) a draft outline of reporting requirements, distribution and monitoring plan for the working conditions grants,
 - Once approved by DEC, contractor will distribute grant funds and regularly communicate with programs regarding payments, reporting requirements, and address any payment issues.
- Phase IV- Workforce Development & Pathways
 - Contractor will provide stipends to eligible early educators through a process to be determined by DEC.
 - Contractor will track all data points, including expenditures related to workforce development and pathways for required state reporting.
 - Contractor will use data from the Registry to determine changes in education attainment, permit levels, and increases to ECE units for educators working in Early Educator Salary Support Grant agencies/programs.

Services to be provided- System Development & Continuous Quality Improvement

- By December 15, 2022, the Contractor will develop a project plan with clearly defined tasks, timelines, and the staff responsible for implementing the various moving parts to successfully administer the initiatives. Project plans will be due by June 15th of each subsequent contract year.
- By June 1, 2023, the Contractor will draw on existing data sources and required reporting to streamline processes, identify capacity gaps of programs, and provide technical support regarding the grant funding, including use of required data systems and required reporting.
- Starting Q4 in FY23 and Q2 annually thereafter the contractor will use survey data, feedback, experience, and relevant data to guide continuous program improvement and develop a summary of recommendations aimed to help reduce the administrative burden or other relevant areas for improvement.
- Starting Q4 in FY23 the Contractor will implement a minimum of 50% of the recommendations from the Q3 summary by May 15th and the remaining by June 15th. Thereafter, starting in Q3 the Contractor will implement 50% of recommendation by January 31st and the remaining 50% by February 28th. Contractor will maintain and improve processes to address specific issues related to grant administration and fund distribution (e.g., allowable expenditures, funding amount adjustment).
- By May 15, 2023 and December 15th thereafter, Contractor will demonstrate that quality assurance and internal controls are developed to allow staff to meet or exceed target accuracy rates per function.
- Following quarterly submissions from the Recipients, the Contractor will provide feedback loops for programs and collect, analyze, and act on data received then follow-up with programs regarding any changes made as a direct result of their feedback.

Service to be provided- Service & Outcomes Objectives

- By December 1, 2022, Contractor will develop templates and reporting procedures to support the implementation of these initiatives.
- By March 1, 2023, Contractor will develop a regular schedule of monthly trainings of required systems in English, Spanish, and Chinese (Cantonese) and by June 30th of each subsequent program year (if applicable).
- During Q3 in FY23 and Q1 and Q3 thereafter, Contractor will offer tailored trainings related to grant administration, including but not limited to: reporting requirements, timelines for submissions, allowable expenses, restricted vs. unrestricted funds, etc., to all eligible Recipients
- Contractor will provide ongoing and informed technical assistance during normal business hours and offer non-traditional hours (as needed) to programs or educators addressing and resolving all technical issues. Assistance will be provided in the form of chat, email, phone or in person as necessary.
- Contractor will reach out to providers via email, phone, or in person as necessary regarding eligible staff who have not updated their profile within the prior 3 months to confirm that all data in the Workforce Registry is accurate. This will be completed following submissions by the Recipients on the 20th of each month following the quarter and the information will be used by Children’s Council (or DEC as necessary) to determine or verify payment amounts, reconciliation of previous advance, and/or perform other analysis related to the initiative.
- Contractor will issue approved payments to eligible programs or educators in an accurate and timely manner, as approved by DEC.
- Contractor will maintain an accounting of payments by grant type, program/educator, or other agreed upon method and maintain appropriate ledgers.
- Contractor will issue 1099s to eligible recipients in an accurate and timely manner as required by law, and provide replacements as needed or requested (if applicable).
- Contractor will perform monitoring activities for eligible programs and educators at specified intervals during the fiscal year.

- Contractor will provide DEC with quarterly reports containing data on program participation levels, funding disbursed, and other key performance indicators. Ad hoc reports will be generated and submitted to funder or City & County of San Francisco as needed within a specified timeline.

Contractor will develop evaluation tools to analyze data and service trends to measure the success of the initiatives in the following areas:

- Increased Compensation:
 - By April 1st FY23 and Aug 1st, Nov 1st and Feb 1st, and April 1st in subsequent years, the Contractor will report on how participating ECE programs increased their base salary or hourly wage compared to a baseline established as of October 1, 2022 and a baseline as of July 1st in subsequent contract years.
- Early Educator Job Satisfaction:
 - By June 15th FY23, and December 31st and June 30th for each contract year, the Contractor will develop, distribute, collect, and analyze surveys to be sent directly to Educators regarding to job satisfaction and workforce conditions, year over year, compared to baseline established at the end of Q3, 2022 and a baseline as of July 31st in subsequent contract years.
 - Contractor will summarize and share survey results with Funder no later than 1 month following the collection date.
- Prep and Planning Time:
 - By June 15th FY23, and December 31st and June 30th for each contract year, as reported by early educators, the Contractor will share the hours of paid planning time offered, compared to baseline established as of October 31st and April 30th of subsequent contract years.
- Educational Attainment:
 - By January 31st and June 30th of each contract year as reported by early educators and verified by California Early Care and Education Workforce Registry staff, the Contractor will report on educational attainment, compared to the baseline established at the end of Q1, 2022 and a baseline as of July 1st in subsequent contract years.
 - Measures may include the number and percentage of ELS educators: attaining postsecondary degree, recognized academic credential (including CTC permits), and gains in ECE unit-bearing coursework.
- Educator Recruitment:
 - By April 15th FY23 and July 15th, October 15th, January 15th and April 15th of each contract year, as reported by the Recipient, the Contractor will report on the number of educators recruited, compared to a baseline of vacancies established in Q1, 2022 and a baseline as of July 1st in subsequent contract years.
- Educator Retention:
 - By April 15th FY23 and July 15th, October 15th, January 15th and April 15th of each contract year, as reported by the Recipient, the Contractor will report on the number of educators recruited, compared to a baseline of vacancies established in Q1, 2022 and a baseline as of July 1st in subsequent contract years.
- Health Care Access:
 - By June 15th FY23, and December 31st and June 30th for each contract year, of each subsequent contract year as reported by early educators, the Contractor will report on access to health care benefits as compared to a baseline established at the end of Q2, 2022 and established baseline at the end of Q1, 2022 in subsequent contract years.
- Fringe Benefits:
 - By June 15th FY23, and December 31st and June 30th of each subsequent contract year as reported by early educators, the Contractor will report on access to fringe benefits such as paid sick leave, parental leave, retirement, transportation, etc., as measured by the number and percentage of educators with such benefits, as compared to a baseline established at the end of Q2, 2022 and established baseline at the end of Q1, 2022 in subsequent contract years.

- Racial Equity:
 - By January 31st annually and March 31, 2023, Contractor will report on the racial diversity of the Recipients leadership through this contract compared to an establish baseline from the end of Q1, 2022.
 - By January 31st annually and March 31, 2023, Contractor will report on promotional opportunities for people of color across the program receiving funds through this contract compared to an establish baseline from the end of Q1, 2022.
 - By June 15th annually Contractor will report on the diversity of Recipient’s Phase I & Phase II funded staff as it relates to the population of children being served at their program.
- Workforce Registry Participation:
 - By October 15th, January 15th, April 15th, and July 15th of each contract year, Contractor will report that all staff are participants in the California Early Care and Education Workforce Registry, which is required to receive funding. Account information in the California Early Care and Education Workforce Registry is entered by the educators and approved by a designated Recipient administrator who reviews and verifies information for the early educator on their team.
 - By October 15th, January 15th, April 15th, and July 15th of each contract year, Contractor will report on the number, percentage, and frequency of early educator updates in the California Early Care and Education Workforce Registry.
- Workforce Registry Data Quality:
 - Following Q2 & Q4 the Contractor will report on the number and percentage of programs with up-to-date profiles in the Workforce Registry compared to a baseline established at the end of Q1, 2022.

9) Data Systems

- DATA SYSTEM: Contractor will assist Recipients funded to comply with required reporting of their full enrollment (system and/or process TBD), and additional information as prescribed by DEC into the appropriate data system(s). Contractor will assist all authorized programs to report this information in a Data System.
- California ECE Workforce Registry: Contractor will provide support to all Recipients and their staff to report and track staff roles, qualifications, and education/permit information; salary information, and all non-DEC funded, licensed ECE programs are encouraged to use the system and can access the state Help Desk services directly from the Registry office.
- HSA Carbon: Contractor will submit required reports, contract information, invoices, and requested documentation in HSA Carbon, its successor, or directly to DEC Contract Manager.

MOU/Funding Agreements:

- As instructed by DEC, Contractor will execute, amend, and terminate all Agreements. **Contractor will track Funder specified documentation related to funding agreements, grants amounts, etc.**
- **Support Tracking and Reporting.** The Contractor will track technical assistance to Recipients and share analysis and trends with Funder quarterly. The contractor will track the technical assistance needs of the Recipients and may collect information such as: organizational affiliation, data system challenges, brief description of issue, date of assistance requested, and a description of any necessary follow-up.

Feedback Loops: Contractor will consistently seek out feedback from programs and DEC to inform continuous improvement of services.

- At minimum, Contractor will survey all programs a minimum of once per year to solicit feedback on quality of services. As capacity and experience with feedback loops expands, Contractor will move toward more regular and high-quality feedback loops.
- Contractor will develop an action plan to describe the system improvements based on the feedback received. The plan will be reviewed, updated and presented to DEC a minimum of once per year and will include timeline for service improvements implementation.

Declared Emergency Events. In the event of a Local, State or Federal declared emergency, staff may be engaged as part of the city's response to the disaster/declared emergency. Contractor agrees to ensure staff receive city Emergency Response training, to be planned and delivered in coordination with the HSA Emergency Response Coordinator.

Monthly & Quarterly Reports

- a. Contractor will submit reports per the specified period to summarize the progress on service and outcome objectives for the Initiative.

Annual Reports

- a. Contractor will provide a single annual performance report regarding progress on all service and outcome objectives by July 31st of each year.
- b. Contractor will participate in evaluation requests pertaining to activities funded by this grant. This will include, but not be limited to the collection of data on funded activities, programs, and educators, and report the findings. The data to be collected may include but not be limited to demographic financial, educational, or other activities and outcome objectives as outlined in this document or the MOU. Contractor may be requested to participate in evaluation activities designed by DEC.

Monitoring Activities

1. Program Monitoring: Program monitoring will include a comprehensive review of the deliverables outlined in the scope of work with an emphasis on quality and meeting the timelines specified in the Appendix A. Monitoring will also include a review of all reporting requirements, data tracking, and back-up documentation to meet the service and outcome objectives.
2. Fiscal Compliance and Grant Monitoring: Fiscal monitoring will include review of the Contractors 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 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.
3. Budget Review and Approval: DEC will review actual expenditures annually and use that information to develop the budget for the upcoming fiscal year based on programmatic need. This review and approval process will also include year over year increases for staffing and operating expenses, which are currently budgeted as a place holder amounts in the Appendix B.

Audit Response

- a. Contractor will produce and submit corrective action plans related to any state and local audits.