Wu Yee Performance Measures

The term "Grant Plan" shall mean the activities listed in the scope of work, accompanied by performance measures and budget documents described in, or attached as, Appendix B.

Additionally, Grantee will participate in evaluation activities of 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, for clients service utilization information, measurement of outcomes associated with participation in funded activities. The data may be requested of clients, staff and other stakeholders of the funded activities. Grantee may be requested to participate in evaluation activities designed by the Department or First 5 California.

Grantee will also participate in an annual fiscal and compliance monitoring. This will include, but not be limited, to review of invoices and all corresponding back-up documentation, financial statements, audits, and policies and procedures. Grantees may be requested to provide more than two months of invoice documentation by the Department.

Scope of Work

This grant prioritizes a family-centric approach to enhance access to high-quality, affordable early learning experiences tailored to the diverse needs of children and their families. By merging various locally funded early learning initiatives into the comprehensive Early Learning for All (ELFA) program, the Department aims to support low-income and middle-class families.

The following description outlines the key program elements and services to be delivered. The Access and Enrollment scope of work and performance measures establishes the activities and outcomes desired by the following **three Service Areas**:

Service Area 1: ECE Information and Family-Child-Program Connection. San Francisco families have reliable access to ECE information and programs, including vacancies, to enable their choices when selecting early learning programming. They also receive timely ECE information to facilitate program connections that provide "best fit" ECE referrals based on family needs and preferences, including language, child's age, and location. Grantee will provide families with information regarding Early Childhood Education (ECE) programs, including vacancies and referrals.

Service Area 2: Enrollment and ECE Program Reimbursement. When enrolling their children in quality ECE programs, San Francisco families will have access to information about enrollment financial support. The grantee will enroll children into DEC-qualified ECE programs and provide for program service reimbursement.

Because of the multiple funding sources (local, state and federal), family income eligibility depends on which source of funds are being applied to the child care subsidy. However, the following factors provide consistency for eligibility: child's age (under 5 for local programs and up to 12 for state programs) and residency in San Francisco. Below are the approximate number of eligible children to be served by certain funding sources:

- CalWORKs Stage 1: 900 children
- CalWORKs Stage 2: 450 children
- California Alternative Payment Program: 140 children

- Early Learning For All (ELFA):
    - ELFA Fully Funded Vouchers: 3000 children
    - ELFA Tuition Credit Vouchers: 250 children
    - ELFA MRA Funded: 1700 children
- Family and Children's Services: 90 children
    - Foster Care Bridge: 80 children

Service Area 3: Public Child Care Subsidies Administration and Early Learning For All System Supports. Administrative innovation and all public resources are leveraged to support a system of enrollment and payment mechanisms that enable DEC-funded programs or initiatives to receive timely reimbursement. This includes administering state-funded programs, such as CalWORKs and the California Alternative Payment Program, as well as other programming with source funds from the California Department of Education, the Department of Social Services, or any other state department that funds child care subsidies. The Grantee will provide subsidy administration and systems support, establishing efficient enrollment mechanisms and timely reimbursement. This support includes Systems-Processes Quality Assurance and Reporting, Data Tracking and Reporting, as well as access and enrollment technical assistance and additional support to early care and education providers.

This program emphasizes the importance of cultural responsiveness and the need to guide parents through complex systems of enrollment and funding. With substantial investments in the early care and education workforce and efforts to expand facility capacity for infants and toddlers, this grant seeks to connect families with community resources that ensure free or affordable early care and education, fostering a supportive environment for all children.

Target Population

Target populations encompass families associated with publicly funded care and education initiatives, defined in accordance with funding agencies such as The California Department of Social Services and the California Department of Education. Both agencies serve low-income families and at-risk children with active CPS or Foster Care cases. Certain programs are mandated to serve children from birth through 12 years of age. Reimbursement rates for Early Learning for All (ELFA) are available to ELFA-qualified programs and are contingent upon the availability of funding.

Following the identification and connection processes in Service Area 1, Service Area 2 focuses on supporting enrollment and funding for the priority population. In addition to identifying and enrolling families based on their early care and education preferences, continuous enrollment management and leveraging public funds that mitigate costs for families are essential throughout a child's early years. Utilizing public financing for early childhood education (ECE) services through federal, state, and local programs, families should have maximized access to early learning programs tailored to their needs. Children enrolled in ELFA, the city-funded early care and education program, are prioritized based on their families' income eligibility, which includes those at or below 110% of the Area Median Income as established by the California Department of Education, followed by middle-income families with incomes between 111% and 150% of the Area Median Income.*

Program Objectives

Service Area 1

A. Effective enrollment designs that focus on accurate and timely tracking of program capacity (per the state's Child care Licensing requirements), real-time vacancies, a timely enrollment process, predictable advanced payments for child enrollments, detailed per-child payment information, up-to-

date enrollment, and payment policies that are available in the program's preferred language, and programs not being assigned to more than two (2) points of contact.

B. Responses to families initiating their child care search are at most 24 hours after initial contact. Initial contact is considered when a family is selected from the eligibility system Early Learning for All (ELFA), receiving a referral and authorization, or any other alternative DEC referral method, such as direct or two-way referrals. Upon completing Service Area 1 service, families and programs experience a seamless and timely transition into Service Area 2, minimizing additional points of contact, delays, restarting the family's process, or information-gathering data.

C. Families will be supported from beginning to end with up to two (2) points of contact. To accommodate family communication preferences, services are available in person, over the telephone, or via email Monday through Friday from 8:00 a.m. to 6:00 p.m. Weekdays and weekend service hours are also available. Unless approved by DEC, hours of operation must be widely advertised, communicated, and maintained without change.

D. Upon first contact with the family, an assessment will determine where the family is regarding their understanding of the different types of licensed early childhood education settings, e.g., centers and family child care homes. There is a plan that assists the family, including providing specialized guidance and resources to families with children with disabilities to help families better understand the child care system in San Francisco and to prepare them to find inclusive ECE programs that meet their child's unique needs.

E. Families will receive information that supports their choice for ECE programming, including curriculum, environment, staff qualifications, linguistic assistance, child-to-caregiver ratio, and safety standards, and families will also get personalized guidance on how to choose high-quality child care that aligns with their specific needs, circumstances which best fit for their family situation.

F. Families from diverse ethnic backgrounds and those with limited English proficiency will receive personalized services to ensure equitable access to ECE programs and resources.

G. When applicable, out-of-county referrals are coordinated with the respective out-of-county agencies.

H. Families are guided and assisted in making a quality program-family connection. The program-family connection will focus on facilitating conversations as needed between the parent and the program to assess and determine whether the ECE program meets the family's needs; these conversations and connections focus on supporting and enhancing the child's developmental needs.

I. Families served by the San Francisco Human Services Agency will receive co-location support in the client's primary language, which, at a minimum, includes English, Spanish, Chinese, Vietnamese, Filipino and Russian. Eligible families will receive assistance in preregistering with the Emergency Back Up and Mildly Ill initiative. SFHSA refers families and connects them with the Family Service Agency.

J. Eligible families linked to Family and Children Services in and out of the County will be placed on their local child care waiting list for inter-county transfer consideration and connected with local Early Head Start/Head Start (EHS/HS) programs as needed.

K. All Families will receive information regarding ECE financial assistance and options, emphasizing the importance of quality early care. Screening for eligibility to other local/state/federal ECE programs will be conducted to attempt to use those funds first to support families whenever possible.

L. The delivery of services for an individual family, including providing ECE information and program connection, does not exceed five (5) working days. Situations involving or needing more than the maximum time to complete this process are documented and reviewed with the funder monthly.

Service Area 2

A. A service delivery logic model or theory of change can be used to clearly articulate how the organization views, plans, anticipates, and executes service delivery and achieves service outcomes.

B. All federal, state, and local program requirements, policies, and laws related to administering enrollments, payments, and reporting are followed, including confidentiality requirements; however, state law permits the sharing of information for administration between authorized agencies.

C. Families and ECE programs receive clear, regularly updated information and guidance in their preferred language regarding program and payment policies and procedures.

D. Families experience a seamless and timely enrollment in an ELFA-qualified program of their preference. During the enrollment process, families and programs will have no more than two (2) points of contact.

E. Families enroll in ECE programs using the appropriate funding source without burdening families or their enrollment site with navigating the complexities of funding.

F. Families eligible for state-funded programs will transition between stages and/or state funding seamlessly and timely, and systems in place to make this transition will support families and avoid burdening them and programs.

G. Families eligible for Federal/state-funded programs will be enrolled with the highest priority in or out of the County, as program regulations and DEC enrollment priorities require.

H. As required by law, families eligible for state-funded programs will be supported in seamlessly continuing enrollment beyond age 5, according to the federal and state guidelines.

I. Families enrolled in state-funded programs who change eligibility and become ineligible to continue with state funding will transition to a locally funded ELFA enrollment that best fits their family's eligibility and needs until the child reaches age 5.

J. Families from the highest priority group, unhoused families linked to Child Protective Services, are enrolled seamlessly and in timely coordination with the referring agencies.

K. DEC-validated licensed programs' capacity and vacancy information are tracked and considered before and when enrollments are executed.

L. ECE programs that are not MRA funded will receive an advance monthly payment for services within the first five (5) working days at the beginning of each month of enrollment with a consistent schedule to allow ECE programs to plan for and pay for program expenses.

M. Accurate accounting of enrollment, advance reconciliation, attendance, and enrollment activities are tracked and reported monthly to DEC.

N. Whenever possible, priority is given to applying for and distributing Federal and state funding before local funding to serve SF resident families according to federal, state, and local eligibility guidelines.

O. ECE programs will receive enrollment certificates and notice of any adverse funding changes with reasonable advanced notice of one (1) month.

P. ECE programs will receive detailed payment invoices that include the month of service, by child paid information, child's age group, period covered, amount received, adjustments, funding source, the amount paid by DEC, and any other payment information needed to help programs reconcile their budgets. Individualized meetings with ECE programs that require additional follow-up are available in person or virtually and are arranged within three (3) days of the request being made.

Q. ELFA programs and, where applicable, non-ELFA providers, such as CalWORKs exempt providers, attend regularly scheduled onboarding orientation and information sessions to learn about the

enrollment and payment process, including the issuance of enrollment certificates, payments, and the Trust Line application as applicable.

R. ECE programs serving a specific target population, such as the FCS-Bridge Program, receive Trauma-Informed Training at least two times per fiscal year. Training modules follow local and state research-based best practices and are delivered in multiple languages according to the needs of the ECE educators. ECE programs have an updated list of points of contact for troubleshooting enrollment, payment, and/or administrative issues. They can reach leadership levels to help resolve enrollment and payment issues in a timely manner.

Department of Early Childhood - Access & Enrollment
Performance Measures Form
Grantee: WU YEE CHILDREN'S SERVICES

Service Area 1: ECE Information and Family-Child-Program Connection. San Francisco families have reliable access to ECE information and programs, including vacancies, to enable their choices when selecting early learning programming. They also receive timely ECE information to facilitate program connections that provide "best fit" ECE referrals based on family needs and preferences, including language, child's age, and location.

1	Performance Measures	Q1	Q2	Q3	Q4	Annual
1.1	Number of unduplicated families who engaged with the information and referral services	387	775	1160	1550	3872
1.2	Number of unduplicated child care referrals provided to families.	1937	3875	5812	7750	19374
1.3	Number of number of points of contact for each family with ELFA participating program/ agencies	3100	3100	3100	3100	12400
1.4	Number of times unduplicated families were contacted within 24 hours after first contact including the number of unduplicated child care referrals provide to each family.	387	775	1160	1550	3872
1.5	Number of unduplicated families who engage with DEC-ECE enrollment tools (ELSF)	387	775	1160	1550	3872
1.6	Number of unduplicated eligible families waiting for services in DEC-ECE enrollment tool (ELSF) by child's age, program preference, family's income and SF zip code.	750	750	750	750	3000
1.7	Number of unduplicated families who engage with DEC-ECE enrollment tools using two-way referral enrollment.	39	78	116	155	388
1.8	Number of unduplicated families connected with a program and enrolled in an ELFA-qualified program within 5 days of referrals.	387	775	1160	1550	3872

Service Area 2: Enrollment and ECE Program Reimbursement. San Francisco families will have access to information about enrollment and financial support when enrolling their children in quality ECE programs.

2	Performance Measures	Q1	Q2	Q3	Q4	Annual
2.1	Number of children enrolled in ELFA qualified program with an ELFA Voucher, categorized by family SMI income level, child's age group, by site.	325	625	975	1300	3225
2.2	Number of children enrolled in ELFA qualified program using an ELFA Tuition Credit Voucher, categorized by child's age group and by site.	63	125	188	250	626
2.3	Number of unduplicated families able to enroll in their first ECE Program choice	387	775	1160	1550	3872
2.4	Number of enrollments and number of days between initial application and enrollment	387	775	1160	1550	3872
2.5	Number of unduplicated families connected with a program and enrolled in an ELFA qualified program.	387	775	1160	1550	3872
2.6	Number of active and unduplicated enrollments at ELFA participating programs compared to the DEC-ELFA network capacity.	387	775	1160	1550	3872
2.7	Number of unduplicated enrollments by type of language served.	387	775	1160	1550	3872
2.8	Number of unduplicated enrollments by funding type that transitioned to state funded vouchers for before-after school services after child reaches age 5.	25	50	75	100	250

Service Area 3: Wu Yee provides public child care connection, enrollment, payments administration and ELFA Program and Systems Support.

3	Performance Measures	Q1	Q2	Q3	Q4	Annual
3.1	Number of unduplicated enrollments by funding source distributed for eligible families' access to early childhood education programs.	387	775	1160	1550	3872
3.2	Number of enrollment types within the DEC network (FCC/Centers), categorized by the specific child's age group, and funding source for each enrollment.	387	775	1160	1550	3872
3.3	Percentage of service payments issued to programs within the first five business days of each month.	25%	50%	75%	100%	
3.4	Percentage of service payments issued to programs exceeding the first five business days of each month.	75%	50%	25%	0%	
3.5	Number of families who interact with ELFA-participating programs and demographic characteristics (e.g., race/ethnicity, income level, primary language) to those who enroll.	387	775	1160	1550	3872
3.6	Percentage of vacancy information and enrollment data reported and updated within the DEC-ECE enrollment tools (e.g., daily, weekly, monthly, annually).	25%	50%	75%	100%	
3.7	Number of in-person A&E Program alignment and planning meetings attended by agency Leadership within the A&E Grant.	3	3	3	3	12
3.8	Number of monthly comprehensive reports on child care actual enrollment, payments, and projections. These reports detail funding sources, program name, internal program code, annual contract value, administrative costs, and other information as required by DEC.	3	3	3	3	12