

**Appendix A-1: Scope of Services to be Provided**  
**Wu Yee Children’s Services**  
**Early Care and Education (ECE) Integrated Services**  
**July 1, 2017 to June 30, 2020**

**I. Purpose of Contract**

The purpose of this grant is to provide Early Care and Education Integrated Services. The Grantee is central to the implementation of the OECE Citywide Plan for Early Care and Education (ECE), through the effective leveraging of state and federal child care subsidy opportunities for families as well as supporting the Early Learning Scholarship (ELS) goals of continuity of care and choice in high quality care options for families.

The ECE Integrated Services Grantee will manage:

- Oversight of local Early Learning Scholarship child care subsidy and eligibility system that includes:
  - Client eligibility and need determination, according to program type
  - Subsidy enrollment
  - Child care provider services, including orientation to voucher reporting
  - Rate setting for subsidy payments according to state and/or local policies
  - Administration and issuance of provider payments
  - State noticing/informing requirements and due process rights for applicants and enrolled families
  - Coordination and leveraging of the citywide subsidy system to ensure state and federal dollars are used before city/county funding whenever possible
- Tracking and reporting to assist with citywide planning related to utilization.
- Outreach and support to families through comprehensive ECE Resource and Referral services.

The overall program goals are to:

- Improve our system to seamlessly connect families to quality choices in a timely way;
- Broker assistance to pay for services when needed;
- Ensure providers are paid an enhanced local rate to support quality programming, while leveraging federal and state funding whenever possible; and
- Promote continuous participation in quality programs for children among target populations.

**II. Definitions**

0-5 Continuity	Target Population families who lose subsidy eligibility for state funding may continue in care until their child reaches kindergarten with annual eligibility redeterminations for state/federal funding
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

CalWORKs	California Work Opportunity and Responsibility to Kids, welfare-to-work program for families receiving Temporary Aid to Needy Families (TANF) cash aid.
CAPP	California Alternative Payment Program
CDE	California Department of Education
CDSS	California Department of Social Services
Comprehensive Fiscal Analysis (CFA)	The Comprehensive Fiscal Analysis was conducted by a national team of experts, providing an inventory of federal, state, and local investments. It proposes, approaches, and models for restructuring San Francisco’s local early care and education investments. The CFA proposals and analysis is fundamental to the ELS redesign for the city. <a href="http://sfoece.org/wp-content/uploads/2016/04/CFA-Report.pdf">http://sfoece.org/wp-content/uploads/2016/04/CFA-Report.pdf</a>
CPAC	Childcare Planning and Advisory Council
DHS	San Francisco Department of Human Services, a division of HSA
ELS	San Francisco Early Learning Scholarships, which are local funds: 1) fully funded to the QRIS Tier 3 Cost; or 2) are an enhancement to a state or federally subsidized child, to reimburse at QRIS Tier 3. OECE may determine, over time, changes in costs or tiers for ELS reimbursement.
ELS–Bridge	Early Learning Scholarship (ELS) Bridge provides continuity of care for families who have lost eligibility in local and/or state subsidy programs. All low-income families receive continuity through the program year, while target population families may receive continuity until the child reaches kindergarten.
ELS-City	Early Learning Scholarships for which the city is paying the full tuition to the Tier 3 cost of quality.
ELS-Gap	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 local QRIS Tier 3

ELS-PFA	San Francisco’s Preschool for All program offering universal free part-day preschool for four-year olds enrolled in PFA programs
HSA	San Francisco Human Services Agency
Low-Income	Families under 85% of the State Median Income as determined by the California Department Education
OECE	Office of Early Care and Education
P500	Project 500 is a San Francisco mayoral initiative 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
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. <a href="#">CA-QRIS Rating Matrix</a>
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.
Reasonable Notice	In CalWORKs reasonable notice will be 2 Grantee seeks (due to overpayment considerations). Any state regulatory requirements shall supersede all local contract requirements. Additional notice shall be provided when information is available. In City Child Care reasonable notice shall be 30 days. When Family & Children’s subsidies are vouchered, reasonable notice shall be 30 days and will include notice to the child’s Protective Services Worker in FCS.
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
SF3C	San Francisco Child Care Connection – A centralized eligibility and waiting list and support to assist low-income families in connecting with quality subsidized early care and education options
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

### III. Target Population

The San Francisco child care system serves the needs of 0-5 year olds with a focus on low-income families. Target Population” families include: low-income African American children, low-income Latino children, low-income English Language Learners, families who are homeless, children at-risk of abuse and/or neglect or involved with child welfare, and children with special needs or disabilities.

Specific eligibility requirements for state funded programs are defined by their respective funding agencies (e.g., The California Department of Social Services funds CalWORKs Stage 1 which serves low-income CalWORKs eligible families while the California Department of Education funds CAPP which serves low-income families and CalWORKs Stages 2 and 3 which serves former CalWORKs aided families). Certain subsidy programs may also serve children 0 through 12 years of age. Early Learning Scholarship enhanced reimbursement rates are offered to qualified providers who achieve Tier 3 on the QRIS, subject to fund availability.

### IV. Description of Services

Grantee will provide the following Early Care and Education Subsidy Administration services:

- **Case Management:** Grantee will work across its internal departments to provide integrated case management services for target population families to help them achieve their goals.
- **Fiscal Leveraging:** Grantee will balance family choice and fiscal leveraging. On one hand, Grantee will counsel families on all applicable subsidized care options, emphasizing the importance of quality. Likewise, at certification and annual recertification meetings, Grantee will screen families for state/federal subsidies to attempt to use those funds to support families, whenever possible.
- **Continuity of Care** is a key component of the Office of Early Care & Education’s design of programs and policies that support families’ and children’s consistent engagement in quality early learning experiences. If a family loses a state or federal subsidy, Grantee will work with OECE and its other Integrated Services Grantee to ensure the child is considered for an ELS-Bridge subsidy. Families will be served by the same Subsidy Specialist to ensure seamless services. Grantee will assist in tracking the reasons families lose subsidy eligibility, with increased attention on those who fall out of eligibility at recertification.
- **Streamlining Services:** Grantee will continue to streamline all aspects of subsidy system administration and service delivery, with a focus on improving the experience for families and child care providers.

### **Need and Eligibility**

The process of determining need and eligibility in the ELS program will be carried out by Family Specialists. The Family Specialist position is an enhancement on the current Child Care Subsidy Caseworker role, filling all the case management responsibilities while moving this position to more specialized support for families and skills to manage across all the populations subsidized by the ELS. Additionally, to carry out the integrated services model, this position will share professional characteristics and core training with the Specialists in the R&R program in order to ensure a seamless approach across the elements. Included as part of the training for Family Specialists is a clear understanding of how the ELS funding is used to ensure that all children in the target population are receiving at least Tier 3 quality services. The Family Specialists will work directly with families to evaluate their eligibility for services. This process begins with an intake interview and needs assessment, using the same Initial Family Engagement approach included in R&R, Head Start and the FRC. The Initial Family Engagement tool will be adopted and added on to for the needs of ELS eligibility determination and administration, with an eye to maintaining the principles of the Head Start Parent, Family and Community Engagement Framework in the family approach.

The intake interview and assessment will focus on determining if families are eligible for ELS and are in the current target population. The intake process, whether enrolling new families or during re-certification, will also be used as a point to ensure leveraging of federal and state funding sources. To ensure the maximization of state and federal funds, Family Specialists will determine family eligibility and support the family in applying for such programs. These federal or state programs will include CalWORKs, Head Start/Early Head Start and Title 5. Specialists will continue to support families through the application process, ensuring continuity of care.

In addition, family eligibility will be re-determined by the Specialists according to OECE's programmatic standards. Through work with the CalWORKs administrator which uses the CC3 database, Wu Yee will work collaboratively to on an appropriate database interface for the transfer families across programs, addressing need and eligibility.

The Family Specialist will counsel and assist families in locating child care services, provide appropriate and timely support services to families and offer education on community resources. As part of this counseling and support to the target population families, the Specialist will ensure that families are supported in selecting a qualified provider, whether center-based or family child care, per the OECE provider qualification process. The Specialists will be focused on working with and enrolling families from the SF3C waitlist.

### *Engage with families and providers*

The Family Specialists work individually with families to assist them in making child care arrangements, including supporting them when needed to remain in continuous care from birth to five years of age. In order to ensure quality child care counseling services provided to families, Family Specialists will continue to participate in extensive cross-training to enhance their knowledge of the Family Child Care Quality Network and the quality frame driving the ELS. Specialists will educate parents with consumer information regarding the criteria required of providers to become part of such programs.

Family Specialists maintain a caseload of families who are accessing ELS, therefore families have a consistent, reliable relationship to support their child care needs. Additionally, through this relationship, Family Specialists will engage in other support activities to encourage parent-child relationship and engagement with early care and education programming. An example of such activities will be through regular emails sent to families (weekly or semi-monthly) with opportunities available in their community such as playgroups, workshops, parent or community events and articles on child development. These opportunities will support parent education and knowledge of child development, as well as increase parent knowledge and utilization of resources in their community. To ensure ongoing and open communication as part of family engagement and continual program improvement, Wu Yee will create informal and formal opportunities for feedback including a survey form for families to complete, possibly semiannually. This tool will support tracking of the family status, variables such as improvement of family life quality and family activities involving ECE; resources families need in other systems (housing, food, workforce and educational resources) and parental feedback on the program.

The ELS Specialists will use a parallel approach to engaging with providers, in order to facilitate a relationship-based approach that has long term benefits to the providers and the ELS system. Wu Yee will work with OECE to maintain accurate information on providers who are authorized as qualified ELS providers, as a result of the NOFA selection process. Wu Yee anticipates working through access to Cocoa to secure slot availability at the qualified Tier 3, or higher, providers and will adjust to utilize any new database as the system evolves and integrates. Wu Yee will train providers on using Cocoa yet is open to discussing how to merge Cocoa with other databases if this aligns with OECE's vision for a database system.

Provider engagement will also involve building the capacity of providers to use the Cocoa system and why utilizing the database is beneficial. In particular, with the ELS program new to all involved, training and support for providers should include supporting them in understanding the policies and procedures associated with this local subsidy approach. Provider requirements will be supported by utilizing the database, freeing up providers to focus more on quality of services. For instance, providers will be able to implement electronic sign in/out methods through Cocoa, which supports adhering to enrollment tracking and payment verification. Provider training will involve necessary supports for integrating these electronic functions in to their program

operations. As part of ELS training and technical assistance to providers, each Hub will have a kiosk for providers to upload and deposit monthly data into Care Portal for immediate access by the Provider Specialist, further streamlining processes for provider payments with limited access to technology. In order to support the administration of ELS funding to families who are homeless and with children with special needs, Wu Yee will need to apply community collaboration skills to partnering with the organizations who carry the contracts to deliver case management and the care to this population. These families receive wrap around supports tailored to their individual situation and their primary relationship is with the staff at these contractors, including Compass and Support for Families. Wu Yee's established partnership with these agencies to fully support families will be used to enhance ELS. For efficiencies in the administration of funding to support their child care, Wu Yee will partner with these providers in the same manner as all providers. Important information about services, enrollment and tracking, as well as the funding needs will come from partners with the homeless case management partners.

In partnership with OECE, Wu Yee will ensure that all providers and families who are receiving local subsidies are aware they are supported by City funds, from OECE, administered by Wu Yee. The branding of materials with the OECE logo is an important step in supporting this understanding. Wu Yee plans to include the OECE logo on checks, receipts, envelopes, family notifications and child care certificates. Wu Yee will create and disseminate information sheets offering detail on the ELS program, with input and final approval by OECE. The language used on these information sheets will be implemented across all family and provider information vehicles, such as websites, apps, training materials and organizational brochures and forms.

### **Enrollments and payments**

Specialists, in partnership with ELS supervisor and manager, are responsible for ensuring data on enrollments is complete and used in tracking and projecting of ELS utilization. Accurate enrollment information is important to the processing of provider payments as well as understanding the utilization needs of the ELS funding stream. Wu Yee will apply current enrollment tracking and projection methods to the full administration of ELS funding; these methods, including understanding family needs, communicating frequently with families and providers regarding needs, openings and eligibility, have resulted in consistently high utilization rates. Projections build on processing enrollment information and comparing it with monthly attendance data. Providers will be paid based on enrollments but attendance information is important to understanding the actual utilization of program slots and how this compares to enrollment projections. Family Specialists will continue to work with families and providers to ensure enrollment is utilizing at least 97% of ELS funding.

All ELS staff at Wu Yee will be involved in providing customer service to providers related to eligibility and payments. Regarding payments, staff will be responsible for the calculation of payments, transparency in the calculation process and ELS policies, and administration of the funding through checks to providers.

In February 2016, Wu Yee launched the Care Portal, an online repository available through the subsidy database, automating access to and the return of completed attendance sheets, payment calculation, as well as explanations of payments, articulating the source of monthly funding that is proprietary to the agency. In Wu Yee's current subsidy administration, the tracking and check cutting system has been built to delineate each type and source of funding, both within the actual database and on the provider's payment check.

### **Other Services**

- Ensure there are signed confidentiality agreements for all of its staff and members of collaborating agencies' staff that have access to sensitive and protected information of families.
- In the event of a declared emergency, staff may be engaged as part of the city's response to the disaster/declared emergency. Grantee agrees to ensure staff receive city Emergency Response training, to be planned and delivered in coordination with the HSA Emergency Response Coordinator.
- Monitor child care subsidy eligibility, authorization, and utilization as prescribed by CDE policies and procedures. Monitor compliance internally utilizing state procedures for compliance monitoring in order to maintain grant performance within state error rate level.

### **Grantee will provide the following Child Care Resource and Referral services:**

Wu Yee's R&R service delivery will include consumer education, quality and training, family and provider advocacy, and improved access to child care. By implementing the agency wide family engagement approach, comprehensive family assessment can take place. Therefore, a family that initially reaches out to inquire about child care is walked through a series of sensitive and culturally appropriate questions to identify what other supports they can benefit from, and for what other assistance programs they qualify. Providers also turn to Wu Yee when needing support around child care specific issues, support in addressing needs and gaps, and problem-solving in a team approach to ensure children are receiving the best care possible.

In support of the Citywide Plan, families are prioritized based on need. The level of comprehensive services and follow-up families receive is based on the complexity of needs that are initially identified in the family assessment process. Children in the target populations are provided with even more comprehensive counseling and enhanced referral services, and are followed for a specific time period in order to ensure that the coordinated resources and services they are provided with are meeting all identified needs.

Family engagement occurs through various channels, including direct outreach, marketing strategies, and community-wide events. Effective outreach consists of broader community events that are accessible to both participants and community members. The community hubs will be used as locations for events intentionally geared toward the



target population, including health and family resource fairs for specific target populations. Wu Yee currently offers office hours at agencies serving high need families. Moving forward, the community hub model will continue to enhance targeted outreach into high need zip codes.

### **Intake and referral**

All families accessing support from Wu Yee complete an initial needs assessment intake that staff use to identify appropriate programs and services to link families with all available resources, including child care, housing, employment assistance, and public benefits. Intake staff engage in a relationship-based discussion with families. This discussion identifies goals, strengths, and needs; all this information is then used to move a family to where their long-term service relationship will be. This discussion also allows staff to determine if families are eligible for multiple early learning programs such as EHS/HS, home visiting, or state funded programs. This system also allows for an expedited process, where families receive the most appropriate resources in the most efficient manner.

Wu Yee will use a relationship-based approach when working with providers who are also in need of information and support. Provider inquiries are tracked just as families are to ensure efficacy and appropriateness of support and information provided. Wu Yee also recognizes capacity building among front-line professionals outside of its own organization is imperative to improve the quality of intake and referral in the community. Therefore, partnering with the other R& R to deliver co-location services housed at the County HSA building will be implemented to best support families in receiving appropriate services, by increasing the capacity of County employees to best process clients through training opportunities and technical assistance. In addition, through the community hub model, Wu Yee will have R&R services physically available in different locations throughout the city supporting the level of quality that families receive when it comes to intake and referral. Wu Yee will strive to build the capacity of numerous community professionals to function like its own R&R staff through professional training and capacity building opportunities for providers and service partners, including EHS/HS staff, Title 5 providers, and WIC staff.

### **Consumer Education**

One of the main components of R&R is strong consumer education. Wu Yee will move towards a consumer engagement model which aligns with federal goals in providing families required information on child care services, health and safety, assistance programs, developmental screenings, and quality ratings for providers. This is achieved through a two-way, mutually-respectful process that consists of outreach and awareness, consumer education, co-learning, and sharing of information.

The first step in consumer engagement is to partner with families in learning about child care options and quality factors. Wu Yee staff initiate this process by identifying existing resource and support systems, providing consultation on local early care and education programs, informing parents of subsidized care, and providing other resources and financial supports. Once referrals for child care are generated, staff are sure to include

names of caregivers and contact information, and quality indicators for accreditation, group size, staff to child ratio, health and safety, and family involvement. **Wu Yee will include real-time vacancy data as part of its referrals.** Wu Yee clearly states to families that these are only referrals, and not recommendations. Families have access to information regarding procedures for licensing/ monitoring childcare providers and background checks. Wu Yee also makes provider-specific information, including the results of monitoring reports, available to families both in print and electronically.

Wu Yee recognizes that different modalities need to be in place for families to access accurate and up-to-date child care information. Families can access resource and referral information either in-person, on line, or by phone. Wu Yee also houses a database, where providers can provide contact information on their center, current rates, current vacancies, and other pertinent information. An additional aspect of consumer engagement also includes supporting parents in determining eligibility for child care payment assistance, scholarships, and subsidies.

Materials and services used for consumer engagement must be culturally and linguistically appropriate. Materials will be translated into Chinese and Spanish. In addition, Resource and Referral Specialists communicate and engage with parents in their first language, and workshops and weekly ECE classes are also conducted in parents' home language to ensure true understanding of the information shared.

### **Provider training**

Wu Yee also offers various quality improvement programs to support child care providers, and help those who seek to become providers, in addition to supporting programs to reach Tier 3 in their quality rating. Wu Yee implements the Child Care Provider Training program which offers professional and business development support for family child care providers in San Francisco. This program provides training, technical assistance, one-on-one coaching, consultation, and financial support. These resources are offered across the spectrum of provider needs, including those participants who are seeking to start a new program, providers that are looking to expand current programs, and for programs that seek ongoing quality improvement. Support offered also includes assisting participants in applying for initial licensure to operate a family child care business, and supporting current providers operating a licensed facility with retaining or expanding their businesses and applying for subsidy.

The community hub approach that will be implemented as part of Wu Yee's integrated services allows for a coordination of services in terms of training and technical assistance. Based on the federal goals outlined, providers should have access to trainings that prepare child care staff to work with different age groups, English learners, and children with disabilities. In addition, child care providers will have access to technical assistance to best support quality improvements. This includes a professional development plan, created in partnership with provider support staff. To the extent possible professional development is customized based on multiple sources of evaluative data and conducted

in small group cohorts with initialized follow up from content coaches and consultants for fidelity of practice.

**Grantee will provide the following CalWORKs outreach, education, and application assistance services:**

- Educate families accessing Grantee’s services about CalWORKs program and its array of benefits and services.
- Organize and coordinate with CalWORKs liaison to ensure families attend appointments at the HSA office at 170 Otis Street. Accompany families to appointments as needed.
- Assist families in navigating the CalWORKs application process
- Work together with HSA to develop culturally appropriate CalWORKs outreach materials and to provide feedback on existing CalWORKs materials.
- At the end of 6 months, Grantee and HSA will meet to review and evaluate progress towards services and outcome objectives adjusting objectives and needed.

**Human Services Agency Will Provide:**

- CalWORKs liaison to support Grantee at 170 Otis clients through application process
- Training to Wu Yee staff on basic eligibility and pre-screening.

**V. Location and Time of Services**

Grantee shall operate at 827 Broadway Street, San Francisco, California 94133, and other hub locations to be determined with OECE.

**VI. Service Objectives**

On an annual basis, Contractor will meet the following service objectives:

**Integrated Services Early Learning Scholarships SERVICE OBJECTIVES:**

- Administer ELS-City and case management services for minimum 462 children per year.
- Offer training and technical assistance to a minimum of 100 providers, topics including: real-time openings for care, online reporting and uploading documents into the child care database.
- Refer 100% of ELS-City families to complete a Head Start application to apply for child care and place them back to the SF3C waiting list when their children turn 2.5yrs.
- Determine eligibility for a minimum of 30 children from ELS - City back to a state/federal subsidized slot.
- Provide accurate monthly projections and revenue reports based on the program budget allocations.

- Provide timely dispersal of funds, using accurate projections, enrollment practices, and revenue reporting.

**Resource and Referral SERVICE OBJECTIVES:**

- 250 target population families will be offered comprehensive counseling and referral services including at least one follow-up contact within 7 days of making the referral. All other families shall receive a follow up within 21 days of service delivery.
- Contact at minimum 3000 target population families through flyers, phone calls, and emails with information regarding available R&R services. This will be accomplished with a comprehensive and citywide outreach plan to be approved by OECE.
- Offer counseling services in multiple languages in person, over the phone, via email, and live chat during operating hours of 9-5, M-F. Additionally, counseling services will be extended 1 Saturday a month..
- Create and distribute 10,000 pieces parent and provider education materials in English, Spanish and Chinese to help parents understand the ECE system in San Francisco and the financial assistance option available. These materials shall be available online and through in-person counseling sessions.
- Enroll and assist 750 families with their enrollment and updates in SF3C.
- Screen 300 families for public benefits, housing assistance and CalWorks and provide referrals to families who are eligible to the appropriate agency.
- Provide a minimum of 3 CPR/First Aid Trainings quarterly in English, Spanish and Chinese, targeting licensed providers in the ELS Network. Participants will be eligible for scholarships/cost reimbursement through state and local funding until depleted. In year one, 6 CPR/First Aid Trainings will occur; in years two and three all the trainings will be held annually.
- Provide a minimum of 1,000 hours of kiosk R& R services between two HSA sites, including 170 Otis and a 2nd HSA site to be decided between Grantee and OECE.
- Grantee will organize and attend collaboration meetings with OECE at least on a quarterly basis, to ensure that services are provided efficiently and without duplication of efforts.
- At the request of OECE, Grantee will create and deliver monthly ad hoc reports about the populations accessing services.
- Provide parent education workshops in English, Spanish and Chinese for 200 parents.
- Provide provider engagement through quarterly newsletters (mail and email), totaling 3,000 points of contact, to all providers in the service area which will share relevant community resources, Community Care Licensing updates and OECE updates.
- All 6 of the Resource and Referral staff and 9 of the Early Learning Scholarship staff will be cross trained to update provider information into all databases used by agency.

**Outreach, Education and Application Assistance SERVICE OBJECTIVES:**

- Screen 750 Chinese families for CalWORKs eligibility per year
- Create a minimum of 5 new culturally appropriate outreach materials that are approved by CalWORKs HSA
- A minimum of 6 bi-monthly CalWORKs 101 workshops in Chinese per year
- Quarterly focus groups with eligible clients who do not enroll into CalWORKs
- Produce a year-end report summarizing the challenges and success of the first year.

***Months 1-3***

- Conduct at least 1 CalWORKs 101 workshop in Chinese.
- Develop at least 2 new culturally appropriate outreach materials that are approved by CalWORKs Human Services Agency

***Months 4-6***

- Ensure that at least 20 families per month attend appointments at 170 Otis and assist in navigating the CalWORKs application process

***Months 7-12***

- Ensure that at least 30 families per month attend appointments at 170 Otis and assist in navigating the CalWORKs application process

**VII. Outcome Objectives**

On an annual basis, Contractor will meet the following service objectives:

**Integrated Services Early Learning Scholarships OUTCOME OBJECTIVES:**

- Grantee will ensure adequate enrollment to utilize at least 97% of the child care subsidy funding available.
- Grantee will conduct a survey annually to assess progress, with the goal of 85% of served families and providers who respond will rate the Grantee at least a three out of five-point scale for overall satisfaction at the end of first year.
- Grantee will implement a phased plan for ongoing quality improvement for subsequent program years resulting in 90% of served families and providers who respond will rate the Grantee at least a four out of five-point scale for overall satisfaction.
- Grantee will conduct a survey of case managed families at the end of the 3rd quarter of each grant year. A minimum of 90% of served families who respond to the survey will rate the Grantee at least a three on a five-point scale regarding whether the Grantee was helpful in assisting with their child care needs.
- In a survey conducted by the Grantee at the end of the 3rd quarter of each grant year, a minimum of 90% of child care providers will rate Grantee as at least a three on a five-point scale regarding the Grantees administration of child care services.

- In a survey conducted by Grantee at the end of the 3rd quarter of each grant year, a minimum of 90% of child care providers responding will rate Grantee as at least a three on a five-point scale regarding the timeliness of payments.
- In a survey conducted by Grantee at the end of the 3rd quarter of each grant year, a minimum of 90% of child care providers responding will rate Grantee as at least a three on a five-point scale regarding that their payments are accurate.
- In a survey conducted by Grantee at the end of the 3rd quarter of each grant year, a minimum of 90% of child care providers and families who respond will rate they are aware that they are supported by City Funds administered by OECE.

**Resource and Referral OUTCOME OBJECTIVES:**

- By August 31<sup>st</sup>, 2017, all of the requirements of the shared database and online search functionality, as listed in the Description of Services, are completed and in use.
- Annually attract a minimum of 1,000 visitors to the Resource and Referral website who complete an online search of the provider database.
- A minimum of the 90% of target populations parents responding to an anonymous parent survey issued in multiple languages to a minimum of 300 parents to rate the R&R services as helpful in finding a quality care arrangement.
- Annually, a minimum of 200 providers will participate in the CPR/First Aid certification and recertification courses.
- Annually, R&R counseling services will be accessed by a minimum of 1500 families through in person appointments, phone calls, email and live chat.
- Pre-register 95% of eligible families with Emergency back-up/Mildly Ill child care services and also connecting families with Rapid Response child care as needed.
- Connect at a minimum of 25 children with special needs to successful child care placements and referral to Support for Families.
- At least 90% of all families served by R&R will receive a follow-up call within 21 business days to ensure successful connection to other services and to promote family engagement.

**Outreach, Education, and Application Assistance OUTCOME OBJECTIVES:**

- A minimum of 100-150 families will successfully enroll in CalWORKs annually
- In months 4-6, a minimum of 10-20 families monthly will successfully enroll in CalWORKs
- In months 7-12, a minimum of 20-30 families monthly will successfully enroll in CalWORKs

## **VIII. Monitoring Activities**

- A. 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, role patterns/job descriptions, reporting requirements, client data tracking and back-up documentation for reporting progress towards meeting service and outcome objectives.
- B. 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, sub-grants, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.

## **IX. Reporting Requirements**

Any change in state reporting requirements shall supersede the following grant requirements.

- A. Report Schedule  
Monthly reports shall be sent no later than the 25th day following the end of the respective reporting period. An annual final report for final adjustments shall be submitted by July 31 for the fiscal year ending June 30. Quarterly and annual reports shall be sent no later than the last day of the month following the end of the respective reporting period.
- B. Monthly Reports
  1. By program: Parent name, Social Security number, number of unduplicated children and unduplicated families, number of children per parent and amount of child care paid. The report will provide monthly and cumulative statistics including type of care provided. Monthly reports will clearly track comparative monthly tracking of children served/amount paid/average cost per child per month. Reports will meet state and federal tracking requirements.
  2. Grantee will participate in evaluation requests pertaining to ELS activities funded by this grant. This will include, but not be limited to collection of data on funded activities and participants, analysis of data and reporting of findings. The data to be collected may include but not be limited to demographic information, service utilization information, measurement of outcomes associated with participation in funded activities. The data may be requested of clients, Grantee and other stakeholders of the funded activities. Grantee may be requested to participate in evaluation activities designed by OECE.
  3. Provide a monthly summary report on subsidy child care projections and enrollments that illustrates the achievement of the subsidy Service Objectives identified above.

4. Provide bi-annual subsidy and licensing data updates to be coordinated with OECE investments and other city funded investments previously tracked through “GEOMAP”. This data will also be used for CPAC Needs Assessment updates.
  5. Grantee shall be responsible for all state and federal reporting requirements including, but not limited to: unduplicated child counts, type of care received, cases where no care was available, federal and non-federal child care cases and state contract renewal application processes. Coding for fiscal claiming will be maintained and modified as state policy changes require.
  6. Grantee shall develop and deliver ad hoc reports (for zip code, etc.) as requested by the Department for the purpose of analyzing the impact or potential impact of proposed and actual state policy changes and for the CPAC Needs Assessment.
  7. Grantee shall comply with all state reporting requirements and changes in reporting per state deadlines.
  8. OECE shall provide Grantee with All County Letters, Contract Letters, Applications for Refunding, and other communications from the California Department of Social Services and the California Department of Education, as relevant.
- C. Quarterly Reports**
1. Grantee will submit a third quarter report to summarize the achievement of the service and outcome objectives for Subsidy Programs for the first three quarters of the grant term. This report shall also include summary demographic information - gender and ethnicity of the unduplicated clients served over the three quarter period. This report is due by April 30 of each year.
  2. Develop voucher quality penetration reports, detailing the number of vouchers enrolled during the quarter in San Francisco licensed providers.
- D. Annual Reports**
1. Grantee will provide annual performance report regarding progress on service objectives for subsidy programs.
  2. Grantee shall provide an annual report on the demographics of the child care providers by zip code.
- E. Grantee will produce subsidy system ad hoc reports relevant for child care planning and eligibility confirmation for evaluations and research as requested by the DHS Child Care Manager and as deemed as appropriate by the Grantee and the Department. Grantee shall develop and deliver ad hoc reports (for zip code, rate change projections, level of care utilization, concurrent eligibility of families in other programs, etc.) as requested by the Department.**
- F. Audit Response**  
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.)



- G.** Monthly subsidy projection reports are to be submitted via email to the following:
- 1.** Chief Operating Officer, (Sandra.Naughton@sfgov.org), and
  - 2.** Subsidy Analyst, (Jason.Holthe@sfgov.org)
  - 3.** Contract Manager, (Steve.Kim@sfgov.org)
- H.** 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.