

**Appendix A: Scope of Services to be Provided**  
**Children's Council of San Francisco**  
**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 Grantee 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 a both local (Early Learning Scholarships) and State (CalWORKs Stages 1 and 2 and California Alternative Payment Program) 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
- TrustLine services which provide background clearances of license-exempt child care providers through the State TrustLine Registry
- Preschool For All provider reimbursements (All non-SFUSD Preschool For All sites)
- 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  |
| 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.<br><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  |

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|-------------------------|---|
|                         | 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  |

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| 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 Granteeweeks (due to overpayment considerations). Any state regulatory requirements shall supercede 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  |
| Trustline  | Background investigation and fingerprint clearances of license-exempt child care providers, with a feedback loop for criminal activity after the clearance  |

### 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: African American children, Latino children, English Language Learners, families who are homeless, children at-risk of abuse and/or neglect or involved with child Granteelfare, 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 - Early Care and Education Subsidy Administration

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. As family circumstances change and deeper information is gathered over time, Grantee will update Family Profiles to ensure they capture detailed longitudinal data on families.
- **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 Grantee to enroll children in ELS-Bridge. Families will be served by the same Subsidy Specialist to ensure seamless services. Grantee will closely track 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, taking full advantage of the latitude allowed by state programs. For example, Grantee will encourage greater utilization of its online “Care Portal,” which allows providers and parents to easily access attendance sheets, explanations of payments and other

required documents. For locally-funded programs, Grantee will work to simplify what and how parents must report, helping families maintain their subsidy and improving continuity of care. Grantee will also explore improvements in online provider reporting, automating child eligibility screening and enrollment, and attendance tracking that could then be linked to payment calculation, billing and reporting.

**1) State/Federal Child Care Subsidy Administration, including CalWORKs Stage 1, CalWORKs Stage 2, CAPP, FCS, and P500; TrustLine background checks**

Grantee will administer CalWORKs Stage 1, CalWORKs Stage 2, CAPP (CAPP-HSA), Family and Children’s Services (FCS), and Project 500 (P500) child care subsidy programs. Grantee will adhere to all federal, state and local program requirements, policies, and laws related to the administration of these programs.

*(Confidentiality requirements must be followed; however, state law permits the sharing of information between AP’s, R&R’s, SF3C’s and Contractors for the purpose of administering CalWORKs child care.)*

Subsidized child care services will be administered with the following program-specific considerations.

**a) CalWORKs Stage 1**

Building on information provided to families at their CalWORKs orientations, Grantee will conduct in-person intake appointments with all families referred to Grantee for CalWORKs Stage 1 subsidized child care, providing additional counseling about their child care options and establishing a relationship to provide ongoing personal assistance while they are receiving services. Grantee will communicate with HSA CalWORKs Grantee as needed to ensure the highest level of service delivery.

**b) CalWORKs Stage 2**

Grantee will guide families through the transition from CalWORKs Stage 1 into CalWORKs Stage 2 using specific knowledge of the family’s circumstances to provide tailored services. When families become certified for CalWORKs Stage 2, Grantee will provide ongoing services to help families maintain their eligibility—calculating changes in income and family fees, authorizing changes in child care when hours of activities change, requesting third-party documentation, etc.—and transitioning families into CalWORKs Stage 3 at the end of their Stage 2 eligibility period. Grantee will provide case management services over time to help families understand their child care options as their children grow, while connecting families to other community resources that can help them on their path toward self-sufficiency.

c) ***CAPP-HSA***

Grantee will utilize monthly subsidy enrollment and expenditure projections to determine the number of CAPP enrollments needed each month to fully utilize the dollars available under the HSA state CAPP contract. When CAPP-HSA slots are available, Grantee will select families from SF3C in priority order, as determined by CDE, and use the Family Profile to conduct “pre-screening” interviews, ensuring that all information is current, and informing parents about ELS options, including which providers have openings. Grantee will certify and enroll the family into the CAPP program and help them find a provider if they do not already have one. Once enrolled, Grantee will provide ongoing services to help families maintain their eligibility, including periodic recertifications in accordance with state rules. As with CalWORKs Stage 2 families, Grantee will provide case management services over time and connect families to other community resources that can help on their path toward self-sufficiency.

d) ***Continuity of Care for CalWORKs Stage 2 and CAPP***

If a CalWORKs Stage 2 or CAPP family loses their eligibility, the Grantee will certify that the reason for losing eligibility could not be resolved per state regulations, and will work with OECE to determine eligibility of any children under five for ELS-Bridge. If the family is determined to be eligible for ELS-Bridge, they will continue to be served by the same Subsidy Specialist to ensure seamless high-level services.

e) ***Family and Children’s Services***

Grantee’s FCS team will work to find successful placements with quality providers for all FCS children. Grantee will help families understand their options among licensed Family Child Care and Child Care Centers and develop customized lists of ELS providers with vacancies. If there are no current vacancies with ELS providers, Grantee will develop a list of other licensed providers with current vacancies, and work with the HSA Protective Service Worker to authorize the placement. Grantee will also enroll children on SF3C so that families can take advantage of openings with ELS providers or state-funded programs that will provide continuity of care beyond age five. Once a child is placed in care, Grantee will follow-up with families and providers to ensure the placement is a good fit for the child (see Multi-Tiered Service Approach in the R&R section). In cases where the child is placed with a family member outside of San Francisco or outside of California, Grantee will continue to provide personalized assistance in coordinating the paperwork process and facilitating payments to child care providers in those locations.

After a FCS case closes, the Grantee’s FCS Team Specialists will connect children with continued services through age five utilizing ELS-City, ELS-Bridge, CAPP, CalWORKs or other Title 5 funded slots.

Grantee will code FCS child care services for tracking between federal and non-federal services. HSA shall identify the status of the eligibility and case status and the Grantee will pay and bill according to the reported status.

**f) *Project 500***

Grantee will offer early child care subsidy engagement services for all P500 families. Early engagement services include: introduction to the subsidy system, overview of the Quality Rating Improvement System, customized list of child care referrals and enrollment into one of our parenting workshops (such as Choosing Child Care).

Grantee will administer Project 500 subsidies (State/Local) to ensure continuity of care and continually assess each family's eligibility for federal or state-funded programs to avoid any gaps in service. P500 Grantee will also collaborate with P500 Mobility Mentors and CalWORKs Case Managers to ensure successful child care placements and provide any updates to parents' participation.

**2) Local Child Care Subsidy Administration**

***Early Learning Scholarships***

Grantee will administer local Early Learning Scholarship child care subsidy programs in partnership with the second Grantee also administering local child care subsidies. Grantee will closely coordinate services and seamlessly integrate data and reporting with the second Grantee.

**a) *ELS-City***

Grantee will administer both ELS-City reserved slots and vouchers. For reserved slots, Grantee will assist ELS providers in selecting the highest-priority Target Population families from SF3C using the Grantee's "best fit match" process. For ELS-City vouchers, Grantee will use monthly projections to determine the amount of funding available and enroll families accordingly off SF3C following CDE priority enrollment policies. Grantee will fill all ELS-City voucher and reserved slots following OECE specific protocols, which are subject to change over time.

When a family is selected for an ELS-City subsidy, Grantee will screen them for eligibility for other state-/federally-funded subsidy programs (such as CalWORKs) and conduct an in-depth phone interview to update eligibility and need information. If a family has been selected for a reserved slot, Grantee will describe the slot available and confirm that it is a good match for the family. Grantee will connect with the family to better understand their unique needs and will set up a certification appointment, at which point their income and details of their approved activity (or other categorical status) will be recorded. If the family has been selected for an



ELS-City voucher (non-reserved slot), Grantee will help them identify ELS providers with vacancies that will meet their needs. Through annual recertification meetings and more frequent touchpoints depending on the needs of each family, the Specialist will develop a deep understanding of the family's circumstances, including goals for their children, guiding them on their journey through the early education system and enrollment in elementary school.

Grantee will facilitate a seamless process to transfer families currently receiving an existing City voucher to ELS-City. Grantee will review all providers caring for existing City subsidized children to determine whether they are a qualified ELS provider. Grantee will inform all Target Population families using ELS providers that their voucher now extends until age five. For non-Target Population families in similar circumstances the Grantee will work with OECE to determine the required eligibility redetermination schedules and for families who can no longer demonstrate a "need" for service - ensuring continuity until the end of the program year. (Grantee will continue to serve these families per the approach described above.) Grantee will work with OECE to determine policies for existing City subsidized families using non-qualified ELS providers, including transferring them to ELS providers with vacancies.

***Coordination with Homeless Child Care Case Management Grantee***

For homeless families receiving ELS-City subsidies the Grantee will analyze and recommend enrollments, provide child care referrals, and pay providers. Grantee will maintain regular communication around trends in families' ability to secure child care and have quarterly collaborative meetings to stay abreast of the latest information from the existing Homeless Child Care Case Management Services Grantee (currently Compass Family Services) and other community partners working to end homelessness. The Grantee will continue to build on this relationship to ensure that homeless families receive priority for child care services in the ELS system and are matched with an open child care slot that meets their needs. Any changes in attendance reporting will be quickly communicated to the Homeless Child Care Case Management Services Grantee so they can immediately identify any changes in the family's circumstances or barriers to child care, to ensure continuity of services whenever possible.

***b) ELS-Bridge***

Grantee will work directly with OECE staff to ensure families who lose eligibility for state subsidy programs can maintain continuity of care in quality-linked ELS programs that support their child's development. Grantee will work with Title 5 and other providers serving state subsidized families to understand and gather the details of the original child care authorization, including child and family information, subsidy program and termination date. Grantee will review information to ensure the family

is not eligible for any other state or federal subsidy and will communicate that information with OECE who will determine and approve ELS-Bridge eligibility.

Grantee, for all ELS-Bridge approved families, will review the benefits and requirements of the program, and, when needed, assist families in finding care at quality ELS sites that meet their children's specific needs. Family and child data will be tracked through the subsidy data system (CC3) with ELS-Bridge payments issued monthly in conjunction with sites' other voucher payments. Upon enrollment in ELS-Bridge, families will also be registered on SF3C to be eligible for state- or federally-subsidized slots that become available.

Non-target population families will be eligible for the ELS-Bridge program through the end of the program year. Target population children in ELS-Bridge will be eligible for continuity of care through entry into kindergarten. Grantee will closely track all reasons that families lose subsidy eligibility, with increased attention on those who fall out of eligibility at recertification. ELS-Bridge approval may end if a family disenrolls from an ELS approved program, is determined to be eligible for a state- or federally-funded program or the child reaches kindergarten age.

For all families in ELS-City and ELS-Bridge, Grantee will rescreen at least annually for federal- or state-subsidy-eligibility, including CalWORKs, CAPP and other state voucher programs. The frequency of the review will be determined based on the original program and reason for loss of eligibility. If a family is eligible for CalWORKs Stage 1, Grantee will ask the family to request a child care authorization from their Employment Specialist and enroll them in CalWORKs child care. If they are eligible for CalWORKs Stage 2, Grantee will certify their need and eligibility per state regulations and enroll them in CalWORKs Stage 2. If they are eligible for CAPP or other state voucher program, Grantee will register them on SF3C, indicating in their Family Profile that they are eligible and waiting for a voucher. Enrollment in state voucher programs will provide continuity of care beyond age five for eligible children.

**c) *ELS-Gap***

Grantee will calculate and administer ELS-Gap funding for all Title 5 contractors, state vouchers and Early Head Start/Head Start. ELS-Gap payments will be made directly to child care providers, calculated based on enrollment documented through the city's child enrollment data system (currently Cocoa) with verification of vouchers through the subsidy voucher database (CC3). Child enrollment data with specific funding types, hours, rates and attendance will be pulled from the system with the rates for each child compared to the applicable ELS Center or ELS Family Child Care (FCC) Tier 3 rate, as specified by OECE, and adjusted by the

Child and Adult Food Program rate. The ELS-Gap payment will be adjusted for changes in the base rate paid by state or federal subsidies. To streamline support and reporting, the calculation and distribution of ELS-Gap payments will follow the periodicity of the ELS-Preschool for All (PFA)—quarterly payments to Centers and monthly to FCCs. Centers will be issued an advance in August of each program year with quarterly payments issued in December, March and June. Advances will be based on each site’s individual peak enrollment, typically in April of the prior program year. Payments will be based on the reconciliation of the advance, projected earnings and actual child enrollment data. In conjunction with OECE and ELS Center sites, Grantee will explore the possibility of adjusting the payment schedule for Centers from quarterly to monthly if it is determined that this change is an improvement (balancing the cash flow and workload of Center Grantee with the reporting needs of the program).

**d) *Preschool For All***

Grantee will adopt the existing model use by OECE to administer PFA. The Tuition Credit and Enhancement will be calculated based on predetermined PFA rates. The PFA rate formulas are based on the PFA classroom’s lead teacher Child Development Permit Level and Tuition Credit rate formula. Sites will be issued an advance in August of each program year with quarterly payments issued in December, March and June. Payments will be calculated and reconciled based on actual enrollment reported in the online enrollment data system. As the PFA program evolves, Grantee will work with OECE to adjust the funding formula and determine the most efficient and least disruptive method for managing provider payments.

**e) *QRIS Block Grant for Title 5 and Non-Title 5 Providers***

In coordination with OECE, Children’s Council will calculate and distribute, annually, the Quality Rating Improvement System (QRIS) Block Grant awards based on the locally-established funding formula to support eligible ELS sites who are rated at Tier 4 and 5. Individual payments will be based on sites’ annual peak enrollment and funding type, as reported through the city’s child enrollment data system, and will be distributed in the spring of each year. As needed, state and local QRIS Block Grants will be tracked and reported separately to OECE.

**f) *Other General Subsidy Administration Services***

*Grantee will provide the following:*

- 1) Issue all State child care Notices of Action regarding changes in eligibility. All families will be given reasonable notice of action as required by State regulation.
- 2) Fingerprint (using the TrustLine system) all license-exempt care providers, including related license-exempt caretakers in accordance

with State law. No child care payment shall be made until the provider is criminally cleared through the TrustLine process and all retroactive TrustLine clearance timelimits shall be administered in accordance with State policy.

- 3) Ensure there are signed confidentiality agreements for all of its staff and members of collaborating agencies' staff that have access to information and eligibility for CalWORKs, ACCESS or FCS protective service status information of HSA's clients and former clients.
- 4) 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.
- 5) Monitor child care subsidy eligibility, authorization, and utilization as prescribed by CDE policies and procedures in addition to any Alternative Payment Monitoring Unit (APMU) auditing standards and recommended best practices. Monitor compliance internally utilizing state procedures for compliance monitoring in order to maintain grant performance within state error rate level.

#### **V. Description of Services – Child Care Resource and Referral Services**

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

- 1) Grantee will provide experienced and/or well trained staff to help parents navigate, understand, and pay for subsidized child care, and offer one-on-one counseling that helps families understand their options and connect to child care that fits their needs, as well as other community resources.
- 2) Grantee will provide R&R services in multiple languages (English, Spanish, Cantonese, Mandarin, Vietnamese, Portuguese, Sign Language and more) via phone, in-person non-appointment visits, and by email Monday through Friday. Self-service referrals will be available 24/7 through the Online Child Care Finder.
- 3) Grantee will prioritize more intensive services for target population families. Target Population families will receive the following services:
  - **Family Profiles:** Staff will help all low-income families articulate preferences for care setting, which will facilitate matches with subsidized care openings.
  - **Follow-Through Support:** Case management approach with Target Population will encourage follow-up on next steps, identifying barriers, refining Family Profiles and connecting families to community resources.
  - **Post-Placement Follow-Up:** Communication 30 and 180 days after enrollment will ensure placement is a good fit, gathering feedback on child

care search experience, and connecting families to community resources as they need them.

- 4) Grantee will provide other vital supports to all families seeking R&R services which include:
- **Intentional Outreach:** Research-informed, comprehensive outreach approach will maximize engagement of target population families.
  - **Real-Time Vacancies:** Enhanced relationships with providers, modernized database and connectivity with enrollment databases will give staff real-time vacancy information, which, paired with Family Profiles, will enable “Best Fit” referrals.
  - **Weekly Opt-In Text Messages:** “Bite-sized” child engagement ideas, information on playgroups, support groups and workshops at Children’s Council and tips on choosing care will increase understanding of quality care, support child development and keep families engaged.
  - **Shared Database:** Shared data sets the stage for systems integration, reduced duplication, increased fiscal leveraging and greater family success.

5) ***Multi-Tiered Approach***

Grantee will develop and implement a new multi-tiered approach to R&R services that prioritizes more intensive services for target population families, including more comprehensive counseling, referral and follow-up.

i) ***Tier 1: All Families, Regardless of Income:***

Any interested family, regardless of income, will receive the standard R&R counseling and referral services, which includes information on the types, costs and options for care, information on quality indicators, assistance structuring a child care search and creating a search profile, an overview of supports the Grantee provides related to child development and parenting, and referrals to providers. Working in partnership with OECE and providers, Grantee will provide real-time vacancy information, which will improve the utility of the referrals.

Grantee will engage families while they are searching for child care via a new service available to all families (Tier 1, 2 or 3). Families will be invited to opt-into weekly text/emails on easy child engagement activities, information on playgroups, support groups and workshops offered at the Grantee’s offices and tips on choosing quality child care. This regular communication is designed to break down information into manageable pieces, increase understanding of quality care, support child development and keep families engaged with supportive services.

Grantee will screen all families for need for assistance paying for child care. If a family self-identifies as low-income, Grantee will screen them

for subsidy eligibility under federal, state or city programs. If they meet the eligibility guidelines for these programs, they will automatically receive Tier 2 services.

**ii.) Tier 2: Low-Income Families**

Grantee will screen families for subsidy eligibility and explain subsidy options and timelines. As a new service, staff will work with all families to develop Family Profiles, which will help them articulate their preferences for care, rank the importance of those preferences, and facilitate better matches with subsidized care. Grantee will also explain the subsidy enrollment process and documentation they will need to provide to secure enrollment when a subsidized child care slot becomes available for them.

For families who are categorically-eligible for a voucher (e.g., CalWORKs), Grantee will counsel them on their options: (a) select a licensed or license-exempt provider of their choice (whom they may have already identified), (b) receive R&R referrals for any licensed provider, or (c) select (and, in some cases, wait for) an ELS provider. (Such families may also concurrently choose more than one option, e.g., place their child with a friend or relative while they wait for an ELS provider.) Regardless of their choice, these families will be tracked through the matching and placement system, so that we have a complete picture of the subsidized child care landscape. Grantee will continue to refer CalWORKs Stage 1-eligible families to the Human Services Agency (HSA) for enrollment in the CalWORKs program and will secure authorization for CalWORKs Stage 2 families from HSA on behalf of families.

All Tier 2 (and Tier 3) families will be screened for other service needs and be referred to community resources (see *Linking Target Population to Services*, below). If family is identified as part of a target population, they will receive additional Tier 3 services, based on their needs.

**iii.) Tier 3a: Families of Children with Special Needs**

Grantee will identify families with children with special needs for referral to Grantee's child care inclusion specialists. Inclusion specialists will meet with the family, understand the family's and child's needs, help identify providers that are best equipped to support the needs of their child, and complete the Family Profile. Grantee will provide referral services which includes contacting providers on behalf of families, visiting providers with families and assessing fit. Grantee will maintain linkages with other service providers, such as Support for Families with Disabilities, and refer families to them as needed.

**iv.) Tier 3b: CPS/At-Risk Families**

Grantee will explain services, provide counseling on child care options

and share information on child development, quality care and parenting supports. They will provide enhanced referrals, which include calling providers on behalf of families and assessing fit. Grantee will maintain these relationships with families over time, so that if/when child care authorization ends, they will connect families to alternative subsidies. For At-Risk families, staff will ensure they are prioritized on the SF3C wait list.

**v.) Tier 3c: Homeless**

Grantee will add ACCESS-eligible families to the waiting list (SF3C) and then provide families a “warm handoff” to the Homeless Child Care Case Management Services Grantee (currently Compass Family Services) to work with the family on subsidy enrollment and provide additional resources through their various homeless support programs. If/when the family is approved for care, Grantee will provide ACCESS Homeless Child Care Case Management staff with “Best Fit” child care referrals (based on matching Family Profiles to ELS provider vacancies) and follow-up with staff weekly until the child has a placement.

**vi.) Tier 3d: Low-Income African American and Latino Families, and English Language Learners**

Grantee will provide an overview of child development, quality care and parenting supports. While families are waiting for care, Grantee will follow-up with them, initially weekly, then moving to bi-monthly, until the family secures a child care placement. The purpose of the follow-up is to answer questions, encourage families to follow-through on next steps, identify any barriers and refine Family Profiles. If/when families are selected by a provider with an open subsidized child care slot, Grantee will contact them and prescreen the family.

Tier 2 and Tier 3 families will also receive follow-up after their child is placed in care. To ensure placement is a good fit, staff will solicit feedback on their search experience and continue to connect families to community resources when they are ready to use them. Grantee will contact families 30 and 180 days (and more frequently, if needed) after placement. In addition, Grantee will continue to engage with families at key points of transition in their child’s early education. Grantee will continue to reach out to families of rising academic three- and four-year-olds to prepare them for the transition to preschool. Similarly, Grantee will contact families of rising academic five-year-olds to share information about kindergarten enrollment, afterschool and summer care.

**6) Responsive Counseling to Meet Target Population Needs**

Grantee will provide culturally- and linguistically-responsive counseling to target population families in person, over the phone and via email. In addition, the robust information given to families during these one-on-one exchanges

will also be available online and through Grantee's Child Care Finder, which is optimized for mobile phone usage. Grantee will continue to use text notification to let families know of potential child care slots that are available to them and, as noted above, expand the texting feature to offer opt-in weekly texts for families who wish to receive tips on choosing child care, child engagement ideas and activities, and information regarding workshops and playgroups at Grantee's offices. Grantee will assess when, where and what types of services Target Population families need and want, and adjust its operating hours and consider satellite locations, as necessary. Grantee will also explore the costs and feasibility of developing an online chat feature to maximize responsiveness to families.

7) ***Linking Target Population to Services***

Grantee's child care Resources and Referral services will include four dimensions: (1) maximizing engagement of targeted families, (2) preparing families for the child care search experience, (3) connecting families to providers that meet their needs, and (4) identifying social service needs and connecting families to community resources.

i. ***Target Population Outreach Strategy***

Grantee will maximize its engagement of target population families. Grantee will work with OECE to develop a comprehensive community engagement plan that leverages partnerships and includes multiple communication strategies to reach our target population efficiently, while raising awareness of Grantee's services and supports to families.

Grantee will work with community-based organizations that work with the target population (e.g., neighborhood clinics and hospitals, family resource centers, recreation centers and parks, churches, Women Infant Children Clinics, San Francisco Public Library, etc.) so they have child care information on-hand and knowledgeable staff who know how to refer families to the Grantee for more information about child care, assistance in finding child care and support in connecting to child care subsidies.

Grantee will identify and build relationships with strategic partners who have natural touchpoints with the target populations. Once partners are identified, Grantee will engage in a brief research phase and conduct focus groups with members of the target population to learn about their preferred methods of receiving information. This process will inform decision-making on which communication tools Grantee uses to reach specific demographic groups. OECE will utilize a variety of outreach strategies including text-messaging, email, social media and direct mail campaigns to specific neighborhoods. Additionally, Grantee will explore the cost-effectiveness of targeted print/digital/outdoor advertising to



determine a return-on-investment for outreaching to the Target Populations.

**ii.) *Co-Location at Human Services Agency (HSA) Sites***

Grantee's Resource & Referral (R&R) staff will utilize co-location at HSA to address several dimensions of linking target population families to services: (1) maximizing engagement with target population families, (2) preparing them for the child care search experience, and (3) supporting families' ability to meet their basic needs. Stationed at a help-desk located at 170 Otis Street, Grantee's staff will provide counseling and child care R&R services, pre-screen non-CalWORKs clients for alternative child care subsidies and distribute diapers as part of the San Francisco Diaper Bank program. If client is identified as part of the target population, Grantee's staff will provide the services and follow-up as detailed in Multi-Tiered Services Approach above.

Grantee will share responsibility for co-location with other Early Care and Education Integrated Services Grantee (Wu Yee Children Services). In collaboration with HSA and OECE, we will explore ways to increase awareness and use of R&R services at the help desk. Grantee will also explore the feasibility and utility of offering R&R services and/or group presentations about R&R services at additional HSA locations.

**iii.) *Engaging Families Who Sign-Up for SF3C Online and Through Community Partners***

Grantee will proactively reach out to any low-income families who self-apply online for the subsidized child care wait list (SF3C), as well as to any families who are added by a community partner (excluding those added by Wu Yee Children's Services). The purpose of the outreach is to ensure that the family has a complete Family Profile with the Grantee and address any questions or concerns and connect the family to the full range of services available through the Grantee.

**iv.) *Linking Families with Child Care Providers***

Grantee will collect real-time vacancy information. This information will enable Grantee to offer target population and other low-income families "Best Fit" referrals, which match Family Profile preferences with profiles of open child care slots.

**v.) *Linking Families to Social Services and Community Resources***

Through the Grantee's Family Profile development process, Grantee will build a deep understanding of each family. In addition to capturing their preferences for child care, Grantee will also provide an opportunity to discuss goals for their children, the early and elementary education journey, and barriers to self-sufficiency.

Grantee will leverage SFFSN and FES resources to ensure Grantee’s staff has current information on community including Family Resource Centers across the city, as well as neighborhood-specific and population-specific multi-service agencies, such as Mission Economic Development Agency’s *Mission Promise Neighborhood*, Support for Families of Children with Disabilities, and Compass Family Services.

During R&R counseling and follow-up, as well as during the intake process conducted by Grantee’s Subsidy Specialists, Grantee will identify additional needs and community resources available to address those needs. Grantee will track the types of resources shared with families and use that data to ensure Grantee’s staff are equipped with appropriate information. Grantee will continue to strengthen its referral, “warm handoff” and case-communication system for families needing linkages to community resources.

8) ***Leveraging Technology to Serve Families***

i. ***Shared, Integration-Friendly Database***

Grantee will work with OECE and Wu Yee Children’s Services to create a shared database for use by both local R&R agencies and OECE, which will interface with the state R&R database when it is developed and will have the capacity to link with other relevant ECE databases, such as Cocoa, CC3 and SF3C. Grantee will actively participate in conversations with OECE, Wu Yee Children’s Services and Child Care Aware of America (CCAoA) to define roles, responsibilities and best approach to improve efficiency in a collaborative environment. As part of this process Grantee will develop protocols to share responsibility for provider profile updates in order to reduce duplication of effort and increase information sharing.

ii. ***Housing and Leveraging Family Profiles***

Grantee’s transitioning to NDS software will enable it to house data for new Family Profiles, which will include, at minimum, the age of children, parents’ parameters for acceptable care, preferred communication methods, demographic data and interactions with staff during all phases of relationship—from initial counseling to follow-through and post-placement follow-up. Grantee will work with OECE to develop a technology-driven algorithm that will automate the subsidized matching and placement system. The algorithm will automatically pull data from Family Profiles and from open subsidized “Slot Profiles” to generate “Best Fit” matches, which will increase the success and speed of the subsidized child care matching and placement system. Until that algorithm is developed Grantee will utilize lower-tech options (e.g., Excel spreadsheets), as well as knowledge of and relationships with providers to achieve what an automated system will accomplish in the future.

iii. ***Online Information on Paying for Care***

Grantee will provide robust, user-friendly online information about the types of financial support available to pay for child care. Grantee will develop new content and approaches for displaying the information. Grantee will develop a series of clear, informative webpages to help families determine their child care eligibility. Based on families' feedback using the online service, Grantee will investigate feasibility and cost of developing a more robust subsidy calculator that includes information on the subsidies families are eligible for and the dollar amount of those subsidies.

9) ***Additional R&R Services: Back-Up Care, Rapid Response, First Aid Training***

Grantee will preregister eligible families with Emergency Back-Up/Mildly Ill child care services and connect families with Rapid Response child care, as needed. Grantee will partner with Family Support Services of the Bay Area (FSSBA) to outreach to and share their services with current and potential families at HSA locations, and will preregister eligible families at intake and recertification. Grantee will maintain close communication with FSSBA to identify potential families eligible for service through CalWORKs. Grantee will also provide support to families in Rapid Response by sending families curated lists of prescreened providers with openings that match their needs. In addition, Grantee will provide CPR and First Aid training to child care providers, in their home language and/or provide translation as needed.

10) ***Reporting and Feedback Loops***

Grantee will generate monthly and ad hoc reports for OECE about the populations accessing services, types of services utilized, frequency of service utilization, success of staff follow-up and other relevant data on the interactions with families through all modes of communication. Grantee will utilize its new R&R software, NDS, to generate reports that can be used to continuously improve services. In addition to using the above data to improve services, Grantee will also collect and track feedback from families during post-placement follow-up contact. Results from family feedback will be analyzed at least twice per year.

**VI. Location of Services**

Grantee shall operate at 445 Church Street, San Francisco, California 94114.

## **VII. Service Objectives**

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

### **Early Care and Education Subsidy Administration SERVICE OBJECTIVES:**

- Annually, provide R&R Tier 1, 2 and 3 services to a minimum of:
  - Tier 1: 7,000 families.
  - Tier 2: 3,000 low-income families.
  - Tier 3: 2,000 target populations families.
- A minimum of 350 families will be pre-registered with FSSBA to access back-up care and 50 families with Rapid Response will receive enhanced referrals, dependent on the number of families referred by HSA.
- Develop and begin implementation of a comprehensive outreach plan that maximizes engagement of target population families by December 31, 2017.
- Outreach to a minimum of 1,500 new families annually, 750 of whom are part of the target population, beginning July 1, 2018.
- Adopt service innovations (Family Profiles, Follow-Through Support, Post-Placement Follow-Up, Real-Time Vacancies) by December 31, 2017.
- Collaborate with Wu Yee Children's Services and OECE to adopt shared R&R database by December 31, 2017.
- Adopt modern technology (transition to NDS database, enhanced provider profiles and Child Care Finder refinements) by June 30, 2018.

### **Resource and Referral SERVICE OBJECTIVES:**

- Annually, administer child care subsidies for a minimum of:
  - 1,000 CalWORKs Stage 1-eligible children.
  - 650 CalWORKs Stage 2-eligible children.
  - 30 CAPP-eligible children.
  - 150 children as referred by FCS.
  - 50 children as referred by P500.
  - 1,084 ELS-City-eligible children, dependent on supply at ELS sites.
  - 700 ELS-Bridge children, as authorized by OECE.
  - 3,600 ELS-Gap rate enhancements for state/federal subsidized children.
- A minimum of 50 ELS-City and/or ELS-Bridge children annually will move to federal- or state-subsidized programs, resulting from initial and ongoing eligibility review.
- Maximize all subsidy enrollments for voucher enrollment programs to within 4% of budget, dependent on supply at ELS sites for city funded programs.
- A minimum of 90% of payments issued are accurate and timely.

## **VIII. Outcome Objectives**

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

### **Early Care and Educations Subsidy AdministrationOUTCOME OBJECTIVES:**

- Comprehensive data on child care enrollment outcomes for target population families are available and used to continually improve the system, by June 30, 2018.
- A minimum of 75% of target population families receiving Tier 3 services will have a secured subsidized child care slot, funding and supply permitting.
- A minimum of 85% of families responding to an annual survey will rate online R&R information as helpful in determining the child care subsidies for which they qualify.
- A minimum of 85% of families responding to an annual survey will rate the R&R services as helpful in finding a quality care arrangement.
- A minimum of 90% of providers attending CPR and First Aid training will rate their knowledge and confidence level at 4 or above (on a 5-point scale).
- Increase the number of referrals and families' connection to community resources, compared to FY 15-16 baseline

### **Resource and Referral OUTCOME OBJECTIVES:**

- Meet or exceed state or local audit standards for CalWORKs Stage 1, CalWORKs Stage 2 (less than 11% error rate) and CAPP (less than 11% error rate).
- Family awareness of and access to quality care will increase the percentage (currently 55%) of voucher families in parent choice programs who choose licensed care.
- A minimum of 90% of children who lose subsidy eligibility and are approved by OECE for ELS-Bridge will not experience a program year disruption in care.
- A minimum of 90% of ELS-City and ELS-Bridge parents responding to an annual survey will report that subsidized child care in the ELS system has enhanced their child's development and/or helped their child be ready for school.
- The ELS system will improve sites' ability to enroll voucher children, increasing the overall number/percentage of voucher children enrolled at ELS sites, compared to the FY 15-16 baseline.

## **IX. 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, Granteeing 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.

## **X. 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 provide a copy of the CDD 801A monthly population report.
3. Grantee will provide a copy of the CW115 and 115A reports for State reporting. Grantee will generate two-parent family data and other state required data.
4. Grantee will provide a copy of the monthly CDFS 9500-AP claims report submitted to CDE for the HSA Stage 2 and CAPP Contracts.
5. Grantee will participate in evaluation requests pertaining to PFA 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.

6. Provide a monthly summary report on subsidy child care projections and enrollments that illustrates the achievement of the subsidy Service Objectives identified above.
  7. Provide bi-annual subsidy and licensing data updates to be coordinated with C-WAGES investments, PFA and other city funded investments previously tracked through Geomap. This data will also be used for CPAC Needs Assessment updates.
  8. 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.
  9. 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.
  10. Grantee shall comply with all state reporting requirements and changes in reporting per state deadlines.
  11. 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..
- 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 participating in the QIS system with an ECERS score of 3.0 (or related QIS score) as developed throughout the grant period.
- D. Annual Reports**
1. Grantee will provide a copy of the CD800 annual child care aggregate report.
  2. Grantee will provide annual performance report regarding progress on service objectives for subsidy programs.
  3. 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.**