



Edwin M. Lee, Mayor

Department of Human Services  
Department of Aging and Adult Services

Trent Rhorer, Executive Director

**MEMORANDUM**

**TO:** HUMAN SERVICES COMMISSION

**THROUGH:** TRENT RHORER, EXECUTIVE DIRECTOR

**FROM:** SEPTEMBER JARRET, DIRECTOR,  
OFFICE OF EARLY CARE AND EDUCATION  
JOHN TSUTAKAWA, DIRECTOR OF CONTRACTS *Ju*

**DATE:** AUGUST 19, 2016

**SUBJECT:** NEW GRANT: **FAMILY SUPPORT SERVICES OF THE BAY AREA (NON-PROFIT)** FOR PROVISION OF

- EMERGENCY BACK-UP AND MILDLY ILL CHILD CARE (Kid Care)
- DROP-IN CARE AT DHS SITES AND RESIDENTIAL CARE COVERAGE

**GRANT TERM:** 7/1/16-6/30/19

<b>GRANT AMOUNT:</b>	<u>New</u>		<u>Contingency</u>	<u>Total</u>
	\$1,774,584		\$177,458	\$1,952,042

<b>ANNUAL AMOUNT:</b>	FY16/17	FY17/18	FY18/19	
	\$591,528	\$591,528	\$591,528	

<b>FUNDING SOURCE:</b>	<u>County</u>	<u>State/Fed</u>	<u>Contingency</u>	<u>Total</u>
<b>FUNDING:</b>	\$109,419	\$1,665,165	\$177,458	\$1,952,042
<b>PERCENTAGE:</b>	6%	94%		

The Department of Human Services requests authorization to enter into a new grant agreement with Family Support Services of the Bay Area for the three-year period of July 1, 2016 through June 30, 2019, in an amount of \$1,774,584 plus a 10% contingency for total amount not to exceed \$1,952,042. The purpose of the grant is to provide quality childcare on an emergency basis for, mildly ill children, back-up care, Rapid Response participants, and at DHS/CalWORKs drop-in child care sites.

**Background**

Families enrolled in approved CalWORKs welfare-to-work activities and families who have exited aid are eligible for child care services for their children. These and other low-income working families experience occasional disruptions of care due to child care provider illness, vacation, or other breakdowns in regular arrangements, including a mildly ill child, that can negatively impact the ability of parents to fulfill their participation in work or training.

Additionally, The Rapid Response (RR) program provides selected CalWORKs participants with an opportunity to obtain 1-month of Transitional Employment (TE). Their employment with the TE provider begins the day following the CalWORKs Orientation. Some participants will be unable to arrange child care on such short notice. This Grant will provide emergency and back-up childcare services in all of these instances for parents whose regular childcare is temporarily unavailable. Since December 2006, this Grant was expanded to provide as needed child care staffing support on-site at DHS/CalWORKs drop in child care sites.

**Services to be Provided**

The program provides CalWORKs families in-home and out-of-home emergency back-up child care services, care for mildly ill children, and emergency child care for "Rapid Response" participants. A minimum of 200 unduplicated children (ages 0-12) will be served. The Grantee works in conjunction with the Children's Council of San Francisco and Wu Yee Children's Services to ensure services coordination and assistance with outreach, enrollment and intake. The scope of work also includes as needed on-site coverage at DHS/CalWORKs drop-in child care sites.

Child care is available Monday through Friday, 6:30 AM to 7 PM and also some hours on Saturday and Sunday. Each child is eligible for up to 12 days each of mildly ill care and emergency care and up to 30 days of emergency child care for Rapid Response participants.

**Selection**

Grantee was selected through a Request for Proposals RFP # 693, which was competitively bid in April 2016.

**Funding**

Funding will be provided through Federal, State, and County General Funds.

**ATTACHMENTS**

Appendix A – Services to be Provided

Appendix B - Calculation of Charges

## Appendix A – Services to be Provided

### Family Support Services of the Bay Area (FSSBA) – Emergency Back-up and Mildly Ill Child Care Effective July 1, 2016 to June 30, 2019

#### I. Purpose

The purpose of this grant is to provide:

- In-home and out-of-home emergency back-up childcare services and in-home and out-of-home mildly ill care for children (ages 0-12) to families eligible for CalWORKs child care and other subsidy eligible families
- Provide child care services to “Rapid Response” participants
- Emergency Back-up Staffing coverage for HSA drop-in child care playrooms

Overall program goals are as follows:

- To provide CalWORKs families with options for continuous child care resources.
- To demonstrate the availability of in-home and out-of-home emergency back-up childcare for CalWORKs families increases productivity and reduces work, training and other welfare-to-work activity disruptions.
- To strengthen families by reducing the stress on families caused by the disruption of regular childcare arrangements.
- To reduce the likelihood young children will be left home unattended.
- To provide in-home and out-of-home mildly ill child care for CalWORKs and other low-income subsidy eligible families to increase productivity and reduce disruptions in work and training.
- To provide back-up staffing coverage for HSA drop-in child care playrooms when “As Needed” OECE Drop-In staff are unavailable and other on-site/off-site milieus where groups of HSA families are receiving mandatory or approved trainings and services and onsite child care is not already available (OECE must pre-approve all back-up staffing coverage).

#### II. Definitions

CalWORKs	California Work Opportunity and Responsibility to Kids welfare-to-work program for families receiving Temporary Aid to Needy Families (TANF) cash aid
CalWORKs Child Care	Stage 1 Childcare subsidies and supportive child care services for eligible aided families participating in welfare-to-work activities. Also Stage 2 child care subsidies and supportive services for families for 24 mos. post aid as long as the family remains income eligible according to state law. Stage 3 childcare is for families who have timed out of Stage 2 and have accessed funding for continued subsidy.

CCSF	Children’s Council of San Francisco
Grantee	Family Support Services of the Bay Area, or FSSBA
HSA, also Department	San Francisco Human Services Agency
ECE	Early Childhood Education
SF CPAC	San Francisco Child Care Planning and Advisory Council
ES	Department of Human Services Employment Specialist
Emergency Back-Up Care	Temporary emergency childcare and supervision provided to a child/children whose routine care arrangements have temporarily broken down or have been interrupted.
In-Home	Services provided in the home of the CalWORKs family
Mildly Ill Care	Care for children who are mildly ill but whose illness does not prevent the parent’s attendance to work or school. Typical mildly ill conditions include conjunctivitis, mild earaches, low fevers, recovery from chicken pox, etc.
OECE	San Francisco Office of Early Care and Education
Out-of-home	Services provided in a licensed facility or in a license-exempt setting where the parents are on-site.
Rapid Response	The Rapid Response (RR) program provides selected CalWORKs participants with an opportunity to obtain 1-month (calendar month) of Transitional Employment (TE). Their employment with the TE provider begins directly after the CalWORKs Orientation. Rapid Response orientations are held once each month.
TANF	Temporary Assistance to Needy Families, the welfare eligibility program that has replaced Aid to Families with Dependent Children (AFDC).

### III. Target Populations

- A. CalWORKs families most in need of emergency back-up care and mildly ill care are single parent families, many of whom are families of color who require culturally competent service delivery systems and services.

In-home and out-of-home Emergency Back-Up Child Care will be available for San Francisco's CalWORKs families eligible for childcare supportive services. Generally these will be one or two-parent families with children ages 0-10 or children 11 – 18 who meet state criteria for eligibility for child care. A particular emphasis is on children ages 0-5. Target families are those aided and participating in approved activities and those who have exited aid within the past 24 months and formerly aided families enrolled in a Stage 3 subsidy. Services may also be made available to other subsidized families including those receiving a subsidy through Family and Children Services child care. These services shall be made available to CalWORKs and other subsidy eligible families citywide.

- B. HSA drop-in child care coverage will be provided as requested/approved by OECE for on-site at HSA or off-site child care staffing coverage to any families receiving services from HSA or from HSA Community Based Organizations contracted to provide HSA clients with approved services.

### IV. Services to be Provided

The Grantee shall provide the following services:

- A. Work with the Children's Council of San Francisco and Wu Yee Children's Services to ensure services coordination and assistance with outreach, enrollment and intake.
- B. Make available emergency back up in-home and out-of home services.
- C. Make available mildly ill care in-home and out-of-home.
- D. Make available emergency "Rapid Response" child care in-home and out-of-home.
- E. Provide outreach in collaboration with Children's Council of San Francisco and HSA to maintain enrollment of eligible families and to continue to pre-enroll eligible families. Outreach to provider associations and key child care providers serving concentrations of CalWORKs families and children.
- F. Screen referrals for CalWORKs in-home and out-of-home emergency back up and mildly ill care and gather needed family and child information.
- G. Directly respond to calls from families within 2 hours.
- H. Provide emergency back up child care between the hours of 6:30 a.m. and 7:00 p.m., Monday through Friday, and for a minimum of specified hours on both Saturdays and Sundays. Exceptions for coverage include Thanksgiving Day, Christmas Eve, Christmas Day, and New Years Day or holidays observed by the Grantee and as agreed to by the Department.
- I. Each child shall be provided *up to* 12 days of emergency back up care and up to 12 days of mildly ill care. Exceptions may be made with the approval of the Department. Each child shall be provided *up to* 30 days of emergency "Rapid Response" care in-home or out-of-home
- J. Provide back-up care on a scheduled basis to the HSA CalWORKs drop-in care sites on an as needed basis.

- K. Provide quality standard practices in establishing organizational policies, administration and staffing patterns, including quarterly training of providers.
- L. Demonstrate cultural competence in serving diverse communities including organizational policies, administration, staffing patterns, advocacy and mission.
- M. Incorporate feedback received from Outcome Objectives (VIII) surveys into future program administration.
- N. Monitor unmet needs of CalWORKs families with regard to childcare and related supportive services and provide feedback to the Department regarding these needs via the regular contract meetings.
- O. Recognize the pressures on families that come with any change in child care arrangements and respond to needs (food, diapers or toys) supplemented by means of referrals to appropriate agencies or social worker. The Grantee shall also be inclusive of serving children with special needs.
- P. Grantee will provide on-site child care staffing, at HSA playrooms on a scheduled basis, at the request of the HSA Playroom Supervisor.
- Q. Grantee will provide OECE pre-approved, off-site child care staffing at HSA client events where other city departments or contracted Community Based Organizations are providing trainings or other approved activities and child care services are not already being provided.
- R. The Grantee shall meet the following program requirements
  1. Ability to design and deliver an in-home and out-of-home emergency back-up program *and* to provide an in-home and out-of-home mildly ill child care program.
  2. Program experience with families and meeting families' needs on an emergency basis (less than 2 hour response).
  3. Program design that allows for timely and effective response to service request system for parents seeking in-home and out-of-home emergency back-up and mildly ill childcare services.
  4. A program curriculum to ensure the provision of age appropriate developmental activities.
  5. Staff in-home program with a cadre of trained providers. Make arrangements to retain the capacity of out-of-home slots in qualified family child care settings.
  6. A plan for meeting the cultural and language needs of the target families and communities, taking into consideration the cultural differences and preferences in child care choices for these families.
  7. Program plans that include realistic linkages to the regular childcare provider, the families, and to the Children's Council/Wu Yee Children's Services.
  8. Reliable statistical reporting both for care provided and requests the program was unable to fulfill with reasons for the inability to meet the request.
  9. Flexibility in program design and delivery as the needs of the CalWORKs families change such that program utilization and experience will be modified.

**V. Location and Time of Services**

Services will be provided in the home or out-of-home, as scheduled between the program staff and parent. HSA CalWORKs playroom coverage will be on site at HSA.

## **VI. Grantee Responsibilities**

- A. Bill CCSF for subsidy payment. Revenues from subsidy shall offset program costs.
- B. For non-CalWORKs families, use county general fund as the subsidy revenue.
- C. All providers will be criminally screened through the Trustline and have appropriate training, including but not limited to, CPR and First Aid.

## **VII. Service Objectives (all objectives are annual unless noted)**

- A. Maintain a minimum of 450 pre-enrolled children of eligible families.
- B. Provide in-home and out-of-home emergency back up and mildly ill child care to a combined minimum of 200 unduplicated CalWORKs children, for a maximum of 12 days per child per year over the term of the contract. (Exceptions to the 12-day maximum are pre-approved for Rapid Response participants. Additional exceptions may be allowed with HSA approval.)
- C. Provide a minimum of 5,500 combined hours of emergency back and mildly ill childcare per year.
- D. Fill a minimum 90% of Child Care Staffing, Rapid Response, Mildly Ill and Emergency Back-up child care requests received.
- E. Fill a minimum of 90% of requests of requests for childcare received with less than 24 hours notice.

## **VIII. Outcome Objectives**

- A. Parental satisfaction with availability of services and effectiveness of coverage: In a Grantee survey of parents requesting services conducted, summarized and submitted annually to HSA each year, a minimum of 90% of those responding will respond that the service helped them attend training or work.
- B. Parental satisfaction with quality of services provided: In a Grantee survey of parents who actually received services conducted, summarized and submitted annually each year, a minimum of 90% of those responding will rate the quality of the Grantee's performance in providing them with in-home or out-of-home services as at least 3 or above on a five-point scale (poor/fair/good/very good/excellent).
- C. Parental outcomes with services provided: In a Grantee survey of parents who actually received services conducted, summarized and submitted annually each year a minimum of 90% of those responding will respond that the service helped reduce their stress related to child care services. Parental satisfaction with quality of services provided: In a Grantee survey of parents who actually received services conducted, summarized and submitted annually each year, a minimum of 90% of those responding will rate the interaction between themselves and their providers as at least 3 or above on a five-point scale (poor/fair/good/very good/excellent)
- D. Parental satisfaction with quality of services provided: In a Grantee survey of parents who actually received services conducted, summarized and submitted annually each year, a minimum of 90% of those responding will rate the interaction between their children and their providers as a 3 or above on a five-point scale (poor/fair/good/very good/excellent)
- E. In an annual HSA playroom staff and supervisor survey conducted by HSA, a minimum of 70% of the respondents will rate the drop-in playroom coverage as at least a 3 or above on a 5 point scale.

## IX. Reporting Requirements

- A. Grantee will provide a **monthly** report of activities, referencing the tasks as described in Section VII & VIII- Service and Outcome Objectives. Grantee will enter the monthly metrics in the CARBON database within 45 days after the close of the reporting period for the following objectives.

### Service Objectives

1. Maintain a minimum of 450 pre-enrolled children of eligible families.
2. Provide in-home and out-of-home emergency back up and mildly ill child care to a combined minimum of 200 unduplicated CalWORKs children, for a maximum of 12 days per child per year over the term of the contract. (Exceptions to the 12-day maximum are pre-approved for Rapid Response participants. Additional exceptions may be allowed with HSA approval.)
3. Provide a minimum of 5,500 combined hours of emergency back and mildly ill childcare per year.

- B. Grantee will provide a **quarterly** report of activities, referencing the tasks as described in Section VII & VIII- Service and Outcome Objectives. Grantee will enter the quarterly metrics in the CARBON database within 45 days after the close of the reporting period for the following objectives.

### Service Objectives

1. Fill a minimum 90% of Staffing, Rapid Response, Mildly Ill and Emergency Back-up child care requests received.
2. Fill a minimum of 90% of requests of requests for childcare received with less than 24 hours notice.

- C. Grantee will provide an **annual** report summarizing all contract activities, referencing the tasks as described in Section VII & VIII- Service and Outcome Objectives. This report will also include accomplishments and challenges encountered by the Grantee. Grantee will enter the annual metrics in the CARBON database within 45 days after the completion of the program year for the following objectives.

- D. Grantee will provide Ad Hoc reports as required by the Department.



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

Contract Manager – Office of Contract Management, GB22  
[Steve.Kim@sfgov.org](mailto:Steve.Kim@sfgov.org)

Deputy Director, Office of Early Care and Education, A710  
[Michele.Rutherford@sfgov.org](mailto:Michele.Rutherford@sfgov.org)

Sr. Analyst – Office of Early Care and Education, A712  
[Jason.Holthe@sfgov.org](mailto:Jason.Holthe@sfgov.org)

**X. Monitoring Activities**

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

	A	B	C	D	E				
1	Appendix B, Page 1								
2									
3	<b>HUMAN SERVICES AGENCY CONTRACT BUDGET SUMMARY</b>								
4	<b>BY PROGRAM</b>								
5	Contractor's Name			Contract Term					
6	Family Support Services of the Bay Area			7/1/2016 - 6/30/2019					
7	(Check One) New <input checked="" type="checkbox"/> Renewal <input type="checkbox"/> Modification <input type="checkbox"/>								
8	If modification, Effective Date of Mod.		No. of Mod.						
9	Program: Emergency Backup and Mildly Ill Child Care								
10	Budget Reference Page No.(s)								
11	Program Term		FY 16-17	FY 17-18	FY 18-19	Total			
12	<b>Expenditures</b>								
13	Salaries & Benefits	\$	389,670	\$	389,670	\$	389,670	\$	1,169,010
14	Operating Expense	\$	124,337	\$	124,337	\$	124,337	\$	373,011
15	<b>Subtotal</b>	\$	514,007	\$	514,007	\$	514,007	\$	1,542,021
16	Indirect Percentage (%)		18%		18%		18%		18%
17	Indirect Cost (Line 16 X Line 15)	\$	92,521	\$	92,521	\$	92,521	\$	277,563
18	Capital Expenditure								
19	Total Expenditures	\$	606,528	\$	606,528	\$	606,528	\$	1,819,584
20	<b>HSA Revenues</b>								
21	CalWorks	\$	591,528	\$	591,528	\$	591,528	\$	1,774,584
22									
23									
24									
25									
26									
27									
28									
29	TOTAL HSA REVENUES	\$	591,528	\$	591,528	\$	591,528	\$	1,774,584
30	<b>Other Revenues</b>								
31									
32	Children's Council	\$	15,000	\$	15,000	\$	15,000	\$	30,000
33									
34									
35									
36	Total Revenues	\$	606,528	\$	606,528	\$	606,528	\$	1,819,584
37									
39	Prepared by: Anne Bolla		Telephone No.: 510-834-2443		Date: 4/25/2016				
40	HSA-CO Review Signature: _____								
41	HSA #1								

	A	B	C	D	E	F	G	H	I
1	Contractor Name:								Appendix B, Page 2
2	Family Support Services of the Bay Area								
3									
4	Program Name:								
5	Emergency Backup and Mildly III Child Care								
6									
7	<b>Salaries &amp; Benefits Detail</b>								
8									
9									
10									
11		Agency Totals		For HSA Program		FY 16-17	FY 17-18	FY 18-19	TOTAL
12	POSITION TITLE	Annual Full Time Salary for FTE	Total % FTE	% FTE	Adjusted FTE	For HSA Program Budgeted Salary	For HSA Program Budgeted Salary	For HSA Program Budgeted Salary	For HSA Program Budgeted Salary
13	Deputy Director	\$ 105,405	100%	35.0%	35.0%	\$ 36,892	\$ 36,892	\$ 36,892	\$ 110,676
14	Respite Program Director	\$ 75,334	100%	60.0%	60.0%	\$ 45,200	\$ 45,200	\$ 45,200	\$ 135,600
15	Respite Program Supervisor	\$ 44,944	100%	60.0%	60.0%	\$ 26,966	\$ 26,966	\$ 26,966	\$ 80,898
16	Respite Program Assistant	\$ 39,985	80%	60.0%	48.0%	\$ 19,193	\$ 19,193	\$ 19,193	\$ 57,579
17	Child Care Coordinator	\$ 41,544	100%	60.0%	60.0%	\$ 24,926	\$ 24,926	\$ 24,926	\$ 74,778
18	Family Support Spec /Coord.	\$ 31,120	100%	50.0%	50.0%	\$ 15,560	\$ 15,560	\$ 15,560	\$ 46,680
19	Family Support Specialists	\$ 31,401	100%	300.0%	300.0%	\$ 94,204	\$ 94,204	\$ 94,204	\$ 282,612
20	Family Support Specialist - Part-tim	\$ 29,690	40%	100.0%	40.0%	\$ 11,876	\$ 11,876	\$ 11,876	\$ 35,628
21	Program Site Manager	\$ 42,645	100%	44.5%	44.5%	\$ 18,977	\$ 18,977	\$ 18,977	\$ 56,931
22									
23									
24									
25									
26									
27									
28									
29									
30	TOTALS		8.20	7.70	6.98	\$ 293,794	\$ 293,794	\$ 293,794	\$ 881,382
31									
32	FRINGE BENEFIT RATE	32.63%							
33	EMPLOYEE FRINGE BENEFITS					\$ 95,876	\$ 95,876	\$ 95,876	\$ 287,628
34									
35									
36	TOTAL SALARIES & BENEFITS	\$0				\$ 389,670	\$ 389,670	\$ 389,670	\$ 1,169,010
37	HSA #2								

	A	B	C	D	E	F	G	H	I	J	
1	Contractor Name:							Appendix B, Page 3			
2	Family Support Services of the Bay Area										
3											
4	Program Name:										
5	Emergency Backup and Mildly Ill Child Care										
6											
7	<b>Operating Expense Detail</b>										
8											
9											
10											
11											
12	Expenditure Category			FY 16-17		FY 17-18		FY 18-19		TOTAL FY 16-19	
13	Rental of Property			\$ 56,007		\$ 56,007		\$ 56,007		\$ 168,021	
14	Utilities(Elec, Water, Gas, Phone, Scavenger			\$ 7,755		\$ 7,755		\$ 7,755		\$ 23,265	
15	Office Supplies, Postage			\$ 1,968		\$ 1,968		\$ 1,968		\$ 5,904	
16	Building Maintenance Supplies and Repair			\$ 2,274		\$ 2,274		\$ 2,274		\$ 6,822	
17	Printing and Reproduction			\$ 2,386		\$ 2,386		\$ 2,386		\$ 7,158	
18	Insurance			\$ 3,500		\$ 3,500		\$ 3,500		\$ 10,500	
19	Staff Training			\$ 1,953		\$ 1,953		\$ 1,953		\$ 5,859	
20	Staff Travel-(Local & Out of Town)			\$ 496		\$ 496		\$ 496		\$ 1,488	
21	Rental of Equipment			\$ 1,991		\$ 1,991		\$ 1,991		\$ 5,973	
22	CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE										
23	Out-of-Home Respite Providers			\$ 32,144		\$ 32,144		\$ 32,144		\$ 96,432	
24	Computer Consultants			\$ 4,700		\$ 4,700		\$ 4,700		\$ 14,100	
25										\$ -	
26										\$ -	
27										\$ -	
28	OTHER										
29	Small Furniture & Equipment			\$ 1,013		\$ 1,013		\$ 1,013		\$ 3,039	
30	Equipment Depreciation			\$ 1,407		\$ 1,407		\$ 1,407		\$ 4,221	
31	Advertising/Recruitment			\$ 1,266		\$ 1,266		\$ 1,266		\$ 3,798	
32	Memberships, Subscriptions & Publications			\$ 260		\$ 260		\$ 260		\$ 780	
33	Employee Costs			\$ 588		\$ 588		\$ 588		\$ 1,764	
34	Meetings/Orientations			\$ 1,376		\$ 1,376		\$ 1,376		\$ 4,128	
35	Auto Repair and Maintenance			\$ 900		\$ 900		\$ 900		\$ 2,700	
36	Program Activities & Supplies			\$ 2,353		\$ 2,353		\$ 2,353		\$ 7,059	
37											
38	TOTAL OPERATING EXPENSE			\$ 124,337		\$ 124,337		\$ 124,337		\$ 373,011	
39											
40	HSA #3										