

San Francisco Comprehensive Fiscal Analysis: Analysis and Recommendations

Prepared for

City and County of San Francisco
Office of Early Care and Education

By

Jeanna Capito
Anne Mitchell
Simon Workman

February 2016

Table of Contents

	Page Number
Section I: Introduction	1
Section II: Analysis	4
Section III: Recommendations	11
Appendices	
Appendix A: Funding Initiatives Catalogue	19
Appendix B: Funding Control Chart	93
Appendix C: Discussion and Analysis of the California and Bay Area Quality Rating and Improvement System	94
Appendix D: Revenue and Expense Models	103
Center-based Model Introduction and Instructions	
Center-based Model Profiles Summary Table	
Family Child Care Home Model Introduction and Instructions	
Family Child Care Home Profiles Summary Table	
Appendix E: Center-based Stacked Child Finance Profiles	178
Tier 3 Expense	
With 85 th percentile	
Tier 3 and Tier 4 Expense	
Appendix F: City Comparisons	193
Chicago	
New York City	
Seattle	

Section I: Introduction

The San Francisco Office of Early Care and Education (OECE), in collaboration with its early childhood partners, engaged in a comprehensive fiscal analysis (CFA) from September 2015 to February 2016. This report summarizes the information gathered through the CFA process and is intended to inform a citywide early care and education planning and evaluation process. The goals of the CFA were to determine (1) what funding currently supports early care and education services in San Francisco, (2) how these funds are used, and (3) what opportunities exist to draw down additional funding and/or to use funds more effectively.

To conduct the CFA, OECE contracted with a team of early childhood program and financing experts who have experience in San Francisco and California but are located outside of the state. The team has many years of early childhood systems and finance experience from multiple states, counties, and cities. The approach of the CFA team rests on several guiding principles regarding early childhood systems work, including:

- a system that works for all children and positively impacts all children
- a system that is fair to providers and supports their developing capacity for implementation of quality services
- a system that uses public resources wisely and efficiently.

What is a Comprehensive Fiscal Analysis?

In order to build a fiscal infrastructure that supports and sustains comprehensive and cross sector early childhood systems work, it is necessary to understand the fiscal context. A brief from the National Center for Children in Poverty (NCCP) provides guidance on conducting this type of work, outlining potential approaches.¹ Most important is the collecting of budgetary information, and then linking that information together in a way that promotes systems thinking and cross system analysis. The CFA team followed this approach, with a multi-level analysis that threads fiscal and programmatic information together in a way that will support and guide OECE and other key ECE stakeholders in San Francisco to answer questions related to policies and regulations of funding streams, levels of investments, and whether investments are successfully targeted at all children and families.

One unique aspect of this project design involves deconstructing the component parts of the San Francisco early care and education system through strategies and a work approach that is structured to acknowledge and build upon the integrated nature of the work with children and families through the local programming. This aspect of the approach is critical to inform reconstructing the system based on a comprehensive fiscal analysis. The resulting recommendations advance system changes that will benefit all children and families. These benefits, at both the system and program level, in the short term, include:

- increasing programming availability and access;
- increasing the ease and expediency for families enrolling, and engaging, in services; and

¹ Johnson, K. (2006). *SHORT TAKE No. 3: Developing Fiscal Analyses and Children's Budgets to Support ECCS*. New York, NY: National Center for Children in Poverty, Columbia University Mailman School of Public Health. http://www.nccp.org/publications/pdf/text_677.pdf. Accessed May 23, 2015.

- illuminating a clear path for matching service and need.

Longer term benefits may include an enhanced understanding of how effectively services are meeting the needs of children and families and whether the outcomes achieved for children and families align with the investments made.

Ultimately, as a result of the CFA, San Francisco early care and education stakeholders will gain knowledge at both the systems and program levels on where investments are, including a clear tracking of funds to serve families, and how these investments are, or could be, layered to make the most of each funding source. Additionally, the fiscal analysis considers the level of access needed and the type of programming available for all children, not just those from families who are able to purchase their services through private pay options, or just those from low-income families.

The San Francisco Comprehensive Fiscal Analysis

There is an impressive strong local commitment to children and families in San Francisco, from ECE professionals, providers and the greater San Francisco community. This commitment is demonstrated through years of local funding supplementing federal and state funding that has not met the needs of families and providers. Significant investments have been added, and evolved, over the years to continually address the needs of children, families, and providers. It is clear that a great deal of intentionality and thought has been put into this work over a number of years, with a commitment to build a comprehensive system that covers the variety of needs within the San Francisco community and early care and education system. The complexity that currently exists within the system is a relatively good problem to have, as it means the system has robust enough local funding sources to make a difference to families and providers.

While it is important that a CFA be independent and impartial, the CFA team also believes that the strength of this work, and the product, rests in a collaborative process between the CFA team and ECE stakeholders in San Francisco. To that end, the CFA process has included multiple discussions with those administering the local funding programs as well as providers who are delivering the services and operating their programs using the multiple funding streams available in San Francisco.

The key activities of the CFA were split into three broad categories: (1) Research and investigation; (2) Creating a revenue and expense model and child financing profiles; and (3) Developing recommendations. The research and investigation involved collecting and analyzing data at the system level, as well as the individual provider level. The CFA team reviewed all funding sources available in San Francisco, including federal, state, and local sources, and met with funding administrators to get an in-depth understanding of the goals and activities associated with each funding stream. At the provider level, the team met with child care center and family child care home providers to gather data on program revenue and expenses. The providers selected included a diverse group from across the city, designed to expose the CFA team to the variety of provider types and populations that exist in San Francisco. The data collected as part of this research and investigation task enabled the CFA team to develop a revenue and expense model and associated child financing profiles. The model includes data on all available funding streams and allows users to model provider level revenue and expenses based on different configurations of enrollment and/or funding streams accessed. This model also allows for the calculation of a per child financing profile for centers. Separate models were created for child care centers and for family child care homes. Finally, these activities allowed the CFA team to develop three

recommendations for strengthening the San Francisco early care and education system going forward, tied to the overall goals of the cities ECE system.

Structure of this Report

Section II of this report reviews the analysis the CFA team conducted, based on the research and investigation activities discussed above. The section begins with a review of the Bay Area Quality Rating Improvement System (QRIS), given that it is a structure that crosses provider types and impacts both individual providers and the entire ECE system. This section then reviews the revenue and expense models that were created by the CFA team and summarizes the results of multiple provider level profiles that were produced using the models. Section II also includes center-based stacked child financing profiles, based on the results of the center-based revenue and expense model profiles. Finally, Section II includes a brief description of the early care and education systems in Chicago, New York, and Seattle, as comparisons for San Francisco.

Following this, Section III details the CFA team's recommendations, identifying essential elements to consider and strategies for implementing each recommendation. The appendix to this report includes additional details on a number of areas that are referenced in this report. These details include a catalogue of all funding initiatives utilized in San Francisco, an analysis of the Bay Area Quality Rating Improvement System, and additional data and explanations related to the revenue and expense models and the stacked child financing profiles.

Section II: Analysis

A key aspect of the CFA process involved reviewing information on all available funding streams in San Francisco. The CFA team reviewed program materials, contracts, and budgets, and engaged with system-level administrators and providers across the city. In total, the research and investigation phase of the CFA engaged with:

- 40 organizations
- 19 system-wide entities and funders, and
- 21 providers (including child care centers and family child care homes).

Combined, this effort reached 118 stakeholders across San Francisco, ensuring that the CFA team's analysis and recommendation are fully informed by the context experienced by ECE stakeholders.

This section of the report summarizes the CFA team's analysis of the current fiscal landscape in San Francisco, based on data collected at the system level and the provider level. At the system level, the CFA team reviewed program materials, such as contracts, budgets, and narrative descriptions, and conducted interviews and conversations with expert stakeholders for each of the various funding initiatives. A rubric was used to guide and frame the information gathered and to streamline review of the initiatives. This resulted in a *Funding Initiatives Catalogue* which details the key characteristics of all the funding initiatives. The catalogue is included in this report as Appendix A, and includes a summary of total funding and total children served across all of the initiatives. Following from the review of funding initiatives, the CFA team mapped out the funding streams into a control of funding chart to illustrate the level of control San Francisco has over each initiative. This funding control diagram is shown in Appendix B.

At the provider level, the CFA team interviewed 21 providers to gather data on provider expenses and revenues and to gather feedback about the current funding system. The CFA team worked closely with OECE and First 5 San Francisco to identify providers for these interviews, and the resulting list included a diverse mix of providers from across the city and with varied enrollment profiles. Data collected from individual providers was kept confidential in order to encourage openness, with results only presented in aggregate. These provider interviews informed the recommendations of the CFA team and provided San Francisco-specific data on nonpersonnel costs that was then integrated into the Revenue and Expense models.

This section of the report is broken down into four sub-sections:

- QRIS Analysis
- Revenue and Expense Models (center-based and family child care home) and Profile Results
- Stacked Child Financing Profiles
- City ECE Comparisons

These four sub-sections summarize the results of the CFA team's analysis and provide the context for the recommendations that follow. As noted, further details on all four sub-sections are included in the appendix.

California and Bay Area Quality Rating and Improvement System (QRIS)

The CFA team analyzed the Bay Area Quality Rating and Improvement System (QRIS) as part of the CFA process because the QRIS provides means to benchmark quality across providers in the San Francisco area. In order to answer the question of whether current funding is sufficient to provide quality early care and education services it is necessary to have a common definition and measure of quality. A QRIS provides this. By analyzing the QRIS it is possible to identify the key cost drivers and use this information to set an expense baseline, and to model the impact of different quality levels on provider expenses.

California has a hybrid model early childhood QRIS, with five levels of quality (called tiers). Tier 1 is a block, where sites must be licensed and in good standing with California Community Care licensing, while Tiers 2-5 are points-based. The QRIS content is organized into 7 elements of quality, with all 7 applying to centers, and 5 of the 7 applying to family child care homes. The elements are similar to other QRIS across the U.S. However, California does not include either curriculum/curriculum alignment or explicit family engagement criteria, which many other QRIS do. The 7 elements are:

1. Child Observation/Assessment
2. Developmental and Health Screening
3. Early Childhood Educator Qualifications: Minimum Qualifications for Lead Teacher/Family Child Care Home
4. Effective Teacher-Child Interactions (CLASS assessment)
5. Ratios and Group Size (Centers only)
6. Program Administration and Leadership: Environment Rating Scale
7. Program Administration and Leadership: Director Qualifications (Centers only)

The California QRIS is a state-regional model that allows regions to make local adaptations to certain elements. There are 17 local consortia, and San Francisco is part of the Bay Area QRIS Consortium. The Bay Area QRIS has not made any local adaptations to date.

QRIS Cost Drivers

A key reason to analyze the Bay Area QRIS is to determine which items impact the ongoing 'cost of doing business' for participating providers (centers or homes). In general, the cost of meeting regulatory requirements is considered the base cost of doing business. Items in a QRIS that have ongoing costs above the base are considered 'cost drivers,' and tend to fall into three categories:

1. Staff qualifications: Nearly all QRIS have increasing qualifications by level; some QRIS require employee benefits. Both the increased wages and any additional or expanded benefits are ongoing costs.
2. Ratios: Reduced ratios for all, or for younger age children, are in some QRIS; these are often at the higher levels. Reducing ratios reduces revenue (increases cost per child), since costs are spread among fewer children.
3. Time: Most QRIS include some criteria that add staff time beyond what regulations require, including staff meetings, paid planning time, child assessment, parent engagement, and transition activities. In addition to time, some QRIS requirements have ongoing costs. For example, child assessment systems have an annual cost per child and take time for staff to conduct, record and report.

In the Bay Area QRIS, the costs of operating at Tier 1 are associated with the center or home meeting the minimum state licensing requirements. These are primarily requirements for group sizes and staffing ratios by child ages, and minimal staff qualifications. Generally, Tier 2 is focused on becoming familiar with the program assessment tools (ERS and CLASS) and meeting the higher teacher and administrator qualification requirements in licensing. Criteria at the three highest tiers emphasize increasing use of child screening and assessment tools, higher staff qualifications and higher scores on both ERS and CLASS assessments. The table below summarizes the cost implications for each element. For more details, please see Appendix C which includes a broader discussion and analysis of the Bay Area QRIS, including the different requirements at each Tier.

Cost Implications of Bay Area QRIS Elements

Element	Cost Implications
1. Child Observation /Assessment	Time for assessments at Tiers 2-5, Skilled and well-trained teaching staff necessary to reach higher Tiers
2. Developmental and Health Screening	Time for assessments and system for reliable record-keeping at Tiers 2-5. Well-prepared staff necessary to reach higher Tiers
3. Early Childhood Educator Qualifications: Minimum Qualifications for Lead Teacher/ Family Child Care Home	Higher compensation necessary to recruit/retain teachers with higher degrees (competing with public schools at Tier 5)
4. Effective Teacher-Child Interactions (CLASS Assessment)	Skilled and well-compensated teaching staff necessary to reach higher Tiers
5. Ratios and Group Size (Centers only)	This is a high-cost element at Tiers 4 and 5. Possibly at Tier 3 as well. Reducing ratios is good for children, but reduces revenue.
6. Program Administration and Leadership: Environment Rating Scale	Skilled and well-compensated teaching staff necessary to reach higher Tiers
7. Program Administration and Leadership: Director Qualifications (Centers only)	Time for assessments at Tiers 2-5, Skilled and well-trained teaching staff necessary to reach higher Tiers

The above cost drivers can be translated into essentially three factors that impact the estimated cost of providing quality ECE in San Francisco and the revenue needed for financial sustainability:

1. Additional staff time for assessment, screening and the follow-up activities for Tiers 3-5, in both centers and homes
2. Progressive salary and benefit costs beginning at Tier 3 and rising steeply for Tiers 4 and 5. For FCC providers, this means paying any assistants well and charging rates high enough to pay themselves better as quality increases
3. Some loss of revenue for centers beginning at Tier 3 as the result of reducing group size and steep losses for reducing both group size and ratios at Tiers 4 and 5.

For FCC homes, the cost drivers are essentially the same as for centers in terms of time and compensation for more qualified staff (if present). The requirements in the element for ratio and group size do not apply to homes.

Revenue and Expense Models

Revenue and expense models are tools used to understand the relationship between the expense of delivering early care and education and the available revenues. The CFA team developed two models: The Excel file *SF_Center_R&E Model_2016* contains the model illustrating expense compared to revenue in center-based early care and education settings in San Francisco. The Excel file *SF_RE_Model_FCC_Home_2016* contains the model illustrating expense compared to revenue in family child care home early care and education settings in San Francisco.

These models can be used to create center and family child care home profiles and child financing profiles. The models include the current set of funding streams² in use to support early care and education in San Francisco. They display the annual budget, revenue and expense pro forma, for a center or home at a base quality level, defined as Tier 3 of the current Bay Area QRIS³ in these models.

The models allow users to see the impact on provider revenue and expense when changes are made to a number of variables, such as program characteristics (e.g., size and age mix), child populations served, program quality, and occupancy costs. The models integrate the policies related to all funding streams available to ECE providers in San Francisco and users can select whether a site accepts different funding streams (e.g., PFA) or has children eligible for those funding streams (e.g., children from families at or below 85% State Median Income). Given the structure of San Francisco's ECE funding system, these two revenue and expense models are the most complex models the CFA team has ever designed. The complexity encountered just to make the models shines a light on the complexity of the funding system both for San Francisco city administrators and for providers who must navigate this system and run a successful business. Appendix D provides detailed information about how to use each of the models and about the sources of the data included in them.

Center-based Provider Profiles

Using the center-based Revenue and Expense model, the CFA team generated a number of center-based profiles using variables that drive differences in program revenue and expenses. The 48 center-based profiles created include some of the most common variations of child enrollment, program size, composition of children, and revenue sources. The profiles are detailed in Appendix D, with additional details provided for 15 profiles that reflect the range of funding, as well as represent the enrollment types, predominant in San Francisco.

Of the 48 profiles generated by the Revenue and Expense Model, there are 9 scenarios in which the center operates with a profit. The other 39 profiles all show a loss. Overall the profiles, and the model, underscore that tiered reimbursement strategies, such as that used with City Target Subsidies, and enhancement funding (PFA and C-WAGES, for example) are not supporting programs to pay for quality at a Tier 3 level but instead being utilized just to cover a portion of base operations. For profiles of centers serving all ages of children from birth to five years, there is not one profile that operates with a profit. For profiles of toddlers and preschoolers served, there is one profile showing a profit: a center with a family income mix 50% below 85% of the State Median Income (SMI) and 50% above, with the occupancy costs greatly reduced from the average (a 50% reduction) due to significantly discounted, or

² A second simpler model can be constructed that maintains the immutable state/federal sources and combines City sources into as few buckets as feasible (maybe as few as two: one for increasing access/continuity and one for quality support).

³ Other quality levels can be added to the center model. The current BA-QRIS was the initial QRIS created as part of the CA RTT-ELC project, the BA-QRIS will evolve to represent the best local model.

free rent. The other 8 profiles showing an annual profit are all preschool-only centers. Profiles of centers serving only preschool children fared the best. These profiles showing a profit were all Preschool for All sites, with a mix of family income compositions and both reduced and higher occupancy costs.

For the centers that sustain a loss, the largest losses are seen in the profiles where Title 5 Contract slots are the predominant funding source. Title 5 Contract slots serve children from families with incomes at or below 85% of SMI. Therefore, the programs serving some of the cities lowest income families are those that are struggling most financially.

Family Child Care Home Profiles

Using the family child care home Revenue and Expense model, the CFA team generated a number of profiles using variables that drive differences in program revenue and expenses for family child care homes. The home profiles cannot be directly compared to the center-based profiles. The distinguishing characteristic of family child care is that the provider/owner's 'salary' is the net revenue from the business. The expense amount produced by the Revenue and Expense Model for homes does not include the provider's annual earnings. While the net revenue for a home may appear positive, it is actually the provider's annual earnings (which are subject to self-employment tax). Since providers work 65 hours per week, the most useful way to compare their income is on an hourly basis. Therefore, the profiles include a calculation of the provider's hourly wage, based on a 65-hour work week, rather than their total net revenue, as in the center profiles.

The CFA team created 8 home profiles with variations primarily pertaining to ages of children, revenue sources, and size of home. Results of these profiles are detailed in Appendix D.

While technically all of the 8 home profiles show net positive revenue, only 2 result in the provider making more than the minimum wage. These are the large homes, serving only preschoolers, with either all public or all private funding and PFA. The home with all-public plus PFA revenue yields the highest hourly wage: \$17.71 per hour. This is followed closely by the home with all private plus PFA revenue at \$15.70 per hour. The worst case profiles in terms of provider earnings are the small homes serving only infants and toddlers. The home with all public revenue including Early Head Start only makes \$2.30 per hour, while the home with all private revenue earns \$2.62 per hour. Family child care homes are a prime source of care for infants and toddlers, which is astonishing given these numbers. The City's financial strategies to incentivize homes to serve infants and toddlers may need to be examined in light of these findings.

Among the small homes, which are the most common, those serving children of all ages are doing better financially than those that specialize in either all younger or all older children. The small home with all private revenue has somewhat higher earnings at \$12.28 per hour, than the home with all public revenue which earns \$10.85 per hour.

Stacked Child Financing Profiles

San Francisco early care and education stakeholders have previously used stacked bar charts to understand variances in state funding for children from birth to five years. These stacked charts focused on comparing the potential annual revenue available from different funding sources (e.g., voucher system compared to contract system). As part of the CFA process, the stacked chart concept was expanded to include both annual revenue information, on a per child basis, and information on expenses per child. The stacked bar charts provide one way to compare the revenue available to fund ECE services, and the actual cost of those services, demonstrating gaps that exist between revenue and expenses for a particular funding combination

The CFA team created stacked bar charts using the center-based Revenue and Expense model, as detailed above. The team created stacked bar charts for infants (0-24 months), for toddlers (24-36 months) and for preschool children (3-5 years). All charts include a cost per child expense line, which was calculated using the expenses of a center at a base quality level, defined as Tier 3 of the Bay Area QRIS. While the charts show a cost per child for each individual age group, this cost is based on a center operating at the most commonly occurring size and composition of children in San Francisco, rather than a program that only serves one age group. The potential per child revenue shown in the charts is based on the current set of funding streams available to support early care and education in San Francisco. Each stacked bar displays a different combination of potential revenue sources, such as an infant receiving Child and Adult Care Food Program (CACFP), Voucher and C-WAGES funding, or a preschooler receiving CACFP, Contract, C-WAGES and PFA funding. A detailed description of the different funding combinations is included in Appendix E. The CFA team built stacked bar charts for each of these funding combinations, which include 17 different child financing profiles. The charts are included in Appendix E.

Center-based Child Financing Profiles

For centers, on the infant and preschool charts the largest gap between per child revenue and expense is found when state Title 5 contract revenue is the main source. For toddlers, the largest gap is found when state voucher revenue is the main source of funding. Across all three age groups, the gap between the state funding, which is targeted at serving families below 85% of SMI and designed to support working families, presents the largest gap between the potential income and the cost to serve a child at a Tier 3 quality level. This illustrates that programs relying primarily on state funding are unable to cover the cost of operating at the Tier 3 level of quality, for any age child.

Family Child Care Child Financing Profiles

Because a family child care provider's annual income (salary) is not represented in the total expense figure, it is also not included in any calculation of cost per child. Thus, creating stacked child bar charts to illustrate the revenue-expense gap per child of a given age is not an accurate representation of the cost per child in a family child care home or of the real gap.

City Comparisons

As part of the analysis, the early care and education investments, expenses and systems of three cities were reviewed and compared with San Francisco. Each city comparison covers system structure and overall local investment, rather than details on child care subsidy, therefore basic demographic information along with context of the city or state early childhood funding approach and structure was gathered for each city. With each city, a different focus was then taken to the information gathered, in order to illuminate an aspect of the city that may be most useful in San Francisco's work. The focus with Chicago was on their role as Head Start grantee and the systems level capacity building they achieve through this approach. In reviewing New York City, the focus was on their preschool investments and their city planning process. With Seattle, the focus was on their early childhood system structure, including their centralized department and their preschool program. The full city comparisons are included as Appendix F. Below are summaries of aspects of each city that are most relevant to San Francisco.

Relevance to San Francisco

Chicago: With OECE functioning as a central entity for San Francisco, there is the opportunity to mirror some of the strategies Chicago uses as a HS grantee. Chicago uses the HS requirements to organize their management team and supports offered to providers, while also aligning these with movement along their QRIS. San Francisco, organized similarly with the QRIS as a framework for provider quality and accountability, could move to OECE staff focused on content areas, capacity building and system enhancements necessary to support providers in meeting standards and continuing to improve the quality of their care. Chicago benefits from some economies of scale around provider training; continuing a systems level approach to quality improvements, such as the coordination occurring through the Quality Partners, San Francisco has the opportunity to maximize access to needed trainings across providers and eliminate potential duplication of efforts with providers seeking out training resources.

Chicago's slot re-allocation across the grant, when a family moves from one delegate region to another, has parallels with San Francisco's approach to locally funded target subsidies, where the subsidy can stay with the child, even if the family needs to change providers. If San Francisco moves to a base funding approach that supports all providers to achieve a set level of quality, with the revenue needed to fund the operations at that level, in effect San Francisco is working to ensure that children will not lose access to quality care even in instances where they move programs.

New York City: The total investment in programs for children under 5 in NYC is roughly \$2.3 billion, of which about 25% is local funds. The New York City effort mirrors in many respects San Francisco's commitment to young children and families along with highlighting similar challenges. The New York City Early Care and Education Taskforce had the following recommendations:

- a common quality assurance system (San Francisco fortunately has a well-developed QRIS, which New York State does not);
- compensation that is equitable across the system (referred to in San Francisco as 'wage parity' and clearly already a goal);
- financial stability in funding (San Francisco can consolidate funding streams with this purpose and is already more advanced than New York City in the support system for quality improvement);

- informed parent choice (San Francisco already has this capacity and can expand it via the improvements in SF3C) and
- regularly reported metrics for progress (San Francisco has established clear goals and can develop a quality assurance system to track and report).

While New York City has explored system integration, it has not yet taken the positive steps that San Francisco has in establishing the Office of ECE and commissioning a Comprehensive Fiscal Analysis.

Seattle: Seattle’s creation of a centralized Department of Education and Early Learning (DEEL) has parallels with San Francisco’s creation of the Office of Early Care and Education. By integrating all of the city’s investments into DEEL, Seattle has been able to increase efficiency across the ECE system by aligning programming, streamlining contracting, and leveraging the multiple funding streams available to City residents. San Francisco is moving towards this structure with the creation of OECE, but OECE could learn lessons from Seattle about how to more fully integrate ECE funding and programming into one department in order to maximize efficiency. Data from the CFA could help inform this process, allowing OECE to more easily identify areas for efficiency.

The Seattle Preschool Program has similarities to San Francisco’s Preschool for All initiative. In recognizing the importance of high quality teachers, SPP both requires highly qualified teachers to be in the SPP classrooms, and also provides the funds to compensate these teachers at a level of parity with K-12 teachers. Higher teacher salaries enable providers to recruit the best teachers and to retain them for longer. Given that Washington state has had a QRIS in place for many years, SPP leverages this by requiring all SPP providers to be at a level 3 in Early Achievers, ensuring a consistent level of quality across these publically funded classrooms. As San Francisco looks to further integrate the Bay Area QRIS into its programming, SPP’s inclusion of the Washington QRIS into its requirements could serve as a model.

In summary, the NYC recommendations will sound familiar to San Franciscans, as will the centralized early learning department in Seattle and Chicago’s desire to coordinate quality improvement and capacity building efforts for providers. In considering the approach of each of these cities, in relation to San Francisco, the opportunities rest in building upon the system capacity in place (e.g., centralized office with OECE) and utilizing data on financing generated by the CFA to streamline and support efficiencies.

Section III: Recommendations

As a result of the analysis discussed above, the CFA team has developed three recommendations for the San Francisco early care and education system. The recommendations are focused on the three primary finance reform goals: to increase efficiency, increase revenue, and increase the stability and sustainability of funding for ECE in San Francisco. This section details each recommendation, including the rationale for the recommendation and essential elements to consider during implementation.

Recommendation One

Restructure the local financing system

Goal

- Ensure a seamless system for children, families and providers that effectively uses all funding.

Current State

- San Francisco has robust local funding to leverage and supplement a complex system of state and federal funding of early childhood education and ensure children and families access to services.
- As a result of adding initiatives and funding approaches over time and in an ‘as needed’ fashion, the current financing system is overly complex, making administration inefficient and adding an undue burden for providers.

Rationale

With the significant local investment in early childhood and keen awareness of needs and challenges, San Francisco has the opportunity and capacity to restructure its financing system. A restructured financing system maximizes use of all funding for services for a child and family without the need to maintain separate funding initiatives for each identified need (e.g., inadequate compensation, lack of increase in state/federal funds, lack of continuity for children, homelessness). A restructured financing system comprehensively considers the essential factors that determine eligibility for funding for a particular family/provider, using the most restrictive funding first.

Currently San Francisco’s ECE funding system is overly complex. The use of federal, state and multiple local funding sources create this complexity. While San Francisco cannot control the requirements of federal or state funding sources, it does control local funding. Local funding has been added incrementally in order to address critical issues such as inadequate compensation, lack of increase in state/federal funds, and lack of continuity for children. However, local funding streams do not work together efficiently. There is a lack of alignment, where the goals of the different initiatives and the expectations of the programs related to quality are shared, but the requirements for demonstrating quality vary and are separated along the lines of the funding initiatives. In addition, San Francisco is not maximizing local control. Local funding allows for control over simplifying the administration while ensuring the intent of the funding is retained. As shown in the *Control of Funding* chart in Appendix B, federal and state funding sources are the most restrictive, providing little to no local control of the administration of the funding or the target population. Therefore, these funds should be used to pay for services first. Local funds, where San Francisco has full control of the administration and target

populations can then be used to fill the gaps that remain after federal and state funding has been fully utilized.

Essential Elements

The essential elements of a restructured financing system include:

- Funding organized in two categories – direct service and system supports.
- Direct service funding has two parts: one supports a base level of quality expected of all providers and the other supports quality enhancement.
- The base level of quality sets the expectation that every program operates at a Tier 3 level of quality on the BA-QRIS.
- Determine rates for direct service funding recognizing the fact that the rates used by federal and state revenue sources are not sufficient to support a program operating at a Tier 3, thus the revenue gap is largest for programs serving the highest need children and families, relying on these sources. Adjust these rates as necessary, to reflect changes in federal and state revenue sources.
- Modify child and family eligibility policies and provider performance requirements for local funding to simplify administration, increase efficiency and ease of access for families and providers.

To implement a restructured local financing system, the CFA team recommends the following strategies:

1. Consider the funding system through three levels: the system, the provider, and the family/child. Administration of local funding needs to be coordinated by looking across these levels for all possible ways that services can be funded for a family, including those not under local control. The administration of funding should then:
 - a. Consider the family situation, across all the possible funding the family qualifies for, and layer the funding in the most efficient and advantageous manner. Generally, this means using state/federal sources first, as the most restrictive, then adding local funds.
 - b. Target local financial support to providers based on the rates they are currently receiving from the sources that cannot be locally controlled (federal and state), and on the level of quality they are achieving. Ensure that the resulting local rates provide adequate support for the base level of quality, increasing as quality increases.
 - c. Ensure the full utilization of each funding stream by using the most restrictive funding stream first.
2. Ensure the child and family eligibility for local funding aligns with the goals of the local resources and maximizes control over local funding. For example, local initiatives do not need to follow all aspects of state voucher administration. The state voucher policy of dropping a family from the voucher if their family fee goes unpaid for 30 days is quite stringent and not typical state policy; certainly providers are required to attempt to secure family fee payment as part of the requirements of accepting state subsidies. In other states, the consequence of the family not paying is frequently left to the provider: a policy to set up payment plans, dis-enroll the family after a specified period of nonpayment, or other provider-determined solutions. By administering locally funded vouchers in the same manner as state vouchers, San Francisco is extending an overly strict state policy that in effect removes the family's main source of

payment for child care. This approach is at odds with the goals of the locally funded subsidies which include increasing family access to care and stability for a child. Therefore, San Francisco should:

- a. Discontinue use of the state policy to pull vouchers from families based on the status of their family fee payment, in the administration of locally funded subsidies.
- b. Support providers to develop internal policies for family fee collection which are manageable and realistic for families and the provider. Some families need well-monitored payment plans; some providers have budgeted to write off accrued receivables after a certain time, or use private funding to offset family fees that are not paid.

This approach will advance the mission of the local funding for both the families and providers, offering consistency in funding support for both. This also encourages providers to establish a functional system for collecting family fees, instead of resorting to inaccurately representing family fee collection in order to protect their revenues and retain families.

Recommendation Two

Implement system-wide accountability for access to quality for young children and families.

Goal

- A system-wide approach to accountability addressing service quality, quality supports and funding.

Current State

- San Francisco has a strong commitment to meeting the needs of children, families and providers. This commitment is demonstrated by the taxpayers voting to use, and consistently increase the amount of, local money to serve children and families, and by the collaborative efforts of organizations to increase the quality of services. Efforts toward a shared vision for the future and outcomes to track progress, have resulted in agreement on a shared set of principles for early childhood:
 - The system supports all families with children 0-5 years old to access high quality early education and care,
 - The 0-5 system is data driven and linked to quality standards and improved outcomes for children,
 - The 0-5 system recognizes the developmental needs of children as reflected in continuous eligibility and continuity of care.
- To support movement on these shared goals, San Francisco needs a systemic approach to accountability for service quality, quality supports, and appropriate use of funding that will support tracking outcomes over time.

Rationale

San Francisco has demonstrated its commitment to support young children and families and has developed a set of shared beliefs supporting this commitment. Local investment in early care and education continues to be endorsed and there is an expectation about the quality of early care and education and how this quality links to child and family outcomes. However, there are not currently system-wide accountability mechanisms to ensure all programs and funding streams are working towards the shared goals of the San Francisco ECE community. This leads to a number of inefficiencies, including:

- Duplication of effort: Processes for reporting and accountability at the program level could be more efficient and linked to the overall system. Currently there is much duplication in reporting with many of the local funding initiatives seeking the same information from programs (e.g., participation in ECMHI, Inclusion Network, score on ERS, etc.). These data are not linked back to how the program is performing or to child outcomes, across initiatives. There is an opportunity for a more efficient process for reporting and holding programs accountable that operates in a coordinated way and reduces burden across the system.
- Weak systemic approach to quality: Programs operate along a spectrum of quality, not all at the same point; the pursuit of quality is continuous, not terminal. An accountability structure needs to target supports and funding based on where a program is in its delivery of quality, recognizing a spectrum of quality where not all programs are at the same place, at the same point in time. Supports and funding need to be targeted based on where a program is in its delivery of quality, including financially rewarding programs that have achieved a level of quality and thus supporting their maintenance of that level. This spectrum needs an accountability structure that is implemented consistently across programs and allows for these differentiated quality levels.
- Lack of a link between funding and quality: fiscal accountability for local funding needs to be linked to the quality of the programming. A restructured financing system will support a consolidated fiscal reporting approach. Fiscal accountability of programs for the local funding they receive appears to be weak – in particular the linkage between this funding and expected, demonstrated quality, is weak. There needs to be stronger linkage between, and accountability for the use of, the funding and the quality of the programming.

Long before California adopted a Quality Rating and Improvement System (QRIS), San Francisco implemented quality supports and measures that included components of many QRIS. In order to achieve progress on the shared goals, San Francisco needs a system-wide approach to accountability that addresses service quality, quality supports, and funding. A QRIS can provide an accountability framework that works across all funding sources and San Francisco can therefore build on the Bay Area QRIS as its system-wide accountability framework.

Essential Elements

The essential elements of a system-wide approach to accountability include:

- Using the QRIS as the quality framework for all programs, recognizing that programs are naturally operating at different points on a quality continuum.
- Link program funding to the cost of sustaining a given level of quality.

- Implement a unified reporting structure that includes fiscal accountability and quality assurance, encompasses reporting on outcomes related to city-wide child, family and provider metrics, and uses a common budget report form for consistency.

To implement a system-wide approach to accountability, the CFA team recommends the following strategies:

1. Create a single monthly/annual report for providers that fulfills the requirements for all funding streams they might receive. The report should:
 - a. Combine fiscal accountability and quality assurance.
 - b. Provide evidence of effective business practices, including data related to enrollment efficiency, revenue collection, and other metrics across all City funded programs.
 - c. Include metrics aligned with outcomes for children, families and providers.
2. Launch a standard budget form for all City funding streams to establish consistency in budget categories across funding streams and support providers in business practices.
3. Award funding based on demonstrated financial need and achievement of levels of quality, as defined by the QRIS. Use CFA Revenue and Expense models and analysis to set the base funding level and modify as needed.
4. Use City funds as leverage to maximize federal funding from Early Head Start and Head Start:
 - a. Work with each EHS/HS grantee (or grantees together) to develop the most efficient financial model for EHS/HS in San Francisco.
 - b. Create a model budget that demonstrates efficient use of EHS/HS funds and City funds.

Recommendation Three

Strengthen system supports, such as quality improvement and system-level coordination.

Goal

- A set of system supports linked to the modified QRIS ensure that these supports are fully utilized, achieve expected outcomes and use feedback on their impact.

Current State

- Significant public and private funding is invested in a system of supports for ECE providers, from mental health consultation to professional development programs to health screenings and training and technical assistance.
- System supports share the goals of addressing specific prevention or intervention needs, increasing the training, education and capacity of providers, and improving the quality of the services delivered to children and families.
- System supports cut across multiple sectors serving young children and families including health, education, and social services, and therefore require coordination.

Rationale

The resources invested in system supports within San Francisco are not currently well coordinated or aligned to a shared set of goals. Therefore, the role of each support in moving the needle on goals for children, families and providers cannot be fully understood or maximized. San Francisco needs to develop stronger connections across system supports, acknowledging that supports come from multiple sectors and coordination is necessary to increase efficiency and to streamline the process for providers.

System supports should all be organized to work toward the same goals for children, families and providers, thereby enabling the city to implement a shared accountability structure to measure the effort and effect of the different supports. The measurement should be organized within the common framework of the QRIS.

Essential Elements

The essential elements of strengthening system supports for quality improvement include:

- Broadening the range of supports (e.g., health, mental health, inclusion, family engagement, cultural and linguistic competence) and coordinating the delivery of system supports to early childhood settings.
- Developing and implementing a set of guiding principles and practices for coaching, training and technical assistance, that are linked to progress on the QRIS, to support the QI providers and encourage coordination across these organizations/individuals in order to positively impact programs. The QRIS is a measure of quality which is built on practices and conditions that are linked to improved child outcomes.
- Developing a comprehensive system support model that establishes clear targets for participation in quality improvement supports and sufficient funding of the supports based on expected outcomes with an investment plan to achieve the goals.
- Expanding the current centralized intake approach (SF3C) to integrate across all types of programming, aligned with a restructured financing system, resulting in more cost efficient administration.

To implement a strengthened system of supports, the CFA team recommends the following strategies:

1. Revisit the purpose of centralized intake and the current SF3C system. Expand this system in two ways:
 - a. Strengthen functionality – analysis of functioning and areas of needed improvement have been identified by CCSF. Review these functionality changes from the larger context of the system needs and ensure they are comprehensive. Determine how these should be paid for, along with priority of implementation.
 - b. Increase utilization – move to a fully functioning centralized intake approach integrating intake across all types of program funding and all children and families. Possible benefits in cost efficiencies of administration, particularly after streamlining the funding initiatives.
2. Develop a comprehensive system support model that establishes the desired measurement of reach, the required funding, and an investment plan to achieve the goals.
 - a. Complete an analysis to determine whether it is more effective for achieving outcomes and more financially efficient for system supports to be external or internal to programs.

Analysis must answer questions around: What is the right balance? Are some services more suited to external (PD supports such as degree achievement) versus internal (coaching support)?

- b. Ensure the measurement system for the effectiveness of quality support provides timely feedback, allowing for continuous improvement and for system supports to be adjusted as necessary.
 - c. Develop a consistent approach to assign a per system support activity cost.
3. Provide technical assistance to providers to increase their capacity in the areas of business and accounting practices. Encourage providers to use one of 2-3 systems for their business/accounting system, in order to efficiently target support.
 4. Explore shared service opportunities, to increase operations efficiency. Analyze the success of shared service alliances (SSA) and identify elements of the model that could be scaled-up across San Francisco in order to build capacity for providers.
 5. Implement a set of guiding principles and practices for training and technical assistance (T&TA), to support T&TA providers and encourage coordination across these organizations/individuals in order to positively impact providers.
 6. Develop a data strategy for system supports that addresses what data needs to be collected, how provider data reporting can be simplified, what data providers need for internal QI efforts, and what data OECE needs to administer funds.
 - a. Convene a data summit that focuses on the purpose of each database currently in use (e.g., WELS, COCOA, CA ECE Workforce Registry, Resource and Referral, Voucher enrollment), assesses user needs (providers, QI system, City), desired outputs (e.g., reports to state), etc.

Recommendations Summary

These recommendations directly address the goals laid out at the beginning of the CFA process, and all three recommendations provide improvements at the system, provider, and family/child level. Recommendation One will increase the efficiency of the local early care and education financing system, which will likely lead to some cost savings, and will reduce the administrative burden at both the system and provider level. Recommendation Two will ensure providers are adequately compensated for providing high-quality care, as well as providing a simplified approach for both funders and families to hold programs accountable. Recommendation Three will increase the stability and sustainability of system supports, ensuring they are tied to a comprehensive approach and focused on improving program quality and child outcomes. The CFA team believes these recommendations will lead to significant improvements to San Francisco's early care and education system that will ensure the system is sustainable over the long term.

Appendix A: Funding Initiatives Catalogue

San Francisco Comprehensive Fiscal Analysis
Funding Initiatives Catalogue

Table of Contents

Introduction

Summary Tables

- Direct Service Funding by Source
- System Supports Funding by Source
- Number of Children Funded by Direct Service Initiatives

Catalogue Entries – Direct Service Funding

- CA Vouchers (Cal WORKs Stage 1, 2 and 3, CAPP, CFCC)
- California Department of Education Title 5 Contractors (CCTR, CHAN, CSPP)
- Compensation and Wage Augmentation Grants for Economic Support (C-WAGES)
- Early Head Start/Head Start
- Preschool for All (Enrollment and Quality Supports)
- SFCCSS Operating Grants
- SF Unified School District
- Target Subsidies (ACCESS, City Child Care, FCS, Homeless Anchor Slots)

Catalogue Entries – System Supports Funding

- Child Health Consultation and Screening
- Early Childhood Mental Health Consultation
- Family Child Care Quality Network
- Facilities Support
- Inclusion Networks
- Professional Development Supports
- San Francisco Child Care Connection (SF3C)

Catalogue Entries – Funding Sources

- Mimi and Peter Haas Fund
- Department of Children, Youth and Their Families – Children and Youth Fund

San Francisco Comprehensive Fiscal Analysis
Funding Initiatives Catalogue

Introduction

The Funding Initiatives Catalogue is a resource tool which brings together information on direct service and system level programs that comprise San Francisco early care and education. The Catalogue was created through the review of program materials, such as contracts, budgets, and narrative descriptions, and through interviews and conversations with expert stakeholders for each of the various initiatives. A rubric was used to guide and frame all of the information gathered under key aspects of the SF early care and education system and relate these to the financing of the system.

Each Catalogue entry follows the same format with the following categories as the focus of information gathered in the Catalogue. To the right of each category there is a brief description outlining the detail, or specific information, which was sought on each funding initiative.

Category	Description
Funded Programs & Primary Service	<i>Name of program(s), primary purpose, what services supported</i>
Source of Funds/Capacity Reached	<i>Total available funding and source: total annual, typical amount per provider, and/ or # providers funded, # children +/-or families served/funded and average \$/child</i>
Administering Entity	<i>Who administers the program, process payments for providers?</i>
Parent /Family Fee or Co-Pay	<i>How determined, family size, income, a sliding fee scale, and service schedule (full or part time)?</i>
Provider Eligibility Criteria	<i>What entities can deliver the service? Criteria may include type of program/service, hours, location, target population, education qualifications, etc.</i>
Child Eligibility Criteria	<i>Age, family income, location, risk factors – developmental, homelessness</i>
Family Eligibility Criteria	<i>Income, location, other services received, risk factors – DV, SA, MH issues, homelessness</i>
Length of Child or Family Eligibility	<i>How long is determination applicable?</i>
Eligibility Process	<i>Details on the process that may speak to opportunities for use of funds</i>
Payment Process and Rates	<i>Grant, fee for service, allocation, by factors – child age, other criteria</i>
Rate Policies	<i>How rates are determined?</i>
Financial Requirements	<i>Contract details? Stipulations on use of funds e.g. pay for certified teachers only? Budget submission, details of budget required?</i>
Program Requirements	<i>Annual report req., content of report? Ratio and Group Size, Teacher/Staff Qualifications, Length of Day/Year</i>

The 17 catalogue entries are broken out into three sections. The first section covers funding for direct services, the second section relates to system level funding initiatives, and the third section includes additional funding sources not categorized as funding direct services or systems. This document begins with a summary of total funding and total children served across all these funding initiatives.

FUNDING SOURCES BY INITIATIVE
Fiscal Year 2015-2016

Direct Service Funding Initiatives	Federal	State	Local						OECE GF Title 5 Backfill	SFUSD GF	Grant/ Other	Total Local Sources	Total by Initiative
			PEEF	DCYF	OECE GF	F5SF	H S A						
CA Vouchers													
Cal WORKs Stage 1		\$ 8,259,649			\$ 2,897,446						\$ 2,897,446	\$ 11,157,095	
Cal WORKs Stage 2		\$ 6,345,390									\$ -	\$ 6,345,390	
Cal WORKs Stage 3		\$ 5,693,048									\$ -	\$ 5,693,048	
CAPP		\$ 3,787,053			\$ 525,857						\$ 525,857	\$ 4,312,910	
CFCC		\$ 1,202,196			\$ 45,903						\$ 45,903	\$ 1,248,099	
CDE Title 5 Contractors													
CCTR		\$ 24,088,216									\$ -	\$ 24,088,216	
CHAN		\$ 875,292									\$ -	\$ 875,292	
CSPP		\$ 30,185,558									\$ -	\$ 30,185,558	
C-WAGES		\$ 585,606	\$ 2,525,496	\$ 4,448,568	\$ 4,659,988			\$ 2,407,332			\$ 14,041,384	\$ 14,626,990	
Early Head Start/Head Start	\$ 15,345,694										\$ -	\$ 15,345,694	
Preschool for All Enrollment/Subsidies			\$ 23,780,000								\$ 23,780,000	\$ 23,780,000	
SFCCSS Operating Grants				\$ 980,404	\$ 822,758						\$ 1,803,162	\$ 1,803,162	
SF Unified School District*	\$ 2,999,000		\$ 2,741,133	\$ 248,000	\$ 299,738				\$ 5,566,898	\$ 5,046,195	\$ 13,901,964	\$ 16,900,964	
Target Subsidies													
ACCESS		\$ 496,000		\$ 1,050,000	\$ 614,984						\$ 1,664,984	\$ 2,160,984	
City Child Care				\$ 3,110,457	\$ 3,180,755						\$ 6,291,212	\$ 6,291,212	
FCS	\$ 857,420				\$ 1,535,008						\$ 1,535,008	\$ 2,392,428	
Homeless Anchor Slots					\$ 439,591						\$ 439,591	\$ 439,591	
Total by Funding Source	\$ 19,202,114	\$ 81,518,008	\$ 29,046,629	\$ 9,837,429	\$ 15,022,028	\$ -	\$ -	\$ 2,407,332	\$ 5,566,898	\$ 5,046,195	\$ 66,926,511	\$ 167,646,633	

*SFUSD Total does not include funding for Title 5 contracted programs CCTR (\$15,482,558) and CSPP (\$10,134,127) which are included in the Title 5 Catalogue entry funding total.

FUNDING SOURCES BY INITIATIVE
Fiscal Year 2015-2016

System Supports Funding Initiatives	Federal	State	Local							Grant/Other	Total Local Sources	Total by Initiative
			PEEF	DCYF	OECE GF	F5SF	H S A	OECE GF Title 5 Backfill	SFUSD GF			
Child Health Consultation and Screening		\$ 510,659	\$ 575,000							\$ 121,642	\$ 696,642	\$ 1,207,301
Early Childhood Mental Health Consultation	\$ 19,680	\$ 2,049,906	\$ 1,450,000	\$ 668,026	\$ 5,788	\$ 850,000					\$ 2,973,814	\$ 5,043,400
Family Child Care Quality Network		\$ 507,970	\$ 195,000	\$ 200,000	\$ 351,977						\$ 746,977	\$ 1,254,947
Facilities Support		\$ 636,513	\$ 700,000		\$ 1,468,000		\$ 400,000			\$ 2,673,000	\$ 5,241,000	\$ 5,877,513
Inclusion Networks		\$ 109,500	\$ 809,747								\$ 809,747	\$ 919,247
Preschool for All Quality Supports			\$ 5,530,520								\$ 5,530,520	\$ 5,530,520
Professional Development Supports		\$ 57,435	\$ 186,486	\$ 659,750	\$ 322,222					\$ 190,222	\$ 1,358,680	\$ 1,416,115
SF3C			\$ 100,000	\$ 110,000	\$ 360,929					\$ 50,000	\$ 620,929	\$ 620,929
Total by Funding Source	\$ 19,680	\$ 3,871,983	\$ 9,546,753	\$ 1,637,776	\$ 2,508,916	\$ 850,000	\$ 400,000	\$ -	\$ -	\$ 3,034,864	\$ 17,978,309	\$ 21,869,972

Number of Children Funded, by Initiative	
Direct Service Funding Initiatives	# Children from birth to five years of age funded
CA Vouchers	
Cal WORKs Stage 1	816
Cal WORKs Stage 2	670
Cal WORKs Stage 3	713
CAPP	350
CFCC	55
CDE Title 5 Contractors	
CCTR	2,879
CHAN	79
CSPP	2,806
C-WAGES	4,873
Early Head Start/Head Start	1,164
Preschool for All	4,160
SFCCSS Operating Grants	5,764
SFUSD	4,500
Target Subsidies	
ACCESS	122
City Child Care	388
FCS	177
Homeless Anchor Slots	26
<p>*The above numbers of children from birth to five served by these early care and education funding initiatives are not unduplicated counts; some children are covered by more than one funding initiative. **The numbers of children served are a point in time figure for these funding initiatives, captured in January 2016. Some of the figures are based on contracted/planned enrollment, some on actual numbers served, on any given day service numbers will fluctuate based on actual utilization, as children go in and out of enrollment in programs.</p>	

California Voucher Programs (CalWORKs, CAPP, CFCC)	
<p>Funded Programs & Primary Service <i>(Name of program(s), primary purpose and what services supported)</i></p>	<p>Under Title 5 of the CA Code of Regulations, California Department of Education (CDE) maintains child development contracts with child care contractors for the delivery of child development services as defined by the programmatic requirements.</p> <p>Alternative Payment Program (CAPP): child care arrangements for families using in-home care, family child care, and center-based care. Families arrange child care services and CAPP makes payment for those services directly to the child care provider selected by the family. CAPP is intended to increase parental choice and accommodate the individual needs of the family.</p> <p>California Work Opportunity and Responsibility to Kids (CalWORKs) Child Care: CalWORKs programs provide an array of welfare-to-work services. Child care is provided with state and federal funds in three stages. Stage 1 is administered by the California Department of Social Services through county welfare departments (CWDs). Stage 1 begins when a participant enters the CalWORKs grant program and engages in activities pursuant to a welfare-to-work plan developed for each family. Stage 2 is administered by CDE through its APP contractors. CalWORKs families are transferred into Stage 2 when family is deemed to be stable. Stage 3 is also administered by CDE through its APPs.</p> <p>Family Child Care Home Education Networks (CFCC): Family Child Care Home Education Networks are funded by CDE to provide early education and child care to eligible families with children birth to 13 years. Children are cared for in licensed family child care homes that meet strict standards for quality set forth by the CDE, these homes make up the Network.</p> <p>Backfill: After the Children’s Council of San Francisco (CCSF) (local APP and CFCC contractor) has spent down its CDE contract for APP or CFCC, SF fills in the shortfall through Backfill, using city funding. The services delivered, rates, policies, etc. are the same as the APP/all voucher payment programs; Backfill allows these voucher programs to continue serving the set number of children in a year.</p>
<p>Source of Funds/Capacity Reached</p>	<p>CalWORKs \$23,195,533 total, state and local</p> <p style="padding-left: 40px;">CalWORKs Stage 1 \$11,157,095 total: \$8,259,649 state (DSS), \$2,897,446 local (OECE General Fund)</p> <p style="padding-left: 40px;">CalWORKs Stage 2 \$6,345,390, state (CDE)</p> <p style="padding-left: 40px;">CalWORKs Stage 3 \$5,693,048, state (CDE)</p> <p>CAPP \$4,312,910 total, state and local</p> <p style="padding-left: 40px;">CAPP \$3,787,053, state (CDE)</p> <p style="padding-left: 40px;">CAPP Backfill \$525,857 (OECE GF)</p> <p>CFCC total, state and local</p> <p style="padding-left: 40px;">CFCC \$1,202,196, state (CDE)</p>

CA Voucher Programs

California Voucher Programs (CalWORKs, CAPP, CFCC)	
	<p>CFCC backfill \$45,903 (OECE GF)</p> <p>Number of children from birth to five years served by vouchers 2,604:</p> <p style="padding-left: 40px;">CalWORKs Stage 1 - 816, CalWORKs Stage 2 - 670, CalWORKs Stage 3 - 713</p> <p style="padding-left: 40px;">CAPP - 350</p> <p style="padding-left: 40px;">CFCC - 55</p>
Administering Entity	<p>CalWORKs Stage 1 and 2 flow through OECE and are contracted to be administered by Children’s Council.</p> <p>CalWORKs Stage 3, CAPP and CFCC flow directly to Children’s Council which administers both.</p>
Parent /Family Fee or Co-Pay	<p>CalWORKs stage 1 – No family fee</p> <p>CalWORKs 2 and 3, CAPP, CFCC - Family fees are collected according to fee schedule from CDE Early Education and Support Department. The following factors determine the fee to be assessed for each family: (1) The adjusted monthly family income, (2) Family size, and (3) Certified family need for full or part day care. Fee schedule</p> <p>http://www.cde.ca.gov/sp/cd/ci/documents/famfeeschedule2016.pdf</p>
Provider Eligibility Criteria	<p>CalWORKs, CAPP, CFCC - License Exempt, Licensed Family child care or Licensed center-based providers.</p> <p>Provider Requirements:</p> <ol style="list-style-type: none"> 1. The family child care or center is licensed or a registered child care provider (or qualifies as license exempt) prior to receiving reimbursement for services, 2. License-Exempt or in-home providers (except grandparents, aunts and uncles) complete a health and safety self-certification and TrustLine application process within 14 calendar days (TrustLine is a database for nannies, babysitters and license exempt providers; those in database have cleared criminal background checks.), 3. Providers must maintain a minimum days of operation (MDO) of 250 per year. Providers are allowed a 2 percent flex factor on MDO. The contract allows for full payment if MDO is within 98–100 percent in case provider is short on days of operation. <p>CalWORKs 2 and 3, CAPP, CFCC - Providers must collect family fees, using the CDE Early Education and Support Department fee schedule.</p>
Child Eligibility Criteria	<p>CalWORKs - birth through 13th birthday, except for children with exceptional needs and/or severely disabled who are served to age 21.</p> <p>CAPP, CFCC – birth through 13th birthday, except those children with exceptional needs and/or severely disabled children, who are served to age 21.</p>

California Voucher Programs (CalWORKs, CAPP, CFCC)

<p>Family Eligibility Criteria</p>	<p>Recipients of CalWORKs cash aid are required to engage in work or work preparation activities, unless exempt.</p> <p>CalWORKs 1: The state legislated initial stage of child care for families (TANF families moving from welfare to work). Stage 1 begins upon application for TANF for working families and upon the entry of a person into the CalWORKs plan for families receiving TANF. Participation in Stage 1 and/or Stage 2 is limited to two years after the parent/caregiver stops receiving CalWORKs cash aid. Stage 2 eligibility period is up to 24 months off aid, Stage 3 eligibility is for families receiving Stage 2 in the 24th month and otherwise eligible to continue receiving child care subsidy.</p> <p>Cal WORKs 2 and 3, CAPP and CFCC:</p> <ol style="list-style-type: none"> 1. Family is a current cash aid public assistance recipient (Stage 1 only) 2. Family is a former cash aid public assistance recipient (Stage 2 and 3 only) 3. Family is income eligible (up to 70% SMI for CalWORKs 1, up to 85% SMI for Cal WORKs 2 and 3, CAPP, CFCC, if in local SF Pilot) 4. Family is homeless 5. Family has a child who is at risk of abuse, neglect, or exploitation, or receiving child protective services through the county welfare department. 6. Family is engaged in an approved work activity. The parent(s) and any other adult counted in the family size are any of the following: <ol style="list-style-type: none"> a. Employed b. Seeking employment c. Participating in vocational training d. Homeless and seeking permanent housing for family stability e. Incapacitated
<p>Length of Child or Family Eligibility</p>	<p>Family is recertified every twelve months. CalWORKs 1 exit ceiling is 70% SMI; CalWORKs 2 and 3, CAPP and CFCC have an exit ceiling of 85% of SMI.</p> <p>CalWORKs 1 – length of eligibility matches with time in approved activities, as determined by the Employment Specialist</p> <p>CalWORKs 2 – family remains eligible to enroll for 24 months after they stop receiving cash assistance.</p> <p>CalWORKs 3, CAPP and CFCC – until child turns 13 years or family no longer qualifies</p>
<p>Eligibility Process</p>	<p>CalWORKs 1,2,3, CAPP and CFCC – Contractor (CCSF) must complete eligibility determination and application process with families as laid out by CDE. http://www.cde.ca.gov/fg/aa/cd/ftc2015.asp. CalWORKs 1 includes a referral by a HSA Employment Specialist, based on parent activities. Admission priority: children in CPS or at risk for abuse then lowest income children.</p>
<p>Payment Process and Rates</p>	<p>Centers are paid monthly by CCSF, after they submit required attendance forms.</p> <p>FCC providers are paid monthly by CCSF using their weekly payment rate, after they submit required attendance forms.</p>

California Voucher Programs (CalWORKs, CAPP, CFCC)	
	<p>License Exempt care providers are paid weekly by CCSF, after they submit required attendance forms.</p> <p>(See last page for chart of rates)</p>
Rate Policies	<p>Rate policy is set by state legislature. The most recent Market Rate Survey was completed November 2014. but has not been approved by the California Legislature for implementation. Senate Bill 97 (Chapter 11 of the Statutes of 2015), which was signed into law on June 24, 2015, maintains the current Regional Market Rate ceilings through September 30, 2015.</p> <p>The current ceilings are set at the 85th percentile of the 2009 Regional Market Rate Survey reduced by 10.11 percent or the 85th percentile of the 2005 Regional Market Rate Survey whichever is greater. The licensed-exempt child care provider ceilings are currently set at 60 percent of the Family Child Care Home ceilings.</p> <p>Beginning October 1, 2015, per the Budget Act of 2015, the California Department of Education increased the Regional Market Rate ceilings calculated above by 4.5 percent. The license-exempt child care provider ceilings increased to 65 percent of the new Family Child Care Home ceilings. <i>Child Care and Development Fund (CCDF) Plan for California FFY 2016-2018</i> http://www.cde.ca.gov/sp/cd/re/documents/stateplandraft1618.pdf</p>
Financial Requirements	<p>Providers must adhere to compliance reviews and reporting as required by CDE in state contract requirements.</p> <p>Reporting:</p> <ol style="list-style-type: none"> a. CAPP, CFCC - complete expenditure and caseload reports on monthly basis. b. CalWORKs Stage 1 (CDSS) – Submit monthly enrollment caseloads and expenditures, by setting and family type. c. CalWORKs Stage 2 and 3 (CDE) – submit monthly CalWORKs Fiscal Report and CalWORKs Caseload Report.
Program Requirements	<p>CalWORKs, CAPP and CFCC</p> <ol style="list-style-type: none"> a. Providers must adhere to all state requirements for enrollment, sign in/sign out, eligibility and other contract requirements by CDE. b. ABSENCES: Except for children who are recipients of protective services or at risk of abuse or neglect, excused absences “in the best interest of the child” shall be limited to 10 days during the contract period. Grantees shall also adopt a policy governing unexcused absences that may include reasonable limitations, if any. Grantees shall inform parents of these policies. c. ENROLLMENT REPORTING: required to report days of enrollment and attendance for all children served in the program in the current reporting period and year to date. d. STAFFING QUALIFICATIONS: For the following center based positions, Administrator, Center Director, Teachers, Teacher Aides, outlined at http://www.dss.cahwnet.gov/ord/entres/getinfo/pdf/cc4.pdf

California Voucher Programs (CalWORKs, CAPP, CFCC)

For family child care homes, personnel requirements are outlined at <http://www.dss.cahwnet.gov/ord/entres/getinfo/pdf/fccman.pdf>

e. STAFFING RATIOS: Providers maintain at least the following minimum ratios in all centers:

- Infants (12 weeks to 24 months old) – 1:4 adult-child ratio, 1:4 teacher-child ratio. Group size 12.
- Toddlers (18 months to 30 months old) – 1:6 adult-child ratio, 1:6 teacher-child ratio. Group size 12. The toddler component is an add-on to an infant or preschool license.
- Preschool (2-5 year olds, entry into 1st grade) –
 - 1:12 teacher-child ratio (2-5 yr olds)
 - 1:15 with one teacher and one aide (2-5 yr olds)
 - 1:18 with one teacher and one aide (3-5 yr olds)

f. FCC STAFFING: Small Family Child Care Home - the maximum number of children with one adult meeting the requirements, including children under age 10 who live in the licensee's home, is one of the following: (1) Four infants; or (2) Six children, no more than three of whom may be infants; or (3) A small family day care home may provide care for more than six and up to eight children, without an additional adult attendant, if all of the following conditions are met: (A) At least two of the children are at least six years of age. (B) No more than two infants are cared for during any time when more than six children are cared for. (C) The licensee notifies each parent that the facility is caring for two additional school-age children and that there may be up to seven or eight children in the home at one time. (D) The licensee obtains the written consent of the property owner when the family day care home is operated on property that is leased or rented.

- Large Family Child Care Home - the maximum number of children, when there is an assistant provider in the home, including children under age 10 who live in the licensee's home and the assistant provider's children under age 10, shall be either: (1) Twelve children, no more than four of whom may be infants; or (2) A large family day care home may provide care for more than 12 children and up to and including 14 children, if all of the following conditions are met: (A) At least two of the children are at least six years of age. (B) No more than three infants are cared for during any time when more than 12 children are being cared for. (C) The licensee notifies a parent that the facility is caring for two additional school-age children and that there may be up to 13 or 14 children in the home at one time. (D) The licensee obtains the written consent of the property owner when the family day care home is operated on property that is leased or rented.

g. FCC LICENSE EXEMPTIONS: Licensure is required before family child care is provided except in the following situations relative to family child care homes: (1) Any family day care home providing care for the children of only one family in addition to the operator's own children. (2) Any cooperative arrangement between parents for the care of their children where no payment is involved and the arrangement meets all of the following conditions: (A) In a cooperative arrangement, parents shall combine their efforts so that each parent, or set of parents, rotates as the responsible care giver with respect to all the children in the cooperative. (B) Any person caring for children shall be a parent, legal guardian, stepparent, grandparent, aunt, uncle, or adult sibling

California Voucher Programs (CalWORKs, CAPP, CFCC)

of at least one of the children in the cooperative. (C) There can be no payment of money or receipt of in-kind income in exchange for the provision of care. (D) No more than 12 children are receiving care in the same place at the same time. (3) Any arrangement for the receiving and care of children by a relative. (4) Any child day care program that operates only one day per week for no more than four hours on that one day.

CFCC programs must also adhere to quality requirements on Title 5 contractors, see Title 5 Catalogue Entry for details on these requirements.

Centers	Cal WORKs 1		Cal WORKs 2		Cal WORKs 3		CAPP	
	Full-time Monthly Rate	Part-time Monthly Rate	Full-time Monthly Rate	Part-time Monthly Rate	Full-time Monthly Rate	Part-time Monthly Rate	Full-time Monthly Rate	Part-time Monthly Rate
Birth to 24 months	\$ 1,662.14	1,104.25	\$ 1,662.14	\$ 1,104.25	\$ 1,662.14	\$1,104.25	\$ 1,662.14	\$1,104.25
2-5 year olds	\$ 1,169.25	\$ 818.64	\$ 1,169.25	\$ 818.64	\$ 1,169.25	\$ 818.64	\$ 1,169.25	\$ 818.64

FCCs	Cal WORKs 1		Cal WORKs 2		Cal WORKs 3		CAPP		CFCC	
	Full-time Weekly Rate	Part-time Weekly Rate	Full-time Weekly Rate	Part-time Weekly Rate	Full-time Weekly Rate	Part-time Weekly Rate	Full-time Weekly Rate	Part-time Weekly Rate	Full-time Weekly Rate	Part-time Weekly Rate
Birth to 24 months	\$ 292.74	\$ 212.50	\$ 292.74	\$ 212.50	\$ 292.74	\$ 212.50	\$ 292.74	\$ 212.50	\$ 292.74	\$ 212.50
2-5 year olds	\$ 264.35	\$ 231.23	\$ 264.35	\$ 231.23	\$ 264.35	\$ 231.23	\$ 264.35	\$ 231.23	\$ 264.35	\$ 231.23

License Exempt (Trustlined) for CalWORKs 1,2,3 and CAPP		
	Full-time Weekly Rate	Part-time Hourly Rate
Birth to 24 months	\$ 190.28	\$ 4.23
2-5 year olds	\$ 171.83	\$ 3.82

CA Voucher Programs

CDE Title 5 Contractors (CSPP, CCTR, CHAN, Pilot)	
Funded Programs & Primary Service	<p>Under Title 5 of the CA Code of Regulations, California Department of Education (CDE) maintains child development contracts with child care contractors for the delivery of child development services as defined by the programmatic requirements.</p> <p>General Child Care and Development (CCTR): Subsidized care for birth to twelve year olds, all day and before and after school care, in center based settings.</p> <p>California Handicapped Access Network (CHAN): Programs providing care and supervision to the severely handicapped, including age and developmentally appropriate activities, therapy, youth guidance, and parental counseling to eligible children and young adults from birth to 21 years of age.</p> <p>California State Preschool Program (CSPP): Part-day and full-day educational programs for low-income or otherwise disadvantaged three- and four-year old children.</p> <p>San Francisco County Child Care Subsidy Pilot Project (Pilot): allows SF to administer state subsidies in a manner tailored to the needs and goals of the local community. The Pilot allows the county to address two fundamental concerns: first, that families barely earning enough to meet the high costs of housing in SF are considered too high income to qualify for child care subsidies, under state rules; and second, that the state reimbursement rates to providers contracted to provide high quality child care are so low that providers cannot cover their costs. As a result, fewer children are subsidized through these providers and child care spaces are being lost, therefore providers are unable to utilize their full allocation of child care and child development funds</p> <p>The Pilot operates with the following flexibility in subsidy rules for SF contractors.</p> <ul style="list-style-type: none"> ○ No family who would have been eligible under state rules can either become ineligible or be asked to pay higher family fees; ○ Provider participation is entirely voluntary; ○ The number of child days of enrollment across participating providers must increase overall from the base year; and ○ There is no additional funding for the pilot – only unearned and unallocated funds from existing contracts and CDE-CDD funding streams. <p>Title 5 contractors (CCTR, CHAN, CSPP) in SF are part of the Pilot, with the exception of two providers, who are not active in any other local support programs. Also, providers receiving subsidies under California Alternative Payment Program (CAPP) contractors are covered by the Pilot, these programs and the families they serve receive the benefit of the higher family income exit ceiling.</p>
Source of Funds/Capacity Reached	<p>All funded by a combination of federal and state funding.</p> <p>CCTR \$24,088,216 total (\$15,482,558 of this goes to SFUSD)</p> <p>CHAN \$875,292 total</p> <p>CSPP \$30,185,558 total (\$10,134,127 of this goes to SFUSD)</p>

CDE Title 5 Contractors

CDE Title 5 Contractors (CSPP, CCTR, CHAN, Pilot)	
	Total children served – 5,764 (CCTR 2,879, CHAN 79, CSPP 2,806)
Administering Entity	Child care providers are direct contractors with CDE. Pilot is administered by OECE.
Parent /Family Fee or Co-Pay	CCTR - Family fees are collected according to fee schedule prepared and issued by the SF Pilot as approved by the CDE Early Education and Support Department, which includes the higher exit ceilings for family income. The family fee is determined by: adjusted monthly family income, and family size. CHAN – No family fee CSPP – No family fee for part day; full day subject to family fees same as CCTR No fees collected from families who are also receiving Cal WORKs aid (stage 1). Fee schedule for Title 5 contractors, including the higher income exit with the Pilot is at http://www.cde.ca.gov/sp/cd/ci/documents/famfeeschedule2016.pdf
Provider Eligibility Criteria	Providers must maintain a minimum days of operation (MDO) of 250 per year. Providers are allowed a 2 percent flex factor on MDO. The contract allows for full payment if MDO is within 98–100 percent in case provider is short on days of operation. CCTR - Providers must collect family fees. CHAN - There is only one contractor/provider with this type of contract in SF. CHAN site is equivalent to claiming the Bay Area Handicapped rate (per CDE rate fact sheet) and they serve this population uniquely, with a birth through 21 model. They only deliver services exclusively under CHAN, and do not blend the other CDE Title 5 funds into their service model. CSPP – Providers must offer age-appropriate, planned, educational activities throughout each program day that address all developmental domains contained in California Department of Education’s Desired Results Development Profiles (DRDP) For part day program, providers must offer 175 days of service, at least 3 hours a day (not more than 3 hours 59 minutes).
Child Eligibility Criteria	CCTR - birth to twelve years of age CHAN – the child must have a physical, mental or emotional handicap of such severity that the child cannot be adequately or appropriately served in a regular child care and development program as determined by the individualized education program (IEP) or individualized family service plan (IFSP). Services may be provided from birth to age twenty-one. CSPP – three- and four-year-old children

CDE Title 5 Contractors (CSPP, CCTR, CHAN, Pilot)

<p>Family Eligibility Criteria</p>	<p>CCTR and CSPP, must meet one of the following:</p> <ol style="list-style-type: none"> 1. Family is a public assistance recipient 2. Family is income eligible (70% SMI, 85% SMI for SF Title 5 contractors in Pilot) 3. Family is homeless 4. Family has a child who is at risk of abuse, neglect, or exploitation, or receiving child protective services through the county welfare department. <p>CCTR and Full Day CSPP, need shall be established by 1 or 2 below as follows:</p> <ol style="list-style-type: none"> 1. The child is a recipient of protective services or is at risk of abuse, neglect, or exploitation 2. The parent(s) and any other adult counted in the family size are any of the following: <ol style="list-style-type: none"> a. Employed b. Seeking employment c. Participating in vocational training d. Homeless and seeking permanent housing for family stability e. Incapacitated
<p>Length of Child or Family Eligibility</p>	<p>CCTR – for children from birth to twelve years of age</p> <p>CHAN – for children from birth to twenty-one years of age, duration is delineated at time of eligibility determination, unique to each child</p> <p>CSPP – three- and four-year-old children</p> <p>CCTR/CSPP - Family is recertified every twelve months, however there are ongoing eligibility reporting requirements of families.</p>
<p>Eligibility Process</p>	<p>CCTR/CHAN/CSPP - Title 5 providers must complete eligibility determination and application process as laid out by CDE. http://www.cde.ca.gov/fg/aa/cd/ftc2015.asp</p> <p>CSPP – admission priority: children in CPS or at risk for abuse, then 4 year olds, then 3 year olds (lowest income three and four year olds first). At least 50% of children at a site must be 4 year olds.</p>
<p>Rate Policies</p>	<p>The Pilot allows the following changes:</p> <ol style="list-style-type: none"> 1. increased income ceiling for families (85% SMI); 2. rate adjustments and 3. the shift of funds among Title 5 contractors in SF to ensure use of all available funding. <p>Pilot Requirements:</p> <ol style="list-style-type: none"> 1. Participating contractors agree to maximize the use of any unearned contracted amounts. Participating contractors understand that this may result in subcontracting and/or contract adjustments of under- or over-earnings to the total contract amount, contract child days of enrollment, and possibly the Pilot Reimbursement Rate (PRR). Active participation in this process is required as part of this agreement.

CDE Title 5 Contractors (CSPP, CCTR, CHAN, Pilot)

2. If contractors are under-earning at the mid-year evaluation, they must either demonstrate that they have a plan for fully earning the total contract amount and contract child days of enrollment within the fiscal year, or have a plan for sub-contracting the projected under-earnings to another participating contractor that anticipates the ability to fully earn the subcontract. The City and County of San Francisco/CPAC (the local child care and development planning council) will assist in identifying and facilitating subcontracts between participants. Agreements must allow subcontractors reimbursement at the full PRR for that contract type.
3. Changes in the PRR and/or family fee schedule may require adjustments in the contract terms for individual contractors, including days of enrollment and MRA. Participating contractors will confirm in writing their approval of the proposed contract terms. No provider will have a reduction in contract days or MRA without their written approval.
4. Within a given contract year, the City and County of San Francisco/CPAC may facilitate interagency agreements, to temporarily transfer funds between contractors. An interagency agreement will authorize a temporary reduction in the MRA and contract days for one contractor and an equal increase in the MRA and contract days for the other. An interagency agreement will be in effect only for the term of the current contract and will not change any conditions of the current contracts other than the MRA and contract days.
5. Re-bidding for any child care and development contract funds that are relinquished or collected by CDE-CDD due to under-earning in San Francisco will be re-bid *within* the SF County Pilot.

Financial Requirements

CCTR/CHAN/CSPP:
 Providers must adhere to compliance reviews and reporting as required by CDE in the CCTR, CSPP and/or CHAN state contract requirements.

REPORTING:

a. Providers on conditional and provisional status report monthly (due to the Pilot administrator by the twentieth of the following month). All other providers submit four (4) cumulative fiscal reports to the Pilot for the quarters ending September 30, December 31, March 31, and June 30. Reports not received in the Pilot by the twentieth of the month following the end of the provider’s reporting period are deemed delinquent.

b. Grantees shall report Earnings and Projections for SFCCSS families consistent with Pilot reporting under the SF Pilot MOU as gap funding once CDE funding has been exhausted.

Program Requirements

CCTR/CHAN/CSPP:
 a. Providers must adhere to program quality requirements and are subject to compliance reviews as required by CDE in the CCTR, CSPP and/or CHAN state contract requirements.

CDE Title 5 Contractors (CSPP, CCTR, CHAN, Pilot)

- b. Providers must adhere to all state requirements for enrollment, sign in/sign out, eligibility and other contract requirements for state Title 5 contractors.
- c. ABSENCES: Except for children who are recipients of protective services or at risk of abuse or neglect, excused absences “in the best interest of the child” shall be limited to ten (10) days during the contract period. Grantees shall also adopt a policy governing unexcused absences that may include reasonable limitations, if any. Grantees shall inform parents of these policies.
- d. ENROLLMENT REPORTING: Providers are required to report days of enrollment and attendance for all children served in the program in the current reporting period and year to date.
- e. STAFFING QUALIFICATIONS: (with requirements specified by CDE <http://www.cde.ca.gov/fg/aa/cd/staffingqatt.asp>)
- Program Director – if provider operates at two (2) or more sites, they must employ a program director who has administrative and programmatic responsibility for the program.
 - Site Supervisor - At each site there is a person designated as the site supervisor who has operational program responsibility for the program.
 - Teachers – Teachers must have a permit issued by the Commission on Teacher Credentialing authorizing service in the care, development, and instruction of children in a child care and development program.
- f. STAFFING RATIOS: Providers maintain at least the following minimum ratios in all centers:
- Infants (birth to 18 months old) – 1:3 adult-child ratio, 1:18 teacher-child ratio and group size 18
 - Toddlers (18 months to 36 months old) – 1:4 adult-child ratio, 1:16 teacher-child ratio
 - Preschool (36 months to enrollment in kindergarten) – 1:8 adult-child ratio, 1:24 teacher-child ratio and group size 24
 - Children enrolled in kindergarten through 13 years old – 1:14 adult-child ratio, 1:28 teacher-child ratio and group size 28
- Whenever groups of children of 2 age categories are commingled and the younger age group exceeds 50% of the total number of children present, the ratios for the entire group must meet the ratios required for the younger age group. If the younger age group does not exceed 50% of the total number of the children present, the teacher-child and adult-child ratios shall be computed separately for each group.
- g. Programs are required to complete a developmental profile on each child (DRDP) and complete the applicable Environment Rating Scale every 3 years. Additionally, programs must adhere to criteria regarding education program, staff development program, parent involvement and education, health and social services, community involvement, nutrition, program self-evaluation, and parent surveys, outlined at CDE.

Pilot REPORTING/Required of OECE:

CDE Title 5 Contractors (CSPP, CCTR, CHAN, Pilot)

Among other elements, these annual reports track the county's performance on five outcome goals:

1. Maintain the number of active direct service child care and development services contractors in San Francisco.
2. Increase the aggregate child days of enrollment at participating contractors by 2 percent.
3. Increase the monthly income exit ceiling for families approaching the state income eligibility threshold.
4. Increase the stability of care for families approaching the state income eligibility threshold with higher exit ceiling allowing families to stay in care.
5. Decrease the share of unearned direct service contract funds returned to the California Department of Education.

In addition, the Pilot must also monitor the waiting list, the funds held in reserve accounts, and the income profile of subsidized families to identify any potential negative side effects for low-income families waiting for subsidized care in the county.

CCTR									
	Standard	Infants (birth to 18 months)	Toddlers (18 - 36 months)	Family Child Care Homes infants and toddlers (birth up to 36 months)	Exceptional Needs	Limited or Non English Proficient	Children at risk of abuse or neglect	Severely Handicapped	
infants	\$ 40.79	\$ 69.34	NA	\$ 57.11	\$ 48.95	\$ 44.87	\$44.87	\$ 61.19	
toddlers	\$ 40.79	NA	\$ 57.11	\$ 57.11	\$ 48.95	\$ 44.87	\$44.87	\$ 61.19	
preschoolers	\$ 40.79	NA	NA	NA	\$ 48.95	\$ 44.87	\$44.87	\$ 61.19	

CCTR SFUSD									
	Standard	Infants (birth to 18 months)	Toddlers (18 - 36 months)	Family Child Care Homes infants and toddlers (birth up to 36 months)	Exceptional Needs	Limited or Non English Proficient	Children at risk of abuse or neglect	Severely Handicapped	
infants	\$ 41.43	\$ 70.43	NA	\$ 58.00	\$ 49.72	\$ 45.57	\$45.57	\$ 62.15	
toddlers	\$ 41.43	NA	\$ 58.00	\$ 58.00	\$ 49.72	\$ 45.57	\$45.57	\$ 62.15	
preschoolers	\$ 41.43	NA	NA	NA	\$ 49.72	\$ 45.57	\$45.57	\$ 62.15	

CSPP								CSPP Part Day Rate	CHAN
	Standard	Exceptional Needs	Limited or Non English Proficient	Children at risk of abuse or neglect	Severely Handicapped				
infants	NA	NA	NA	NA	NA	NA	NA	NA	\$ 64.57
toddlers	NA	NA	NA	NA	NA	NA	NA	NA	\$ 64.57
preschoolers	\$ 41.05	\$ 49.26	\$ 45.16	\$ 45.16	\$ 61.58	\$ 25.43	\$ 25.43	\$ 64.57	\$ 64.57

CSPP SFUSD									
	Standard	Exceptional Needs	Limited or Non English Proficient	Children at risk of abuse or neglect	Severely Handicapped	CSPP SFUSD Part Day Rate			
infants	NA	NA	NA	NA	NA	NA	NA		
toddlers	NA	NA	NA	NA	NA	NA	NA		
preschoolers	\$ 41.43	\$ 49.72	\$ 45.57	\$ 45.57	\$ 62.15	\$ 25.67	\$ 25.67		

OECE C-WAGES

<p>Funded Programs & Primary Service</p>	<p>Compensation and Wage Augmentation Grants for Economic Support Program (C-WAGES) is a funding opportunity for child care programs licensed in the City and County of San Francisco that serve children from low-income families. Funding addresses low wages of staff relative to job responsibilities, education, and training; and provides a broader array of compensation options including retirement saving and medical insurance coverage. The program is expected to improve staff recruitment and retention thereby increasing the stability of the child care workforce and the quality of care for children.</p> <p>In addition, C-WAGES supports FCCs to better serve children, particularly those from low-/moderate-income families, by increasing the compensation of FCC staff, especially for those caring for infants and toddlers. The program provides funding as a strategy to address low staff compensation and wages relative to job responsibilities, education, and training and to address staffing ratios required to provide quality infant and toddler care.</p> <p>Minimum wage support – C-WAGES providers receive funding to support their efforts to meet San Francisco minimum wages.</p>
<p>Source of Funds/ Capacity Reached</p>	<p>\$14,626,990 total, state and local:</p> <p>State:</p> <p style="padding-left: 40px;">CDE Non CalWORKs/SB212 (through OECE) \$585,606</p> <p>Local:</p> <p style="padding-left: 40px;">DCYF \$4,448,568</p> <p style="padding-left: 40px;">OECE General Fund \$4,659,988</p> <p style="padding-left: 40px;">OECE GF Title 5 Backfill \$2,407,332</p> <p style="padding-left: 40px;">PEEF \$2,525,496</p> <p>Centers – 89 sites participating, for approximately 900 teaching staff, serving 3,740 children (382 infants, 535 toddlers, 2,823 preschoolers.)</p> <p>FCCs – 212 providers participating serving 1,133 children from birth to five (505 infants, 526 toddlers, and 102 preschoolers. C-WAGES for FCCs also cover services to 407 school age children.)</p>
<p>Administering Entity</p>	<p>OECE administers Center C-WAGES program and Children’s Council of San Francisco administers FCC C-WAGES. Children’s Council is the contracted fiscal agent for the program.</p>
<p>Parent /Family Fee or Co-Pay</p>	<p>Not applicable</p>
<p>Provider Eligibility Criteria</p>	<p>CENTERS</p> <p>Centers licensed in California holding a current Infant Center License or current Child Care Center License issued by Community Care Licensing, located in San Francisco.</p>

OECE C-WAGES

Must maintain enrollment of a minimum of 25% children low/moderate income families (defined by 80% SMI).

Enroll and/or willing to enroll state or locally subsidized children through one or more of the following programs: Title 5 CCTR, Title 5 CSPP, CalWORKs vouchers, California Alternative Payment Program (CAPP), Family Children Services vouchers, ACCESS Homeless Child Care, City Child Care. Providers prioritized as follows:

- Priority 1 Eligible Centers – Administered by a 501(c)3 non-profit corporation holding a current Title 5 center contract with the California Department of Education. Title 5 centers are required to enroll openings through SF3C, including reporting openings and enrollment status of families referred from SFC3 for available openings.
- Priority 2 Eligible Centers – 501c3 non-profit center or a privately owned center.

FAMILY CHILD CARE:

Licensed family child care providers and their staff in homes operating in San Francisco that serve a minimum of 25% of children from low-/moderate-income families (income at or below 80% of the State Median Income), particularly those caring for infants and toddlers (0-36 months). Must be in FCCQN, SF Quality Connections and SF QRIS.

Enroll or are willing to enroll voucher subsidized children, both state and local, without disenrollment of any private paying family as an indirect consequence of participating in C-WAGES.

Meet the language and geographic demand of target subsidy families.

Minimum wage support - Providers must be paying the current minimum wage in order to be eligible for the support.

Child Eligibility Criteria	Not applicable.									
Family Eligibility Criteria	Not applicable.									
Length of Child or Family Eligibility	Provider remains eligible as long as they continue to meet provider requirements.									
Eligibility Process	See Financial Requirements for Use of Funds.									
Payment Process and Rates	<p>C-WAGES is paid to each provider in one payment per month. Funding is estimated for each month with over or underpayments reconciled in an end-of-year report. Centers and FCC providers are responsible for distributing the funding to the eligible staff members.</p> <p><u>CENTERS:</u></p> <p align="center">Tiered Per Child Funding based on Child Age and Environment Rating Scales (ERS) Score</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th style="background-color: #ADD8E6;">Infants and Toddlers <i>(less than 36 months of age)</i></th> <th style="background-color: #ADD8E6;">Monthly</th> <th style="background-color: #ADD8E6;">Annual</th> </tr> </thead> <tbody> <tr> <td align="center">ERS 4.5+</td> <td align="center">\$385</td> <td align="center">\$4,620</td> </tr> <tr> <td align="center">ERS 3.0 < 4.5</td> <td align="center">\$347</td> <td align="center">\$4,158</td> </tr> </tbody> </table>	Infants and Toddlers <i>(less than 36 months of age)</i>	Monthly	Annual	ERS 4.5+	\$385	\$4,620	ERS 3.0 < 4.5	\$347	\$4,158
Infants and Toddlers <i>(less than 36 months of age)</i>	Monthly	Annual								
ERS 4.5+	\$385	\$4,620								
ERS 3.0 < 4.5	\$347	\$4,158								

OECE C-WAGES

Preschool (3 – 5 yearsold)	Monthly	Annual
ERS 4.5+	\$141	\$1,692
ERS 3.0 < 4.5	\$127	\$1,523

FCCs

FCC funding is a combination of 1. Direct Incentives to FCC operators and 2. Compensation Funding:

1. Direct Incentives to FCC Operators based on FCCERS Score

Type of Incentives	FCCH ERS Score of 3.0 -4.4		FCCH ERS Score of 4.5+	
	Max. Monthly Amount	Max. Annual Amount	Max. Monthly Amount	Max. Annual Amount
Base Stipend				
3 or more SF children not of FCC Owner	\$325	\$3,900	\$375	\$4,500
I/T Stipends				
2 or more SF infants (0 - 24 months)	\$275	\$3,300	\$450	\$5,400
5 or more SF infants/toddlers (0-36 months) with <u>a minimum of 2 infants</u> (0-24 months)	\$375	\$4,500	\$875	\$10,500
TOTAL Provider Incentives	\$325 - \$700	\$3,900- \$8,400	\$375- \$1,250	\$4,500- \$15,000

2. Compensation Funding

Assistant Teacher Hourly Wage Augmentation Rates based on Education Level for Paid Employees

Assistant Teacher Education Level	Hourly Aug. Amt.
0-5 units of ECE/CD	\$1.00
6 to 11 units of ECE/CD	\$1.25
12 to 23 units of ECE/CD including core courses and exp.	\$1.50
24+ units in ECE/CD w/o GE	\$2.00
24+ units in ECE/CD including general education and exp.	\$2.50
Site Supervisor Permit	\$0.00
AA w/ 24 ECE	\$0.00

Teacher Hourly Wage Augmentation Rates based on Education Level for Paid Employees

Teacher Education Level	Hourly Aug. Amt.
0-5 units of ECE/CD	\$0.00
6 to 11 units of ECE/CD	\$0.00

OECE C-WAGES

12 to 23 units of ECE/CD including core courses and exp.	\$1.75
24+ units in ECE/CD w/o GE	\$2.50
24+ units in ECE/CD including general education and exp.	\$3.25
Site Supervisor Permit	\$3.25
AA w/ 24 ECE	\$3.25

Rate Policies

CENTER Funding is based on the following 2 factors:

1. Peak enrollment of children served during a set fiscal year, by age – infant or toddler in an Infant Center license, toddler (24 – less than 36 months of age) in a Child Care Center license, and preschooler (3-5 years old).
2. Site-based composite quality score, currently ECERS and ITERS.

FCC Funding is based on the following 4 factors:

1. Base Stipend - provided on a monthly basis, based on Family Child Care Environment Rating Scale score, and/or other assessment tools, for participating C-WAGES FCC providers that participate in the FCC Quality Network and have at least 3 children enrolled in program and that meet the income eligibility requirements.
2. Infant/Toddler Stipend - an additional monthly amount provided to participating C- WAGES FCC providers, based on Family Child Care Environment Rating Scale score, and/or other assessment tools, that also maintain enrollment of a minimum of 2 infants/toddlers, birth to less than 24 months or 5 or more infants and toddlers between the age of 0-36 months, with a minimum of two of the five between the ages of 0-24 months at the time of enrollment.
3. Minimum of 30 Hours per week – To be counted in the stipend calculation, a child must be in care full time, a minimum of 30 hours per week. Part time children, add the hours of up to two children to reach the 30 hour minimum, one full time equivalent.
4. Compensation Funding for teaching staff will be earned on hours worked, based on job roles and the educational attainment of paid employees.

Financial Requirements

CENTER Funding must be used for the compensation of Classroom Teaching Staff, to achieve any one or combination of the following approved compensation strategies:

1. Retain current wages and increase wages for all or select job titles based on education and duties.
2. Secure, retain, or improve health and dental insurance.
3. Secure or improve retirement contribution.

Additional Uses of Funds

a. Fringe costs for classroom teaching staff are capped at 25%. If the Compensation Plan includes medical insurance, those costs must be backed out of the fringe costs, to avoid being counted twice. Examples of Fringe costs: FICA, SUI, Worker’s Compensation, Insurance (Vision, Dental, Health)

b. Indirect costs are capped at 15%. There are two broad categories of Indirect Costs: (1) Facilities type indirect costs are defined as depreciation and use allowances on buildings, equipment, capital improvements, operations and maintenance expenses and interest on debt associated with certain buildings, which do not relate solely to any major function of the organization. (2) Administration type indirect costs are defined as general administration and general expenses such as central offices, director’s office, office of finance or accounting, budget and planning, personnel and safety, general

OECE C-WAGES

counsel, management information systems, and all other expenses of a general nature that do not relate solely to any major function of the organization.

FCC The funding will be used as follows:

1. FCC business operations
2. To retain current wages and increase wages for all or select job titles based on education and duties (see Salary Matrix Worksheets) as determined by the Owner/operator. The operator, as the employer, has the ultimate responsibility for setting wages.

Program Requirements

CENTER REQUIREMENTS

COMPENSATION: Centers shall submit a Compensation Plan and have the plan approved by OECE. Center operators must implement and adhere to the Center’s OECE approved Compensation Plan as verified by C-WAGES program staff.

QUALITY:

- a. Centers shall participate in the City’s quality assessment and quality rating program, or SF Quality Connections, and implement ongoing quality improvement plan based on assessment findings. The City's rating program will use the ECERS-R, ITERS-R, and CLASS instruments over the three-year funding period. Additional tools may be added as part of the quality improvement system implementation.
- b. All funded centers shall participate in ongoing program enhancement activities as stated in the program improvement plan. Centers with a composite Environment Rating Scale (ERS) assessment score below a 3.0 will be prioritized for technical assistance, develop a Plan of Action for quality improvement and have one year to demonstrate improvement to a 3.0 or above. Programs were placed on conditional status and/or stepped down in funding or discontinued from the program.
- c. Participation in Early Childhood Mental Health consultation (ECHMHI) as made available
- d. Participation in SFC3 (required of Title 5 contractors)
- e. Participation in health consultation as made available
- f. Participation in Inclusion Supports and Transdisciplinary Services as made available
- g. Attend 1-2 forums annually. Topics may include but not be limited to: C-WAGES program changes, program compliance, human resource and employer issues, and/or Model Workplace Standards.

FCC REQUIREMENTS

COMPENSATION: Implement and adhere to compensation plan proposed by FCC and approved by C-WAGES program staff. FCCs that receive compensation funding for teaching staff are required to: pay payroll taxes, FICA (7.65%) and SUI (capped at 2%); utilize a professional payroll service (Maximum reimbursement 75% of cost); maintain current worker’s compensation insurance (Maximum reimbursement 75% of cost)

QUALITY:

- a. Participation in a quality assessment/reassessment process, currently FCCERS-R and CLASS, and in ongoing quality improvement as developed in a quality improvement plan. Increases or modifications to the minimum quality scores may be adjusted through the QRIS process over the funding period based on QRIS standards as they are developed.
- b. Routine participation in Early Childhood Mental Health Consultation (ECMHC) as made available.
- c. Participation in Inclusion Supports and Transdisciplinary Services as made available.
- d. Meet all requirements of the FCCQN participation, including the enrollment of vouchered children.
- e. Quality Improvement Plan – C-WAGES FCCs will receive information on the results of the assessment and participate in creating the quality improvement plan based on the needs of the program.

OECE C-WAGES

- f. Technical Assistance - C-WAGES FCCs that complete the assessment process will receive technical assistance, based on determined need, and be linked to other resources based on the quality improvement plan.
- g. Quality Improvement Plans shall be developed jointly by the FCCQN staff and the C-WAGES FCC operator. Participating FCCs shall commit to implementing quality improvement, connecting quality assessment to care and practice including participating in technical assistance, training and/or professional development opportunities as agreed to in the Quality Improvement Plan.
- h. Forums - In order to achieve the program goals of commitment to child care quality, C-WAGES FCC Program staff and the FCCQN Administrator will host forums as needed.

CENTER MONITORING and REPORTING

- a. Implement and maintain appropriate release of information forms for families and staff, suggested forms to be provided by C-WAGES program
- b. Reporting enrollment and low income eligibility using Cocoa database
- c. Reporting staff, staff training and education, and staff compensation via CA ECE Workforce Registry
- d. Frequency of audits and site visits are contingent upon status of center's program and fiscal compliance. Each Sub-Grantee will receive two or more site visits for monitoring purposes in the first year of the program.

FCC MONITORING AND REPORTING

- 1. Monthly reporting of enrollment and low-/moderate-income eligibility to C-WAGES FCC Program Coordinator via the Monthly Eligibility Verification Form and supporting documentation.
- 2. Monthly verification and updating of staff and staff compensation, via the Workforce Registry, a web-based data system administered by OECE.
- 3. Implement and maintain OECE provided release of information forms for all families reported to support program eligibility.
- 4. Frequency of audits and site visits are contingent upon status of FCC's program and fiscal compliance.
- 5. As a condition of funding, C-WAGES FCCs paid employees are required to register on the Registry. FCC operators shall support the registration process.

FCC Child Enrollment and Eligibility Reporting:

- 1. FCCs provide initial child enrollment to the Program Coordinator of C-WAGES FCC by funding type.
- 2. FCCs provide monthly updates of changes in child enrollment to Program Coordinator of C- WAGES FCC.
- 3. Sign in sheets and enrollment documentation will be reviewed during site visit as verification of monthly reports and as the basis for monitoring compliance with minimum 25% low- moderate income requirement.
- 4. Family self-certification forms may require supporting documentation to ensure that families meet the low-income criteria stated on the form.

Early Head Start/Head Start	
Funded Programs & Primary Service	<p>Early Head Start and Head Start programs support the mental, social, and emotional development of children from birth to age 5. In addition to education services, programs provide children and their families with health, nutrition, social, and other services. Early Head Start serves pregnant women, infants and toddlers; Head Start serves three- and four-year-olds. Programs may be based in centers, schools, or family child care homes. Center-based Early Head Start services are provided for at least six hours per day, whereas Head Start preschool services may be half-day (four hours) or full-day.</p> <p>SF has three organizations that are EHS and/or HS grantees: Kai Ming, Mission Neighborhood Centers and Wu Yee Children’s Services. Kai Ming offers full day, full year and full day, part year Head Start center-based services. Mission Neighborhood Centers offers full day, full year Head Start and Early Head Start center-based and home-based services. Wu Yee offers full day, full year Head Start and Early Head Start center based services, as well as Early Head Start home-based and full day care in family child care homes. All three EHS and/or HS grantees blend EHS/HS with California Department of Education contracted care.</p>
Source of Funds/Capacity Reached	<p>EHS/HS – federal (US Department of Health and Human Services) contracted directly to local grantees</p> <p>EHS:</p> <ul style="list-style-type: none"> • MNC \$551,098 (14 center-based slots, 34 home-based slots) • Wu Yee \$4,462,184 (180 center-based slots, 30 family child care slots, 110 home-based slots) <p>HS:</p> <ul style="list-style-type: none"> • Kai Ming \$3,237,000 (300 center-based slots) • MNC \$3,872,460 (365 center-based slots) • Wu Yee HS: \$3,222,952 (275 center-based slots)
Administering Entity	<p>EHS/HS entities are direct contractors, each operates its own programs with some partnerships in community (FCC sites, for instance) to deliver education services.</p>
Parent /Family Fee or Co-Pay	<p>EHS/HS prohibits charging family fees or co-payments for EHS or HS services.</p>
Provider Eligibility Criteria	<p>Grantees deliver the services, or engage in partnership or delegate relationships with other community organizations to deliver services.</p> <p>Grantees must deliver the type of service outlined in their notice of funding award; if a grantee seeks to modify its service model it must appeal to the regional office of US DHHS. San Francisco is in Region IX.</p> <p>Grantees and their delegates or partners must comply with local licensing and zoning regulations.</p>
Child Eligibility Criteria	<p>EHS – children from birth to 36 months of age</p>

EHS/HS

	Early Head Start/Head Start
	HS – three and four year olds
Family Eligibility Criteria	<ol style="list-style-type: none"> 1. Family’s income is equal to or below the federal poverty line, or 2. the family is eligible for public assistance, or 3. the child is homeless, or 4. the child is in foster care.
Length of Child or Family Eligibility	Children are eligible for EHS or HS services until they age out. Programs do not re-determine family income/eligibility during the course of serving a family; to transition from EHS to HS a family’s eligibility will be re-determined.
Eligibility Process	EHS/HS programs must verify eligibility initially through an interview process with the family, completing an enrollment packet.
Payment Process and Rates	EHS/HS grantees are on five-year grant cycles, with annual budget approvals. EHS/HS grantees draw down funds electronically on an as-needed basis from their annual approved budget allocation.
Rate Policies	EHS/HS are awarded via competitive applications, issued when federal funding is available. At the time of funding, budget and per child rates are set for a grantee. Each year a grantee receives a renewal of its funding for base operations, along with a set percent to use toward training and technical assistance costs. In addition, if funding allows, grantees may receive a cost of living adjustment on their base operations grant, to be used for compensation.
Financial Requirements	<p>Grantees are required to follow HS Program Performance Standards (HSPPS). http://eclkc.ohs.acf.hhs.gov/hslc/standards/hsppps</p> <p>Reporting includes monthly, quarterly and annual reports.</p>
Program Requirements	<p>Grantees are required to follow HS Program Performance Standards (HSPPS). The following excerpts are from HSPPS:</p> <p>a. RATIO/GROUP SIZE:</p> <p>EHS – 1:4 staff-to-child ratio (birth to 36 months), group size not to exceed 8 children. If state licensing standards are more stringent, programs must adhere to the more stringent requirements.</p> <p>HS – maximum staff-to-child ratio of 1:10 with class sizes of fewer than 20 children. Predominant age of children in the room drives group size; with predominantly 3 year olds, the group size cannot exceed 17.</p> <p>b. STAFFING QUALIFICATIONS:</p> <p>EHS – teachers must have a minimum of a Child Development Associate credential, and have been trained (or have equivalent coursework) in early childhood development.</p>

EHS/HS

Early Head Start/Head Start

HS – each preschool Head Start classroom in center-based programs must have a teacher who has at least one of the following:

1. An associate, baccalaureate, or advanced degree in early childhood education; or
2. An associate degree in a field related to early childhood education and coursework equivalent to a major relating to early childhood education with experience teaching preschool-age children; or
3. A baccalaureate or advanced degree in any field and coursework equivalent to a major relating to early childhood education, with experience teaching preschool-age children; or
4. A baccalaureate degree in any field and has been admitted into the Teach for America program, has passed a rigorous early childhood content exam such as the Praxis II, has participated in a Teach for America summer training institute that includes teaching preschool children, and is receiving ongoing professional development and support from Teach for America's professional staff.

EHS/HS

First Five San Francisco Preschool for All	
<p>Funded Programs & Primary Service <i>(Name of program(s), primary purpose and what services supported)</i></p>	<p>The Preschool for All initiative (PFA) offers city-funded high quality part-day preschool for all San Francisco’s four-year-olds, regardless of income. The purpose of PFA is to increase access to quality preschool AND to improve quality at existing early education settings for preschool-aged children of San Francisco.</p> <p>PFA offers a tuition credit to families in unsubsidized eligible enrollments to support increased access and provides enhancement funding for enrollments that are subsidized by another public program. Children are typically eligible for one year of pre-kindergarten.</p> <p>PFA supports quality improvement through funding site-based quality improvement plans.</p>
<p>Source of Funds/Capacity Reached</p>	<p>\$ 30,220,267 total, all local: Public Education and Enrichment Funds (PEEF)</p> <p style="padding-left: 40px;">Enrollment/Subsidies: \$23,780,000</p> <p style="padding-left: 40px;">Quality Supports: \$6,440,267</p> <p style="padding-left: 80px;">QRIS* (including Assessments) \$1,531,882 <i>(Assessments total \$1,127,443 per F5 budget, not all of which is funded by PEEF)</i></p> <p style="padding-left: 80px;">Classroom Database (Cocoa) \$200,000</p> <p style="padding-left: 80px;">Pre PFA Supports \$250,000</p> <p style="padding-left: 80px;">Coaching, Technical Assistance and Training** \$1,267,955</p> <p style="padding-left: 80px;">SF3C \$100,000 <i>(Also included in funding amounts in SF3C Catalogue Entry)</i></p> <p style="padding-left: 80px;">Inclusion \$809,747 <i>(Also included in funding amounts in SFIN Catalogue Entry)</i></p> <p style="padding-left: 80px;">All other Quality Support components \$2,280,683 <i>(includes staffing and administration costs, family involvement, language, literacy, science, arts support to PFA sites)</i></p> <p>Total number of preschool children served: 4,160</p> <p>Total number of Assessments completed: 388</p> <p>Total numbers of sites receiving Pre PFA support: 10</p> <p>Total number of sites receiving Coaching/TA: 108</p> <p>Total number of professionals trained: 2,635</p> <p>*Total QRIS costs are over \$3.9 million, which is funded by other state and local sources.</p> <p>**A portion of Assessment/Technical Assistance and Training is used for FCCQN sites that are not PFA sites.</p>
<p>Administering Entity</p>	<p>PFA funding flows through OECE which has a work order to F5SF to administer PFA; Children’s Council of San Francisco (CCSF) is the fiscal agent contracted by F5SF to reimburse providers.</p>

F5SF PFA

First Five San Francisco Preschool for All	
Parent /Family Fee or Co-Pay	Providers cannot charge tuition or any other enrollment fees to families of any PFA-eligible child(ren), for the PFA portion of the day. Families receiving a PFA Tuition Credit may donate any portion of this credit back to the school to use to create scholarships for other children.
Provider Eligibility Criteria	<p>PFA sites are selected through an application process which includes a site visit by F5SF.</p> <p>PFA sites must enter in to a Memorandum of Understanding which covers provider responsibilities.</p> <p>PFA sites must remain compliant with the licensing requirements of the Community Care Licensing Division (CCLD) of the California Department of Social Services.</p> <p>Sites must provide free, part-day Preschool for All services to eligible children during the PFA minimum service hours, which is 612.5 hours distributed over between 175 and 245 child enrollment days during the PFA Program Year defined by the provider. Thus PFA is between 2.5 and 3.5 hours per day.</p> <p>PFA must maintain a minimum classroom score of 4.5 on ECERS or FCCERS for every preschool classroom participating in PFA, and a site composite score of 4.0 averaged across all classrooms.</p>
Child Eligibility Criteria	<p>PFA-eligible children must be four years old on or before December 2nd of the Program Year in which they are eligible and must be a resident of San Francisco.</p> <p>In special circumstances, PFA Supplemental Funding serves three-year-old children meeting certain criteria.</p>
Family Eligibility Criteria	Must be a resident of San Francisco. Families who self-report as homeless are eligible.
Length of Child or Family Eligibility	PFA-eligibility is for one Program Year only. Exceptions are made to accommodate older children to establish or continue PFA-eligible enrollment, only where documentation is available that demonstrates the child’s specific need for the additional year of preschool experience before entering kindergarten or transitional kindergarten. PFA supplemental programs will also support more than one year of enrollment for those meeting the special eligibility criteria prescribed by the supplemental program.
Eligibility Process	1. Determine the age- and residency eligibility of each enrolled child for PFA services based upon the Program Operating Guidelines and eligibility criteria; and have on-file all required enrollment paperwork. 2. Ensure that PFA-funded child enrollments are not eligible for SFUSD kindergarten enrollment in 2015/2016, unless there is documentation of developmental or other special need for an additional preschool year.

First Five San Francisco Preschool for All	
<p>Payment Process and Rates <i>Grant, fee for service, allocation, by factors – child age, other criteria)</i></p>	<p>Centers:</p> <p>Advance payment is issued in August of each PFA Program Year: 30% of projected earnings as stated in the Provider's Funding Agreement. The remaining payments are made quarterly (in December, March, and June) based on actual enrollment as determined by data in the Cocoa online data system and verified during on-site administrative monitoring</p> <p>FCCs:</p> <p>Payments of actual earnings based on PFA enrollment are made monthly, beginning with the first month of earnings accrual (usually the first full calendar month of the Provider's self-defined PFA Program Year).</p>
<p>Rate Policies <i>(How rates are determined, when does rate change, why does rate change?)</i></p>	<ol style="list-style-type: none"> 1. Providers are reimbursed to provide a qualifying instructional program to eligible children. The Provider’s payment rate is calculated according to the following criteria: <ol style="list-style-type: none"> (a) PFA Classroom Lead Teacher Child Development Permit Level (b) Number of PFA eligible children in each class (c) PFA Funding Type (i.e., whether subsidized, unsubsidized, or supplemental, broken down in item 3 below) 2. Eligible children enrolled for less than the minimum service hours period based on either part-year or part-week enrollment may still qualify for PFA services on a prorated basis. 3. PFA Earnings & Funding Types - two distinct categories of PFA reimbursement rates, depending on whether the eligible child enrollment is subsidized (i.e., funded by another publicly-funded program). <ul style="list-style-type: none"> • PFA <u>Enhancement</u> Rates: Based on PFA-eligible enrollments that are subsidized by another public program, meaning that the child's placement in the classroom is already funded. These include enrollments funded by Head Start, State Preschool (CSPP), or an Alternative Payment Program (APP, or “voucher”). There are 4 rates: <ul style="list-style-type: none"> PFA-enhanced CSPP Full Day PFA-enhanced CSPP Part Day PFA-enhanced Head Start PFA-enhanced APP/CalWORKs Voucher • PFA <u>Enrollment</u> Rates: Based on PFA-eligible enrollments that are unsubsidized by any other public program. These types of enrollment include private tuition-based, sliding-scale, local (school-funded or other) scholarship, or PFA Supplemental (see below). There are 5 rates: <ul style="list-style-type: none"> PFA-9 PFA-12 PreschoolPlus* Voucher Bridge* CSPP Bridge*

F5SF PFA

First Five San Francisco Preschool for All

** These are PFA Supplemental Funding Types (see below), applicable to both "3 year olds" and "4 year olds". Earnings on eligible "4-year-olds" include an Enhancement Rate for that eligible child in addition to the base Enrollment Rate. Voucher Bridge includes a 15% Enhancement Rate in the reimbursement for all eligible, "3s" and "4s".*

PFA Supplemental Funding is intended to expand the number of high quality preschool classroom spaces available to low- and moderate-income families citywide, at PFA participating sites for children from families that meet special eligibility criteria. The PFA Supplemental Funding types are:

- **PFA Bridge Funding:** Available to support full-day enrollment at any PFA site for any city-resident preschooler** whose family loses their existing child care subsidy for any reason. PFA Bridge Funding is intended to replace the original source subsidy revenue lost by the family of the preschool-aged child; the reimbursement rate varies depending on the source subsidy that was terminated, substantially reduced, or otherwise lost by the eligible family.
- **PFA PreschoolPlus:** Available to support school-day enrollment at any PFA site of any city-resident, income-eligible preschooler whose family is on the San Francisco Child Care Connections. PFA PreschoolPlus funds the child placement at a set reimbursement enrollment rate paid to the PFA provider, if in good standing.

*** "Preschooler" or "preschool-aged child" means a child who, at youngest is, aged -3- years on or before December 2nd of the Program Year in which they are funded; or, at the oldest, is age 4-years on or after September 2nd in all subsequent Program Years. Younger children may be eligible for PFA Bridge Funding under special circumstances.*

(See last page for chart of rates, 2015-16)

Financial Requirements

PFA provider requirements include the following:

- a. Use PFA earnings to offer Tuition Credit & Donation Options to qualifying unsubsidized child enrollments. PFA Tuition Credit is intended to make free the "Preschool For All" portion of the day, defined as 612.5 hrs. divided by the number of child enrollment days in the provider's PFA Program Year.
- b. Providers will not be reimbursed for eligible children enrolled after March 1st for "part year" sites (those that end their PFA Program Year prior to June 30th); or after May 1st for "full-year" programs (those that end their PFA Program Year on or after July 1).
- c. Participate in Administrative site visits for Contract Monitoring Review (CMR).
- d. Examine internal compensation practices and develop a staff compensation plan. Compensation plan will indicate how PFA funds will support efforts to increase salaries, benefits and education levels for staff.

First Five San Francisco Preschool for All	
	<p>e. Submit a Program Improvement Plan and a PFA Budget Form each year which shows how PFA enhancement earnings are used to improve program quality.</p> <p>f. Submit an annual expenditure report.</p>
Program Requirements	<p>a. Participate in a Programmatic site visit.</p> <p>b. Have a strategy in place to enroll and serve children from low- and moderate-income families that includes active listings in local Resource and Referral Program provider directories at Children's Council of San Francisco, and Wu Yee Children's Services.</p> <p>c. Report as PFA-eligible all children enrolled on-site who are San Francisco residents, and are verified age-eligible, including: pre-kindergarteners, pre-transitional kindergarteners, and transitional kindergarteners.</p> <p>d. Keep attendance records for each eligible child enrolled in PFA classrooms. Children participating in PFA may have up to 10 unexcused (“best interest of child”) absences.</p> <p>e. Provide to First 5 San Francisco all data and documents required to prepare and complete annual Contract Monitoring Review.</p> <p>f. Input required data using the PFA database – “Cocoa” – as instructed by First 5 San Francisco.</p> <p>g. Maintain records for program review, evaluation, and audit and/or other purposes deemed necessary for PFA and make them available upon request to First 5 San Francisco. Records may include, but not be limited, to – ERS Assessment reports; <i>Desired Results Developmental Profile (DRDP 2015)</i> forms and portfolios; Ages & Stages Questionnaires (ASQs); staff education, professional development and compensation records; child attendance records; child’s Individualized Education Plan (IEPs); child and teacher demographics; budget and expenditure reports.</p> <p>h. Participate in the ongoing evaluation of PFA by collection and provision of data – including child-level and teacher-level information.</p> <p>i. Implement, in all preschool classrooms at PFA-participating site(s) where eligible child(ren) is/are enrolled, a research-based preschool curriculum that aligns with the California Department of Education (CDE) Preschool Curriculum Frameworks and Preschool Learning Foundations.</p> <p>j. Participate in San Francisco’s Early Care and Education Quality Rating & Improvement System (QRIS), including maintenance of current, qualifying classroom and instructional assessments according to PFA Program Operating Guidelines. <ul style="list-style-type: none"> i. Conduct two annual developmental assessments with each PFA-eligible child using the California Department of Education (CDE), Child Development Division’s (CDD) <i>Desired Results Developmental Profile (DRDP 2015)</i>. ii. Conduct a developmental screening on each PFA-eligible child </p> <p>k. Conduct and document a minimum of two family conferences a year for each PFA-eligible child.</p> <p>l. Adhere to PFA staff training requirements, one time and ongoing.</p> <p>m. Develop and implement a program quality improvement plan based on assessment data, observations, child</p> <p>n. STAFF QUALIFICATIONS:</p>

First Five San Francisco Preschool for All

(Except licensed Family Child Care.) Identify a program director and/or site director(s)/supervisor(s) holding a minimum Site Supervisor Permit [or higher, according to the California Child Development Division (CDD) Permit matrix]. Permits are issued by California Commission on Teacher Credentialing (CCTC).

	Program Director Permit	Site Director (or Site Supervisor) Permit
Criteria	BA with 24 ECE/CD units including: core courses; 6 administration units; 2 adult supervision units; and 1 year child development site supervisor experience.	AA (or 60 units) with 24 ECE/CD units including: Core courses; 6 administration units; 2 adult supervision units; and 350 days of experience, including at least 100 days supervising adults in last 4 years.

Ensure that during the PFA portion of the day, each PFA classroom is led by a teacher holding a minimum Teacher Permit (or higher), according to the CDD Permit matrix:

Teacher Permit	24 units ECE/CD including core courses + 16 GE units.
Master Teacher Permit	24 units ECE/CD including core courses + 16 GE units + 6 specialization units + 2 adult supervision units
Site Supervisor Permit	AA (or 60 units) with 24 ECE/CD units (including core) + 6 units administration + 2 units adult supervision.
Program Director Permit	BA with 24 ECE/CD units (including core) + 6 units administration + 2 units adult supervision

p. STAFFING RATIO/GROUP SIZE:

Maintain a maximum class size of twenty-four (24) children of any age, with adult:child ratios of 1 adult to 8 children, or better, except in subsidized settings where 1:10 is a minimum established by the source funding. Ratios must include at least 1 adult qualifying as the PFA Lead Teacher per above; and subsequent in-ratio adults qualifying at the CCTC Associate Permit Level (for up to 16 children); then at the CCTC Assistant Permit Level (for more than 16 children).

Professional Development Supports – PFA includes a mix of professional development supports as part of the work with providers.

Pre PFA supports – providers who have applied for PFA yet have been determined not eligible can receive supports to move the program to PFA eligibility. Providers who are serving low income populations receive more support as part of the Pre PFA process, in order to ensure PFA is reaching the targeted population. Pre PFA supports can include coaching, technical assistance and training. A time period is established for Pre PFA supports based on what a site needs and their commitment to progress of the work of becoming eligible. The typical timeframe is 6-12 months. As part of this process, PFA works with the site to create an individualized plan of action and the Pre PFA process supports implementing the plan. Plans may include teacher educational

First Five San Francisco Preschool for All

attainment. Pre PFA supports also include resources for the providers to purchase necessary materials and equipment, as their plan of action dictates.

PD Supports for current PFA programs:

Coaching – PFA programs can request coaching, which is a relationship-based process designed to build capacity focused on specific outcomes from a site-directed quality improvement plan.

Coaching is viewed as a time-limited contractual agreement with the PFA site. Programs requesting coaching services are assigned low to high levels of coaching hours; on average a site may receive 20 hours of coaching per classroom per year. PFA uses a targeted universal approach to the provision of supports and services to participating sites; priority is given to publicly funded programs (state or local funding) and private programs who are making the shift to take public funding. Coaching schedules and plans are determined to accommodate the specific needs and interests of teachers and program.

Short-term Technical Assistance – PFA programs can request short-term technical assistance to address a specific short-term need they have identified. Short-term technical assistance is typically activities that can be accomplished in 4-6 hours of support. Examples of short-term technical assistance include support around an aspect of the COCOA database, support to set up screening or assessment process on site, or follow up after the program has attended a training.

Training – PFA programs have access to trainings as part of Professional Development Pathways. Additionally, programs can request a training, in response to their identified programmatic need. All classrooms in the site are open to participate in the training, including the infant and toddler rooms, who are not directly funded with PFA. Programs who request an on-site training must host the training and open the training up to the whole community of PFA providers. All PFA programs have access to required training areas, which include inclusion, dual language and family engagement. If programs do not attend a PFA offered in depth training on these topics, the program must demonstrate how they have met the training requirement, as outlined in their PFA contract.

San Francisco Comprehensive Fiscal Analysis

Funding Initiatives Catalogue

PFA Lead Teacher Permit Status	PFA Enrollment Annual Rates					PFA Enhancement Annual Rates						COMBINED PFA Enr/Enh Annual Rates	
	PFA Part Day PFA-9 4YOs	PFA Part Day PFA 12 4YOs	PFA School Day Preschool Plus 3YOs	PFA Full Day CSPP Bridge 3YOs	PFA Full Day Voucher Bridge 3-4YOs	Part-Day CSPP 4YOs	Full-Day CSPP 4YOs	Preschool Plus 4YOs	CSPP Bridge 4YOs	Voucher / APP 4YOs	Head Start or Other Special 4YOs	PFA/ Preschool Plus 4YOs	PFA/CSPP Bridge
Teacher Permit Master	\$4,950.00	\$4,950.00	\$10,057.25	\$10,057.25	\$16,176.00	\$624.00	\$2,706.41	\$2,706.41	\$2,706.41	\$4,950.00	\$2,942.98	\$12,763.66	\$12,763.66
Teacher Permit Site	\$5,750.00	\$5,750.00	\$10,057.25	\$10,057.25	\$16,176.00	\$1,424.00	\$3,506.41	\$3,506.41	\$3,506.41	\$5,750.00	\$4,009.65	\$13,563.66	\$13,563.66
Supervisor Permit Program	\$5,750.00	\$5,750.00	\$10,057.25	\$10,057.25	\$16,176.00	\$1,424.00	\$3,506.41	\$3,506.41	\$3,506.41	\$5,750.00	\$4,009.65	\$13,563.66	\$13,563.66
Director Permit	\$6,000.00	\$6,000.00	\$10,057.25	\$10,057.25	\$16,176.00	\$1,674.00	\$3,756.41	\$3,756.41	\$3,756.41	\$6,000.00	\$4,342.98	\$13,813.66	\$13,813.66

F5SF PFA

OECE San Francisco Child Care Subsidy Support Operating Grants (SFCCSS OG)	
Funded Programs & Primary Service	<p>San Francisco Child Care Subsidy Support (SFCCSS), the San Francisco child care subsidy program, was developed in response to significant state budget reduction for SF Title 5 center contractors for the purpose of retaining quality subsidy care options for families in state-contracted sites.</p> <p>SFCCSS Operating Grants (SFCCSS-OG) support the maintenance of capacity in quality, licensed, subsidized center care via Title 5 providers, particularly in low-income neighborhoods. The intent of the Operating Grants is to mitigate the operating gap caused by the CDE standard reimbursement rate and to support the continued operation of care and classrooms that may otherwise have been eliminated.</p>
Source of Funds/Capacity Reached	<p>\$1,803,162, local funding:</p> <p style="padding-left: 40px;">DCYF \$980,404</p> <p style="padding-left: 40px;">OECE General Fund \$822,758</p> <p>28 providers</p> <p>5,764 children served by providers receiving operating grants</p>
Administering Entity	Children’s Council of San Francisco is the fiscal agent; OECE administers through Pilot monitoring.
Parent /Family Fee or Co-Pay	Not applicable
Provider Eligibility Criteria	<p>Title 5 CCTR, CSPP and CHAN contractors.</p> <p>Providers must operate at least 98 percent of the minimum days of operation required in its state contract.</p> <p>Providers must collect family fees, using a fee schedule prepared and issued by the SF Pilot as approved by the CDE Early Education and Support Department. (see entry on CDE Title 5 for details)</p>
Child Eligibility Criteria	San Francisco low-income and at-risk children and their families who are Title 5 eligible and enrolled in CDE Title 5 programs.
Family Eligibility Criteria	<p>San Francisco low-income and at-risk children and their families who are Title 5 eligible and enrolled, including in the SFCCSS subsidy program.</p> <p>To receive child care and development program services through SFCCSS-OG, families meet eligibility and need criteria as specified in State law for other subsidy programs and defined by California Department of Education in the contractors funding terms and conditions. The determination of eligibility is without regard to the immigration status of the child or the child’s parent(s).</p>

Operating Grants

OECE San Francisco Child Care Subsidy Support Operating Grants (SFCCSS OG)

Length of Child or Family Eligibility	One time, two-year grant.
Eligibility Process	<p>Title 5 providers with CCTR, CSPP, or CHAN contracts are eligible; providers must adhere to all the requirements of CDE under these contracts.</p> <p>Children and families must be Title 5 eligible and enrolled. Title 5 income eligibility is - family's monthly income at or below seventy percent (70%) of the state median income, adjusted for family size. In the SF Pilot, 85% SMI income ceiling.</p>
Payment Process and Rates	<p>Grant with three-payment cycle: July for first quarter projected earnings, January for actual contract earnings, and year-end closeout as confirmed by the OECE technical assistance contractors monitoring state contract reported earnings and pilot projections.</p> <p>Providers earn their Operating Grant based upon a percentage of their state contract earnings, at an established rate (for FY15-16 rate is 9% and 3% SFUSD) on contract levels <i>not including state rate increases or other state/federal funding increases</i> other than redirected contracts currently budgeted and included in SFCCSS-OG funding. Cap on funding amount is the Maximum Reimbursable Amount in each provider's contract.</p>
Rate Policies	<p>SFCCSS a local program complementing the State Title 5 programs. Accordingly, SFCCSS is subject to change in state laws and regulations and SF Pilot authority. SFCCSS operators apply all such state changes as received in writing from CDE and apply these to SFCCSS consistently with state contracts.</p> <p>Operating Grants are awarded based upon state contract earning (percentage of), parent fee collection enrollment earnings, and SFCCSS earnings. Fees received from subsidized parents are to be expended and earned by the program before SFCCSS funds are claimed for reimbursement. Family fees enrollment earnings are included in SFCCSS operating grant awards and reimbursement.</p>
Financial Requirements	<p>REVIEW PROCESS</p> <p>Providers participate in Quality Assurance Review for Compliance (QARC), a local subsidy quality assurance process parallel to the state CDE review process, which mirrors the extent and comprehensive nature of reviews done for local quality initiatives. The Quality Assurance staff review SFCCSS cases in grantee's program at the program site to determine compliance with applicable laws, regulations, or grant agreement provisions. SFCCSS compliance reviews consider performance of the CDE compliance review and are conducted on a random sample basis for all SFCCSS enrolled children, along with other city subsidies, including, but not limited to: City Child Care, ACCESS, and FCS child care.</p> <p>REPORTING</p> <p>a. Providers on conditional and provisional status report monthly (due to the Pilot by the twentieth of the following month). All other providers submit 4 cumulative fiscal reports to the Pilot for the quarters ending September 30, December 31, March 31, and June 30. Reports not</p>

OECE San Francisco Child Care Subsidy Support Operating Grants (SFCCSS OG)

- received in the Pilot by the twentieth of the month following the end of the provider’s reporting period are deemed delinquent.
- b. SFCCSS funding shall be treated as restricted, and reported as restricted income on state reports.
 - c. SFCCSS family fees collected for the SFCCSS enrollment period shall be reported on the 9500 or 8501SF and reported on the CDE spreadsheet.
 - d. SFCCSS funding will be earned based on projected exhaustion of the grantee-identified state contract. SFCCSS Earnings shall be reported on the 9400 indicating the first day of SFCCSS funding earnings and children and family names, zip code, and site/site zip where the child was served.
 - e. e. Grantees shall report Earnings and Projections for SFCCSS families consistent with Pilot reporting under the SF Pilot MOU as gap funding once CDE funding has been exhausted.

Program Requirements

- a. Providers must adhere to program quality requirements and are subject to compliance reviews as required by CDE in the CCTR, CSPP and/or CHAN state contract requirements. In addition to CDE reviews, the city shall conduct case quality performance reviews of city funded cases. SFCCSS enrolled families and children will be included in this quality assurance process.
- b. SFCCSS-OG programs shall use daily sign-in/sign-out sheets or electronic signatures as a primary source document for audit and reimbursement purposes. Reported children should be readily identifiable in a QARC or site visit. Changes in state requirements for enrollment, sign in/sign out, eligibility and other contract requirements for state Title 5 contracts shall supersede any SFCCSS-OG grantee requirements.
- c. Except for children who are recipients of protective services or at risk of abuse or neglect, excused absences “in the best interest of the child” shall be limited to 10 days during the contract period. Grantees shall also adopt a policy governing unexcused absences that may include reasonable limitations, if any. Grantees shall inform parents of these policies.
- d. d. Reporting requirement: Days of enrollment and attendance for all children served in the program in the current reporting period and year to date.

San Francisco Unified School District

<p>Funded Programs & Primary Service</p>	<p>San Francisco Unified School District Early Education Department offers programs for infants and toddlers, preschool children, and school-age children from transitional kindergarten (TK) through 5th grade.</p> <p>Specifically, SFUSD offers the following preschool options:</p> <ul style="list-style-type: none"> • Part-day preschool (3 hours and 45 minutes); • Part-time preschool and child care (4 to 6.5 hours); • Full-time preschool and child care (6.5 to 10 plus hours); <p>Preschool is offered either in stand-alone Early Education Schools (EES – 12) or elementary schools (38 schools).</p> <p>In addition, for school age children the following is offered:</p> <ul style="list-style-type: none"> • School-age after-school care (3 to 4 hours), and • Full-time care during winter, spring and summer breaks. <p>SFUSD also offers an Infant and Toddler Program:</p> <ul style="list-style-type: none"> • Infants start at 3 months; • Toddlers start at 30 months; • Currently offered at one site - Presidio Early Education School (EES).
<p>Source of Funds/Capacity Reached</p>	<p>\$16,900,964 total*:</p> <p style="padding-left: 40px;">Federal \$2,999,000: \$1,435,000 (Child and Adult Care Food Program), \$1,564,000 (Title 1)</p> <p style="padding-left: 40px;">Local \$8,855,769: \$248,000 (DCYF), \$2,741,133 (OECE PEEF), \$299,738 (OECE GF Operating Grants), \$5,566,898 (SFUSD General Fund)</p> <p style="padding-left: 40px;">Families \$4,231,168: \$3,031,168 (Tuition), \$583,000 (CCTR Parent Fees), \$617,000 (CSPP Parent Fees)</p> <p style="padding-left: 40px;">Foundations \$815,027: \$315,027 (Miriam & Peter Haas), \$500,000 (Evelyn and Walter Haas)</p> <p>Total number of children from birth to five served: approximately 4,500</p> <p>*SFUSD Total does not include funding for Title 5 contracted programs CCTR (\$15,482,558) and CSPP (\$10,134,127) which are included in the Title 5 Catalogue entry funding total.</p>
<p>Administering Entity</p>	<p>SFUSD</p>
<p>Parent /Family Fee or Co-Pay</p>	<p>Tuition-Based Care (Full Cost): Families who do not qualify for subsidized care can pay a full fee (referred to as "tuition") for care in the EED. Tuition-based families do not have to meet a 'need' requirement. Tuition-based and subsidized children are in the same classrooms and receive the same services.</p>

San Francisco Unified School District

	For those in subsidized care there are parent fees. Refer to the CCTR and CSPP (Title 5) Catalogue Entry for more details.
Provider Eligibility Criteria	<p>Early education schools (EES) with Pre-K programs and some school-age programs are licensed through the California State Department of Social Services (DSS). Some after-school programs are located at SFUSD elementary schools and classrooms and are exempt from licensure.</p> <p>Preschool programs must follow one of four approved curriculum options: The Creative Curriculum for Preschool; The Montessori Philosophy; The Project Approach; The Reggio Emilia-Inspired Approach.</p>
Child Eligibility Criteria	Refer to Title 5 and PFA Catalogue Entries.
Family Eligibility Criteria	<p>Title 5 Subsidized Care: The California State Department of Public Instruction provides aid to low income families with identified needs in order for them to obtain child care for their children in publicly funded Early Education Department programs. The lowest income families with regulatory needs have priority to receive the subsidized care. Eligibility criteria:</p> <ul style="list-style-type: none"> • Be income eligible. • The child must reach his/her third birthday by September 1st of the year they wish to enroll the child. (For Pre-K) • Parents/guardians must meet at least one of the need requirements. • Must have proof that the parents/guardians are a California resident <p>Title I Pre-K Program: Any child whose Kindergarten school of assignment by address is identified as an ESEA Title I Pre-K can apply. Child must be 4 years of age by September 1st of the year that the child is enrolling. First priority will be given to families with the lowest per capita income.</p> <p>Part-Day California State Preschool Program (CSSP): Families cannot exceed the income ceilings established by the State Department of Education. First priority will be given to families with the lowest per capita income that want to enroll a 4-year-old child.</p> <p>Preschool for All Program: Child must be 4 years of age by September 1 in the year that the child is enrolling. Family must reside in San Francisco.</p> <p>Parent fee is charged for Title 5 subsidized care according to the CDE funding requirements (see Catalogue Entry on Title 5). No parent fee is charged for the other preschool programs.</p>
Length of Child or Family Eligibility	Not applicable.
Eligibility Process	

San Francisco Unified School District

Payment Process and Rates	For information on requirements related to individual funding streams, see the corresponding catalogue entry.
Rate Policies	For information on requirements related to individual funding streams, see the corresponding catalogue entry.
Financial Requirements	For information on requirements related to individual funding streams, see the corresponding catalogue entry.
Program Requirements	Part-day preschool - 3 hours and 45 minutes Part-time preschool and child care - 4 to 6.5 hours Full-time preschool and child care - 6.5 to 10 plus hours School-age after-school care - 3 to 4 hours Full-time care during winter, spring and summer breaks. For information on requirements related to individual funding streams, see the corresponding Catalogue entry.

OECE Target Subsidies

Funded Programs & Primary Service	<p>Target Subsidies:</p> <p>Access to Child Care Expedited for Shelter System families (ACCESS): A triage process for shelter families to have universal access to subsidized child care that: 1) Meets the family’s unique needs, 2) Utilizes city subsidies as a child care subsidy of last resort; 3) Links families to licensed providers in the Quality Circle (centers and FCC’s) that participate in quality improvement and also receive supportive services such as health consultation, mental health consultation, inclusion services, parent support, resource and referral. Program serves homeless families to allow them to participate in activities to move toward permanent housing and stabilizing their family by providing quality care arrangements for their children.</p> <p>City Child Care Subsidies (CCC): For low-income families with infants and toddlers who are not eligible for CalWORKs subsidies but choose licensed care. The original purpose of these funds was to support access to licensed family child care providers who, prior to CalWORKs, were not able to equally access subsidies for families who preferred to use licensed family child care. City Child Care has been redesigned to focus on improving access to subsidies for families with infants and toddlers.</p> <p>Family and Children’s Services Child Care (FCS): Subsidy for Family & Children’s Services families who have child care as part of their case plan; subsidy is for children in either in-home and out-of-home placements (placement refers to where the child is living, remaining at their home or placed in another setting, as part of their Child Protective Services case plan). FCS child care is provided for county-licensed foster families or kin caretakers who are in work or training and have children with active cases in FCS, including cases out-of-county or out-of-state.</p> <p>Homeless Anchored Slots: Slots contracted with two SF providers for children, ages zero years through five years, who are homeless. Through these slots the children are served in a licensed child care center with a high quality, enriched, early childhood curriculum, nutritional meal program, and experienced child care staff with access to supportive services and family support to promote the stabilization of the family to obtain stable/permanent housing and foster kindergarten readiness</p>
Source of Funds/Capacity Reached	<p>ACCESS \$2,160,984 total:</p> <ul style="list-style-type: none"> • Subsidies - Cal WORKs \$435,000, DCYF \$1,050,000 and OECE General Fund \$441,123 • Case Management - Cal WORKs \$61,000, OECE General Fund \$173,861 • 122 children <p>CCC \$6,291,212* total:</p> <ul style="list-style-type: none"> • DCYF \$3,110,457 and OECE General Fund \$3,180,755 • 388 children <p>FCS \$2,392,428 total:</p> <ul style="list-style-type: none"> • Federal \$857,420 and Local(Grant/Other) \$1,535,008 • 177 children <p>Homeless Anchored Slots \$439,591 total:</p>

	OECE Target Subsidies
	<ul style="list-style-type: none"> • OECE GF • 26 children <p><i>*Reflects a Board add-back of \$500,000 for FY 15-16.</i></p>
Administering Entity	Subsidy Administration contract with Children’s Council San Francisco, which subcontracts with Wu Yee for a portion of work. Wu Yee does all the administration for City Child Care.
Parent /Family Fee or Co-Pay	<p>Family fees follow the same policies and calculations as state funded vouchers (Cal WORKs, CAPP). Schedule according to income, family size and full or part time status.</p> <p>http://www.cde.ca.gov/sp/cd/ci/documents/famfeeschedule2016.pdf</p> <p>There are no parent fees for FCS, ACCESS or Homeless Anchored Slots.</p>
Provider Eligibility Criteria	<p>ACCESS, City Child Care and FCS subsidies are paid out to City-approved quality providers. These include all PFA sites, C-WAGES sites with Environment Rating Scale scores at or above a 3.0 and Family Child Care Quality Network sites with scores at or above a 3.0. Providers must be engaged in QRIS and meet licensing requirements.</p> <p>Vouchers for ACCESS, CCC and FCS subsidies can be used only in these approved sites, unless otherwise approved by OECE. This requirement shall not apply to FCS children placed out-of-county where no quality improvement system exists. License-exempt care must be approved by OECE and will be limited primarily to cases where the special needs of the child cannot be met by a licensed provider or the need for non-traditional hour care is unavailable from a licensed provider.</p> <p>Contractors for Homeless Anchored Slots are determined by OECE in working with programs who have the capacity and programming to serve both the child and the family.</p>
Child Eligibility Criteria	<p>ACCESS, FCS – See Family Eligibility</p> <p>CCC – infants and toddlers, birth to three years</p> <p>Homeless Anchored Slots - children birth to five years whose families are homeless</p>
Family Eligibility Criteria	<p>ACCESS - Eligibility is determined based on current shelter stay (including city homeless shelters or domestic violence shelters) or a stay in shelter within the past 6 months; additionally a family must have a child from birth to three years to be determined eligible. For homeless families, the need for child care is based upon ACCESS staff referral after a determination of the family’s eligibility, which is confirmed by shelter staff.</p> <p>CCC - Low-income families with infants and toddlers who are not eligible for CalWORKs subsidies. Parent choice is limited to licensed care providers in the Quality Circle. The priority is families who are not eligible for CalWORKs but meet state priority criteria for subsidies and for whom other state subsidies are unavailable.</p> <p>FCS –Families with either in-home and out-of-home placements that have child care as part of their plan. Cases are referred from FCS Protective Services Workers (PSW’s).</p>

Target Subsidies

OECE Target Subsidies

Homeless Anchored Slots – families of children from birth to five who are homeless, including families that are ACCESS eligible or transitioning from an ACCESS infant/toddler subsidy, or current or former clients at the anchor site, or families that have been identified by the anchor organization’s outreach efforts or referred by community agencies, such as emergency homeless and domestic violence shelters, transitional housing programs, and the SF3C system.

Families receiving CCC voucher must pay their family fee, if family is delinquent in payment for 30 days after end of month that fee was not paid, they will be dropped from program by CCSF. CCSF notifies provider.

Length of Child or Family Eligibility

ACCESS, CCC - Children remain eligible until they reach age 3, at which time efforts are made to transition the child to a state/federal subsidy.

FCS – Children remain eligible for as long as the child/family remains in Child Protective Services and up to 6 months after case closure. CCSF works to transfer child to alternative subsidies.

Annual recertification occurs for these programs. ACCESS has continuous eligibility until the youngest child ages out at 3; Homeless Anchored Slots have continuous eligibility until the youngest child ages out at 5. .

Eligibility Process

ACCESS, FCS – eligibility determination starts with ACCESS program or Child Protective Services, for FCS.

City Child Care – Subsidy administration at CCSF and Wu Yee determine that a family meets eligibility for CCC.

Homeless Anchored Slots – anchor site must verify homeless status of the family.

Payment Process and Rates

Centers are paid monthly; FCCHs are paid monthly using their weekly rate. Providers submit attendance sheet to CCSF with information on whether family fee was collected or not. The amount of the family fee each family owed (regardless of payment status) is deducted from the amount paid for the subsidy.

As with all child care subsidies, if a provider does not charge as much as the RMR within their tuition structure, then they are not reimbursed at the RMR ceiling amount, but are reimbursed at the rate they charge. Rates below are based on the RMR ceiling amount.

Center	ERS 3.0 - 4.4		ERS 4.5 - 7.0	
	Full-time Monthly Rate	Part-time Monthly Rate	Full-time Monthly Rate	Part-time Monthly Rate
Birth to 24 months	\$1,745.25	\$1,159.46	\$1,919.77	\$1,275.41
2-5 year olds	\$1,227.71	\$859.57	\$1,350.48	\$945.53

FCCH	ERS 3.0 - 4.4		ERS 4.5 - 7.0	
	Full-time Weekly Rate	Part-time Weekly Rate	Full-time Weekly Rate	Part-time Weekly Rate

Target Subsidies

OECE Target Subsidies

Birth to 24 months	\$ 307.38	\$ 223.13	\$ 338.11	\$ 245.44
2-5 year olds	\$ 277.57	\$ 242.79	\$ 305.32	\$ 267.07

Rate Policies	<p>Subsidies build off rates for APP (see CDE Voucher Catalogue Entry for how these rates are set). Payments are managed according to the CDE contract requirements for regional market rate reimbursements and any other applicable state or federal regulations, including compliance with San Francisco Pilot or the Target Subsidy quality rate adjustment criteria. Rates for programs funded by city general fund and federal IV-E shall be set according to San Francisco rate adjustment guidelines. Guidelines include the following tiered reimbursement to CCC, ACCESS, FCS, under Q CIRCLE:</p> <ul style="list-style-type: none"> • Providers with ERS score 4.5 – 7.0 earn private payer base rate up to the state RMR ceiling, +10% • Providers with ERS score 3.0 - 4.4 earn private payer base rate up to the state RMR ceiling, +5% • Providers with ERS score below 2.9 earn private payer base rate up to the state RMR ceiling, not enhanced voucher rate and no new referrals of city voucher “Target” subsidies <p>ACCESS funds can be used to serve older children in the family unit, once eligibility is established through the child under three years of age.</p>
Financial Requirements	<p>Fiscal Compliance and Grant Monitoring: Fiscal monitoring includes review of CCSF’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 includes review of Personnel Manual, Emergency Operations Plan, Compliance with the Americans with Disabilities Act, subgrants, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.</p> <p>There are no stipulations for providers around the use of funds; the subsidies are designed to cover the basic cost of care and serve as an incentive for serving complex child and family situations.</p>
Program Requirements	<p>Providers must submit monthly attendance and enrollment reports. The content of these reports allow CCSF to report 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 reports provide monthly and cumulative statistics including type of care provided. Monthly reports clearly track comparative monthly tracking of children served/amount paid/average cost per child per month. Reports will meet state and federal tracking requirements.</p> <p>Providers receive programmatic oversight as part of the C-WAGES and/or PFA monitoring processes.</p>

Maternal Child and Adolescent Health Child Health Consultation and Screening	
<p>Funded Programs & Primary Service <i>(Name of program(s), primary purpose and what services supported)</i></p>	<p>The Child Health Consultation and Screening (CHCS) Project provides health and safety consultation, screening, training, and disaster preparedness to childcare providers and families in targeted San Francisco neighborhoods. The overall objectives are to improve health and safety outcomes for San Francisco children in child care, through promoting high quality child care and coordinating the linkages between child care providers and health resources through a comprehensive, collaborative, and integrated system.</p> <p>Through health consultation and training, CHCS promotes child care provider capacity around child specific health and dental service needs, in targeted licensed center-based and family child care programs. Through health screening and service linkage activities, CHCS facilitates early comprehensive health screening and linkage for child specific health and dental service needs, in targeted licensed center-based and family child care programs. The following are major areas of services provided:</p> <ol style="list-style-type: none"> 1) Provide technical consultation and training to families, providers and professionals working with families to improve understanding of the health care system and know where to go and who to call upon when health care services are needed. 2) Facilitate and participate in health, hearing, vision and dental screening and referral. 3) Assist programs to link children to follow up services indicated by screening and ad hoc health consultation. 4) Connect families to a regular medical and dental home. 5) Actively participate in partnerships and collaborations to support standardization of information, maximize existing resources and prevent duplication of services. 6) Consult and coordinate with citywide ECE Technical Assistance Program and Q Circle partners, to support quality early care and education.
<p>Source of Funds/Capacity Reached <i>(Total available funding and source: total annual, typical amount per provider, and/ or # providers funded, # children +/- or families served/funded)</i></p>	<p>\$1,278,821 total -</p> <p>Early Childhood Health Screenings \$619,208 total:</p> <p style="padding-left: 40px;">\$475,000 local (OECE PEEF)</p> <p style="padding-left: 40px;">\$97,797 MCAH matching funds</p> <p>Early Childhood Health Consultation \$659,623</p> <p style="padding-left: 40px;">\$510,659 state (CalWORKs)</p> <p style="padding-left: 40px;">\$100,000 local (OECE PEEF)</p> <p style="padding-left: 40px;">\$23,845 MCAH matching funds</p> <p>Number of sites:</p> <p style="padding-left: 40px;">Licensed early care and education centers – 69 sites (55 of which are PFA programs)</p> <p style="padding-left: 40px;">Licensed family child care homes – 15 homes (14 of which are PFA programs)</p> <p style="padding-left: 40px;">Total number of professionals served – approximately 600</p> <p style="padding-left: 40px;">Total number of children screened (vision, hearing, dental, BMI) – approximately 1,800</p>

Child Health Consultation and Screening

	Maternal Child and Adolescent Health Child Health Consultation and Screening
Administering Entity	Department of Public Health, Maternal Child and Adolescent Health Section
Parent /Family Fee or Co-Pay	Not applicable.
Provider Eligibility Criteria	Eligible providers are: licensed child care centers, licensed family child care homes, PFA sites, in targeted neighborhoods.
Child Eligibility Criteria	Focuses on children from birth to five
Family Eligibility Criteria	Providers must serve families in child care settings the targeted neighborhoods but family eligibility is not used to determine if a site will receive CHCS.
Length of Child or Family Eligibility	Not applicable
Eligibility Process	Sites receiving consultation, and the intensity of the consultation, is determined by following factors: 1) concentrations of low income/CalWORKs eligible families and need for Health and Safety consultation based on public health nurse review and ECERS score in health and safety subscale (final selection by HSA and First 5 San Francisco); 2) PFA site; 3) former consultation site.
Payment Process and Rates	Annual contract between HSA, First 5 San Francisco and SF Department of Public Health.
Rate Policies	Not applicable
Financial Requirements	Annual financial reporting to Fiscal Department, SF Department of Public Health.
Program Requirements	CHCS staff participate in evaluation and data collection required by the funders. Consultation: <ul style="list-style-type: none"> • Nurse Consultant serves as liaison between licensed child care centers and CA Department of Public Health-TB, Infectious Diseases and Immunization branches to ensure compliance with state requirements and regulations. • Nurse Consultant supports adherence and compliance with Title 22 Child Care Licensing Division general licensing requirements for the 0-5yrs population in child care centers. • Nurse consults to child care sites to support health and safety measures which promote compliance of physical environmental safety standards in such areas as disinfection/sanitation, reducing chemical exposures of staff/children and reducing asthma triggers.

Child Health Consultation and Screening

Maternal Child and Adolescent Health Child Health Consultation and Screening

- Nurse provides consultation to site staff to educate on topics impacting the 0-5yrs population in order to reduce the consequences of acute/chronic disease and environmental conditions.
- Nurses provide consultation to community ECE providers and Children’s Council to support quality child care through DPH training networks in such areas as nutrition, disaster preparedness, child abuse and family violence prevention.
- CHCS provides annual onsite facility health and safety evaluations of identified child care sites based upon American Academy of Pediatrics guidelines, including follow up consultation regarding areas for improvement.
- CHCS provides annual child care site chart review to identify special needs children with acute/chronic medical conditions, including staff consultation to improve documented care and management plans for identified children and to assist staff to better manage environmental risk and medical conditions.
- Nurses provide ongoing daily phone consultation to interface between child care center staff and regulatory agencies, citywide resources and environmental health resources. CCHP staff provide Technical Assistance to facilitate linkages and interpretation of regulatory language to support site staff to independently problem solve and obtain accurate information regarding CA health and safety codes as they relate to child care environments based upon American Academy of Pediatrics national health and safety performance standards and guidelines for early care and education programs.

Technical Assistance and Staff Training:

- CHCS staff provide consultation as requested for linkage and coordination with citywide ECE technical assistance system.
- CHCS staff provide professional development support to Quality Rating and Improvement System staff on health and safety issues and enhance support skills to the centers.

Network Emergency Disaster Preparedness Training:

- CHCS staff provide quarterly emergency disaster preparedness trainings to child care providers.
- CHCS staff consult and collaborate with NERT and DPH Disaster Preparedness Coordinators to plan and deliver emergency preparedness training that incorporates the city wide plan for emergency response.

Screening:

- CHCS staff provide annual hearing screening and annual vision screening for four to five year olds at sites.
- CHCS staff collaborate with DPH dental health providers to provide yearly dental screenings for children ages 12 months to 5 years at sites.
- CHCS staff provide yearly Body Mass Index (BMI) screening for children ages three to five years, at sites, to identify children at risk requiring a referral.
- CHCS staff link children needing health screening follow-up to health providers.

Child Health Consultation and Screening

Maternal Child and Adolescent Health Child Health Consultation and Screening

- CHCS staff administer dental home questionnaires to parents at sites to identify the presence/absence of a dental home. Parents without a regular home are contacted and referred.
- CHCS staff support screening activities with related health education activities and support.

Coordination with Screening Services Providers:

CHCS representative/liaison attend planning meetings of other community initiatives, and programs to improve collaboration and facilitate the development of an effective and efficient system of care that provides screening and supports linkages of children and family participants' needed services, including Support for Families of Children with Disabilities, GGRC, SFUSD, Head Start, Northern California Prevent Blindness, and SF Children's Dental Health Committee.

CHCS oral health consultants work with SF Children's Dental Health Committee to coordinate citywide dental resources and create a dental access event during National Children's Dental Health Month.

Participation on Planning Councils & Advisory Boards:

CHCS representatives attend advisory meetings to facilitate the development of an effective and efficient system of care, including Child Care Planning and Advisory Council; SF Asthma Task Force; SF Childhood Nutrition and Physical Activity Collaborative; SF Children's Dental Health Committee, SF Office of Early Childhood Hearing.

Early Childhood Mental Health Consultation Initiative (ECMHCI)

<p>Funded Programs & Primary Service</p>	<p>The Early Childhood Mental Health Consultation Initiative (ECMHCI) provides an array of childhood mental health services for low-income, at-risk young children (age 0 to 5) and their families in over 150 diverse center-based early care and education programs, family child care homes, family resource centers, substance abuse treatment programs, and homeless and domestic violence shelters. The goals are to improve children’s readiness to enter kindergarten, to strengthen and support families, and to support continuous quality improvement of high quality early care and education programs. Services are provided by 5 community-based mental health agencies. Core services include:</p> <ul style="list-style-type: none"> • child observation assessment • case and program consultation • direct services to children and their families (1:1 individualized support to a child in the classroom, direct psychotherapeutic intervention with children and families, crisis intervention) • socializations and therapeutic play groups • early referrals, referrals for specialized services (developmental and learning assessments, occupational therapy, help with Individualized Education Plans, psychotherapy), • parent education and support groups • training and support to providers on young children's emotional health.
<p>Source of Funds/Capacity Reached</p>	<p>\$5,043,400 total, federal, state and local funding</p> <p>Federal: Medicaid \$19,680</p> <p>State:</p> <p style="padding-left: 40px;">CalWORKS (through OECE) \$ 1,474,110</p> <p style="padding-left: 40px;">Mental Health Services Act and EPSDT \$575,796</p> <p>Local:</p> <p style="padding-left: 40px;">Department of Children, Youth & Their Families \$668,026</p> <p style="padding-left: 40px;">First 5 \$850,000</p> <p style="padding-left: 40px;">Department of Public Health General Fund \$5,788</p> <p style="padding-left: 40px;">OECE PEEF \$1,450,000</p> <p>Number of sites:</p> <p style="padding-left: 40px;">Licensed early care and education centers – 133 sites</p> <p style="padding-left: 40px;">Licensed family child care homes – through FCCQN and PFA network</p> <p style="padding-left: 40px;">Homeless and domestic violence shelters – 9 sites</p> <p style="padding-left: 40px;">Family resource centers – 25 sites</p> <p style="padding-left: 40px;">Substance abuse treatment programs – 8 sites</p> <p>Total number of professionals served – 1,644</p>

Early Childhood Mental Health Consultation Initiative (ECMHCI)

Administering Entity	Department of Public Health, Behavioral Health Services Division.
Parent /Family Fee or Co-Pay	Not applicable.
Provider Eligibility Criteria	<p>Providers must care for children in one or more of the following demographic categories:</p> <ul style="list-style-type: none"> • Children at-risk for developmental delays • In families who participate in one or more of the following <ul style="list-style-type: none"> ○ CalWORKs and/or are eligible to receive CalWORKs subsidized early care and education ○ Preschool for All sites ○ Receive or are eligible to receive subsidized early care and education ○ Reside in homeless or domestic violence shelters ○ Receive services and support at one of the Family Resource Centers that are served by the ECMHCI. ○ Receive substance abuse treatment and support at designated treatment facilities or programs <p>Eligible providers are: licensed early care and education centers, licensed family child care homes (in the FCCQN or a PFA site), homeless and domestic violence shelters, family resource centers, and substance abuse treatment programs.</p>
Child Eligibility Criteria	Focuses on children from birth to five.
Family Eligibility Criteria	Providers must serve the target population of families, outlined above, but family eligibility is not used to determine if a site will receive ECMHCI.
Length of Child or Family Eligibility	Not applicable.
Eligibility Process	<p>Mental Health (MH) providers deliver the ECMHCI services via multi-year contracts; providers are selected through a competitive RFP process.</p> <p>Targeted sites are determined by the city and county departments who jointly fund the initiative, with focus on sites caring for children and families as described in the “Provider Eligibility Criteria” section.</p>
Payment Process and Rates	Multi-year contracts dependent upon funding availability. MH providers bill for services through the Behavioral Health Services billing and invoicing system.
Rate Policies	Rates are based on total funding availability and contracted providers’ budgets.
Financial Requirements	Detailed budget documents for each contract outline the use of funds as allocated for expenses direct to ECMHCI services.
Program Requirements	The following service modalities and interventions are anticipated to be delivered by mental health clinicians and participated in by child care providers, parents and children:

Early Childhood Mental Health Consultation Initiative (ECMHCI)

- a. *Consultation-Individual*: Discussions with a staff member on an individual basis about a child or a group of children, including possible strategies for intervention. It can also include discussions with a staff member on an individual basis about mental health and child development in general.
- b. *Consultation- Group*: Talking/working with a group of two or more providers at the same time about their interactions with a particular child, group of children and/or families.
- c. *Consultation-Class/Child Observation*: Observing a child or group of children within a defined setting.
- d. *Staff Training*: Providing structured, formal in-service training to a group of four or more individuals comprised of staff/teachers, and/or family care providers on a specific topic.
- e. *Parent Support Group*: Providing structured, formal in-service training to a group of four or more parents, on a specific topic. Can also include leading a parent support group, conducting a parent training class, or providing parent consultation.
- f. *Early Referral/Linkage*: refer children and families for community services such as multi-disciplinary assessment; special education; occupational, speech, and physical therapy; family resource center services; or individual child or parent-child mental health services.
- g. *Consultant Training/Supervision*: individual and group supervision to consultants and participation in the Training Institute for new consultants.
- h. *Early Intervention-Individual*: Activities directed to a specific child, parent, or caregiver that are not considered to be planned mental health services. Meeting with a parent/caregiver to discuss specific concerns they may have about their child's development, and/or helping them explore and implement new and specific parenting practices that would improve their child's social- emotional and behavioral functioning.
- i. *Early Intervention - Group*: Conducting playgroups/socialization groups involving at least three children. The groups occur on site and are led by the mental health consultant, and in some instances can be co-facilitated by a member of the site staff.
- j. *Mental Health Services-Individual/Family*: Activities directed to a child, parent, or caregiver. Activities may include, but are not limited individual child interventions, collaterals with parents/caregivers, developmental assessment, referrals to other agencies. Can also include talking on an ongoing basis to a parent/caregiver about their child and any concerns they may have about their child's development. Clinical charts are open in these cases.
- k. *Mental Health Services - Group*: Conducting therapeutic playgroups/play therapy/socialization groups involving at least three children. Clinical charts are maintained.
- l. *Evaluation*: activities conducted to assess the progress of any contracted agency towards meeting the stated goals and objectives for the Early Childhood Mental Health Consultation Initiative. Can also include time spent complying with the CBHS-initiated evaluation efforts.
- m. *Systems Work*: coordination efforts and collaboration with other quality improvement efforts at individual sites to enhance the quality of care and alignment of efforts - includes participation in transdisciplinary teams that are part of the Center for Inclusive Early Education, coaching and consultant collaborative meetings, SF Quality Partners meetings.

Child Care Facilities Fund

Funded Programs & Primary Service The Child Care Facilities Fund (CCFF) provides technical assistance and affordable capital to child care providers with the goals of retaining and expanding the quantity (supply) and enhancing the quality of licensed child care available to families and children in San Francisco. CCFF offers grant and loan capital for facilities development and improvement and specialized business support and development, including training and technical assistance on facilities design, development, financing and operations.

Source of Funds/Capacity Reached \$5,877,513 total, state and local funding:

- CalWORKs (through OECE) \$636,513
- Human Services Agency \$400,000
- OECE General Fund \$1,468,000 (Revolving Grants)
- OECE Grant/Other \$2,673,000* (Child Care Capital Fund, IPIC/Octavia Market)
- OECE PEEF \$700,000

Grant and loan administration has the following cost ceilings:

108 Loan Payments: (borrower’s loan repayments only) for 1 st qtr.	12 loan repayments
Center Start-Up Capacity Building Grants:	Approx. 25 spaces @ \$2,200 per space
Center Predevelopment Grants:	2 @ up to \$20,000
PFA Pre-Development Grants:	3 @ up to \$30,000
Center Renovation & Repair Grants:	2 @ up to \$140,000
PFA Capital Development Grants:	2 @ up to \$290,000
Child Care Capital Grants:	2 @ up to \$200,000
PFA Move-in Grants	3 @ up to \$30,000
FCC Renovation & Repair Grants:	4 @ approx. \$10,000
Family Child Care Expansion Grant:	1 @ up to \$15,000
Revolving Grants:	Up to 5-13 contractors as funding allows @ CDE monthly apportionment/ if funding permits, alternative revolving grants for operators to retain or build capacity for target populations. Temporary, repayable emergency grants to bridge operating costs when there is a delay in payments from the state.

Child Care Facilities Fund

	<i>*Total does not include \$84,400 in additional developer fees approved by the Controller/IPIC in May 2015, which will not be used in FY15-16.</i>
Administering Entity	Low Income Facilities Fund, a nonprofit serving SF and California
Parent /Family Fee or Co-Pay	Not applicable.
Provider Eligibility Criteria	<p>Child care centers and family child care providers licensed and located in San Francisco, serving residents of San Francisco, with an emphasis on providers caring for children 0-5.</p> <p>Priority is placed on providers with these characteristics:</p> <ul style="list-style-type: none"> - located in low-income neighborhoods, serving low-income subsidized families or subsidy-eligible families, - participating in city-funded ECE initiatives, - participating in development and/or retention of licensed care in underserved neighborhoods, as well as infant/toddler capacity.
Child Eligibility Criteria	Not applicable.
Family Eligibility Criteria	Not applicable.
Length of Child or Family Eligibility	Not applicable
Eligibility Process	An application outlining the eligible uses for funding is made available. Providers complete the application, demonstrating they meet provider criteria and their capital needs adhere to eligibility requirements. LIIF staff review application and attachments to determine providers receiving grants.
Payment Process and Rates	Two year contract. LIIF invoices monthly for completed services.
Rate Policies	<p>Portion of CCFF work is funded by Child Care Capital Fund, the development impact fee collected from new office and hotel development at occupancy. Fees are assessed on office/hotel developments adding 50,000 square feet or more in designated areas of downtown San Francisco. Developers can meet the mandate of the local legislation in one of three ways:</p> <ol style="list-style-type: none"> 1. Developers can build a child care facility on-site. 2. Developers can establish a relationship with a non-profit to provide a child care facility in the city. 3. Developers can pay \$1 per square foot of commercial space developed into the Fund.

Child Care Facilities Fund

	<p>In 2003 the legislation was modified to reflect state law requiring that development impact fees only be spent on capital and infrastructure improvements.</p>
<p>Financial Requirements</p>	<p>Detailed budget documents outline the use of funds as allocated for expenses direct to CCFF services.</p>
<p>Program Requirements</p>	<p>REPORTING</p> <p>LIF provides quarterly and annual reports of activities, referencing the tasks in Service and Outcome Objectives (program deliverables). The quarterly and annual metrics are entered into the CARBON database according to dates laid out in the contract.</p> <p>REQUIREMENTS</p> <ul style="list-style-type: none"> a. one-on-one technical assistance to eligible child care providers on new and existing facilities; b. provide workshop training to eligible child care providers, both licensed centers and licensed family child care homes, to support the management of quality child care facilities and business viability; c. project management to support child care providers in overseeing phases of construction and consultation services in areas related to feasibility, planning, architectural, and /or design services; d. administer loans, loan subsidies, recoverable grants, and grants to eligible child care providers for facilities development and improvement (including temporary, repayable emergency grants for Title V contractor operating costs if CDE funds are delayed); e. provide capital development facilities grant financing, facilities development technical assistance, and monitoring of early care and education facilities developed within a neighborhood Area Plan, as driven by Interagency Plan Implementation Committee (IPIC).

Family Child Care Quality Network

<p>Funded Programs & Primary Service</p>	<p>Family Child Care Staffed Quality Network (FCCQN) provides technical assistance and coordinates external, quality supports (e.g., Quality Improvement System, health consultation, mental health consultation, inclusion supports, facility fund resources and workforce supports) for up to 250 participating San Francisco licensed family child care provider “members” serving low/moderate income families. The overall program goals are to:</p> <ul style="list-style-type: none"> • Ensure improved access to high quality family child care options for city subsidized low-income families in San Francisco. • Increase the quality of licensed family child care homes, particularly those caring for subsidized and unsubsidized low-moderate income infants and toddlers. • Increase the number of licensed family child care providers participating in the city’s quality improvement process and supports, and reflecting the language, cultural and logistical needs and preferences of target low/moderate-income families. • Increase the enrollment/use of city-funded vouchers for infants and toddlers and at-risk children cared for in quality family child care settings. • Increase the capacity of quality family child care, particularly in low-income San Francisco neighborhoods. • Improve the benefits of peer support through the support of a Citywide Family Child Care Association and six neighborhood networks reaching hundreds of family child care providers both within and external to the FCCQ Network.
<p>Source of Funds/Capacity Reached</p>	<p>\$1,254,947 total, state and local:</p> <p style="padding-left: 40px;">State (through OECE): CalWORKs \$275,000 RTT-ELC \$232,970</p> <p style="padding-left: 40px;">Local (through OECE): DCYF \$200,000 OECE GF \$351,977 OECE PEEF \$195,000</p> <p>250 FCC homes in the FCCQN</p>
<p>Administering Entity</p>	<p>Children’s Council of San Francisco, which subcontracts with Wu Yee to partner in staffing the FCCQN.</p>
<p>Parent /Family Fee or Co-Pay</p>	<p>Not applicable.</p>

Family Child Care Quality Network

Provider Eligibility Criteria	<p>Licensed family child care providers who are committed to continuous quality improvement, meet minimum program eligibility criteria, have applied and have been selected to participate in the Network. Minimum criteria include:</p> <ul style="list-style-type: none"> • Participation in C-WAGES, • Committed to participating in the Quality Rating and Improvement System, • Minimum Family Child Care Environment Rating Scale score of 3.0, • Committed to enrolling low-income vouchered families, especially those receiving a Target Subsidy.
Child Eligibility Criteria	Not applicable.
Family Eligibility Criteria	Not applicable.
Length of Child or Family Eligibility	Not applicable.
Eligibility Process	<p>Application process used to add new FCCs to the network, when there is capacity. Providers added based on history of serving vouchered children and families, language needs, and geography demand of vouchered families.</p>
Payment Process and Rates	CCSF is paid monthly after invoicing through the CARBON system.
Rate Policies	Not applicable.
Financial Requirements	<p>Fiscal Compliance and Grant Monitoring: Fiscal monitoring includes review of CCSF'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.</p> <p>The compliance monitoring includes review of Personnel Manual, Emergency Operations Plan, Compliance with the Americans with Disabilities Act, subgrants, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.</p>
Program Requirements	<p>REPORTING</p> <p>CCSF provides monthly, quarterly and annual reports of activities, referencing the tasks in Service and Outcome Objectives (program deliverables). CCSF enters the monthly, quarterly and annual metrics into the CARBON database according to dates laid out in the contract. The annual report also include accomplishments and challenges encountered.</p> <p>REQUIREMENTS</p>

Family Child Care Quality Network

FCCQN Staff work with FCCQN Members on the complementary goals of meeting requirements for city-funded income supports while jointly developing a quality improvement plan, and tailoring the quality improvement plan to fit the QIS improvement goals and Members' goals for providing quality care. The FCCQN carries out the following activities and resources:

- a. Members and FCCQN Staff will jointly develop an initial goal-setting/quality improvement plan informed by the Family Child Care Environment Rating Scale-Revised (FCCERS-R), the Classroom Assessment Scoring System (CLASS) self-reflection materials (as available) and/or additional tools developed in the city's Quality Rating and Improvement System (QRIS).
- b. Follow-up site visits focus on each Member's individual goals/quality improvement plans structured around FCCERS-R and CLASS self-reflection materials.
 - Facilitate the coordination of external quality supports based on the Members' individual Quality Improvement Plan, goals and needs including: trainings—unit and non-unit bearing (i.e., PITC), Technical Assistance on quality, link to C-WAGES, professional development opportunities, facilities grants, peer support and business assistance, mental health consultation, health consultation, inclusion support through the Inclusion Center.
 - Tailor technical assistance and referrals for Members with ERS scores above a 3.0 to support connection to quality care and education and to continuous quality improvement.
 - Link Members with scores above a 3.0 to the available voucher enrollment through SF3C, CCSF and Wu Yee Children's Services subsidy administration of local target subsidies (e.g., FCS, ACCESS and City Child Care).
- c. Refer Member's with scores below 3.0 for technical assistance through the QRIS Quality Improvement system.
- d. Conduct regular network-wide meetings that include networking, resource sharing, and training topics based on Members' interests and needs identified through the assessment processes.
- e. In collaboration with the Quality Rating contractor, coordinate and/or deliver training to Members in FCCERS-R, CLASS, and other QRIS-related ratings scales.
- f. Manage a toy lending library for Members, and develop other shared resources internal or external to the Network.
- g. Develop and maintain up-to-date, web-based information and resources for FCC Members.
- h. Develop web-based profiles of all Members to be made available to CalWORKs, FCS, SF3C families, and private payers seeking care.
- i. Collaborate with the Family Child Care Association of San Francisco (FCCASF), neighborhood networks, and other community partners in offering training and resources needed by Members.
- j. Provide Members with meeting space and relevant materials on an as-needed basis.
- k. Develop and maintain a range of peer-to-peer supports including, but not limited to:
 - Sharing resources and learning opportunities, peer mentors
 - E-mail distribution list
 - Annual members' conference
 - Regular members' meetings
 - Community events and celebrations

Family Child Care Quality Network

- FCCQN newsletter (at minimum published quarterly)
 - Phone support line with evening hours
- I. Training and development of FCCQN member leaders to increase resource linkage, engage in advocacy, and improve representation of Members in key forums, initiatives and ECE/child care system building efforts.

	SF Inclusion Networks
Funded Programs & Primary Service	<p>San Francisco Inclusion Networks (SFIN) help providers develop the capacity and skills needed to implement evidence-based practices for the healthy socio-emotional and physical development of all children. SF Inclusion Networks is driven by the goal of helping providers feel confident applying inclusionary practices to new children and situations. Services include:</p> <ul style="list-style-type: none"> • City wide capacity-building training for early care and education providers on topics such as inclusionary practices and developmental screening. On site trainings available upon request. • Coaching and technical assistance to support providers in developing necessary strategies and tools to implement inclusive practices throughout their program.
Source of Funds/Capacity Reached	<p>\$919,247 total, local funding</p> <p>Local:</p> <p style="padding-left: 40px;">CalWORKs \$109,500</p> <p style="padding-left: 40px;">PEEF \$809,747 <i>(Also included in funding amounts in PFA Catalogue entry)</i></p> <p>Numbers of sites: 2014-15 – 14 short-term (plus six that were visited just a few times). Three pilot sites; 2015 – 2016 – 15 short-term sites and 25 classrooms (this number can fluctuate).</p> <p>Number of professionals: 60 across sites. 700 in training and professional development opportunities.</p>
Administering Entity	Program of Support for Families of Children with Disabilities (which established: Center for Inclusive Early Education)
Parent /Family Fee or Co-Pay	Not applicable.
Provider Eligibility Criteria	Providers must be PFA eligible, include children with disabilities in their programs, or want to learn how to include children with disabilities (having recognized the need in the communities they serve).
Child Eligibility Criteria	Focuses on children from birth to five.
Family Eligibility Criteria	Not applicable.
Length of Child or Family Eligibility	Not applicable
Eligibility Process	Providers must be PFA eligible. They express interest and go through an initial interview process to determine readiness before selection.

	SF Inclusion Networks
Payment Process and Rates	First 5 manages the funding, SFIN invoices monthly.
Rate Policies	Not applicable.
Financial Requirements	<p>SFIN is monitored by First 5. SFIN reports quarterly through the San Francisco Family and Children’s Commission Contract Management System (CMS) on the following five service areas:</p> <ol style="list-style-type: none"> 1. Systems Capacity Building - Coordinate and collaborate with planning bodies and community providers such as HRIC, CPAC, The Family Child Care Quality Network and other TA providers to ensure alignment of approaches and services (6 measures) 2. City-wide Training – Provide training to enhance the capacity of providers to support inclusive practices at PFA sites. Training is open to all early care and education providers and parents in San Francisco. (7 measures) 3. Coaching, training, and TA for PFA sites - Deliver on-site technical assistance, coaching and training including recruiting PFA sites, conducting initial interviews and selecting sites, conducting needs assessment; developing the technical assistance plan with administration, key staff and consultants, including mental health, PFA coaches and other consultants, providing multiple visits over a 10 month period to each site; and conducting a final reflective evaluation of the technical assistance. (14 measures) 4. Family Involvement and Outreach - Provide the family voice in all components of the project, focusing particularly on consultation and technical assistance at sites to enhance engagement of families who have children with disabilities or special needs in community early care and education programs. (2 measures) 5. Evaluation - Provide a report evaluating the service model and the services provided 2015-2016 (2 measures)
Program Requirements	<p>Four service strands made up the original SF Inclusion Networks. The intense services of Inclusive Practices Pilot Sites (3 PFA sites) are no longer offered due to the very intensive support and the resources devoted to each of the three sites over the three years was determined to not be sustainable in this funding environment. The fundamentals of inclusionary practice/universal design are infused in the other three components. See reporting required in Financial Requirements section.</p> <ol style="list-style-type: none"> 1. Coordination and Collaboration – SF Inclusion Networks collaborate with other early childhood community organizations and agencies throughout San Francisco to align efforts to support inclusive practices in early childhood programs. 2. Citywide Training - Free workshops for early care and education program staff and families provide practical information and strategies on inclusion. Topics include the foundations of inclusion, universal design for learning, screening and referral systems, partnering with families, adapting learning environments for children with disabilities, individualizing curriculum, and collaboration and team building among others. 3. Short-Term Coaching and Technical Assistance – Inclusion coaches provide short-term, on-site training, coaching, and technical assistance to Preschool for All (PFA) programs and

SF Inclusion Networks

PFA family child care providers. Coaches work with staff on strengthening internal systems that support the implementation of developmentally appropriate inclusive practices and foster the inclusion of children with disabilities and their families.

4. Pilot Sites – Intensive training and coaching is provided to support and enhance the capacity of three San Francisco PFA programs as they include young children with special needs. Intense services of the Pilot Sites are no longer offered, lessons learned from the approach have been integrated into service strands and Pilot Sites receive some continued support as needed.

ECE Professional Development Supports

Funded Programs & Primary Service	<p>ECE Professional Development supports encompass a variety of cross-system strategies to impact recruitment and retention and to increase the capacity of the ECE workforce as a whole.</p> <p>ECE Workforce Registry – data collection/tracking system designed to track and detail a person’s individual training, college credits and/or formal degrees, as well as employment details, and demographics needed at the local, state, and federal level for reporting and planning purposes.</p> <p>EDvance SF is an effort to build on the current work between institutions of higher education in San Francisco, which include City College of San Francisco (CCSF) and San Francisco State University (SFSU), in order to identify a streamlined pathway for BA degree attainment. The following set of programs and strategies are housed at either one or both institutions depending on the nature and components of each program:</p> <ul style="list-style-type: none"> Foundations (formerly Basic Skills) – support for foundational skills in English and Math; Promoting Achievement through Higher Education (PATH) – cohort approach and supports for student working in ECE to achieve a Bachelors degree; San Francisco Supporting Early Educator Degrees (SF SEED) – fiscal incentive for ECE workforce on the path to attaining Associates or Bachelors degrees; Transcript Analysis – course data entry and analysis from multiple sources into the CA ECE Workforce Registry; Professional Development Project (PDP) – academic counseling to students; and Learning with Income, Foundations to Teach (LIFT) – job placement and soft skill support, including support for completion of college units for CalWorks (low-income) participants, referred to as LIFTv3 due to modifications to original model. <p>PFA Professional Development supports include a mix of coaching, technical assistance and training, with some supports targeted at programs before they become a PFA provider and others offered in an ongoing capacity to PFA providers.</p>
Source of Funds/Capacity Reached	<p>ECE Workforce Registry \$175,323 total: \$65,222 (Grant), \$110,101 (OECE GF)</p> <p>EDvance Supports \$1,240,792 total, state and local:</p> <ul style="list-style-type: none"> • Foundations (Basic Skills) \$122,493: \$25,630 (OECE GF), \$96,863 (OECE PEEF) Minimum 40 participants a year • PATH \$277,335: \$104,445 (DCYF), \$83,267 (OECE GF), \$89,623 (OECE PEEF) Capacity of 40 participants annually • SF SEED \$555,305* (DCYF) Minimum 400 stipends per year Stipends \$300-700/per semester for Community College, based on part/full time Stipends \$900-1200/per semester for University, based on part/full time • Transcript Analysis \$25,370 (OECE GF) Minimum 800 • PDP \$77,854 (OECE GF)

ECE Professional Development Supports	
	<p>Minimum 1,000 practitioners receive an Education Plan by an Academic Counselor</p> <ul style="list-style-type: none"> LIFT \$182,435: \$57,435 (CalWORKs), \$125,000 (Grant/Other) Maximum 50 practitioners are placed into subsidized employment/Work Study and course of study for low-income (CalWORKs/200% Federal Poverty) <p>PFA PD Supports \$1,517,955, local (<i>this amount is in the PFA entry on the Funding Summary Table</i>):</p> <p>Pre PFA Supports \$250,000 (PEEF)</p> <p>Coaching, Technical Assistance and Training \$1,267,955 (PEEF) (<i>A portion of Assessment/Technical Assistance and Training is used for FCCQN sites that are not PFA sites.</i>)</p> <p>Total numbers of sites receiving Pre PFA support: 10</p> <p>Total number of sites receiving Coaching/TA: 108</p> <p>Total number of professionals trained: 2,635</p> <p>* \$109,030.00 of this SF SEED total is Transitional Kindergarten Stipends, short term funding initiative from CDE.</p>
Administering Entity	<p>Childcare Education Institute (CCEI) administers the ECE Workforce Registry.</p> <p>SF Community College District (SFCCD):</p> <p style="padding-left: 40px;">Children and Family Studies Department administers PDP</p> <p style="padding-left: 40px;">CalWORKS Office administers LIFTv3.</p> <p>SF State University (SFSU) administers Foundational Skills, PATH, SF SEED, Transcript Analysis.</p>
Parent /Family Fee or Co-Pay	Not applicable.
Provider Eligibility Criteria	<p>CA ECE Workforce Registry – early care and education workforce members</p> <p>Foundations – early care and education workforce members in non-credit need of support to become transfer ready and first generation college students (recent high school graduates) that are interested in working with young children.</p> <p>PATH – existing ECE workforce members that are accepted to SFSU for their 3rd year and are first generation college students.</p> <p>SF SEED – must be enrolled in coursework at accredited college or university and in the ECE workforce</p> <p>Transcript Analysis – targets early care and education workforce in San Francisco and students pursuing early care and education/child development coursework that are participating in</p>

ECE Professional Development Supports

	<p>City/County funded initiatives, but is open to other SF workforce members, including school age workforce.</p> <p>LIFTv3 – Initial program targeted CalWORKS participants and individuals that were identified as having incomes at or below 200% of the federal poverty level (ARRA). Second iteration of the program was CalWORKS participants only.</p>
Child Eligibility Criteria	Not applicable.
Family Eligibility Criteria	Not applicable.
Length of Child or Family Eligibility	Not applicable.
Eligibility Process	<p>EdVance</p> <p>Foundations – outreach primarily to centers in SF that are participating in local initiatives via phone calls, fliers, email distribution lists, center contacts, other initiatives in SF, etc.</p> <p>PATH – recruitment in the community and at SFSU of current students via phone calls, fliers, email distribution lists, etc.</p> <p>SF SEED – practitioners complete online application on the CA ECE Workforce Registry via phone calls, fliers, email distribution lists, etc. Stipends can be used to pay for tuition, fees, books, travel, child care, and other costs of college coursework.</p> <p>CA ECE Workforce Registry – web-based application is available to all, promoted via C-WAGES Center and FCC, PFA, Children’s Council, SF SEED Application Process, EDVance Initiatives, City College – PDP, community distribution lists, other websites (CDTC, CECO, EESD – Bulletins, Shared Services, etc.)</p>
Payment Process and Rates	<p>CCEI invoices direct to OECE staff monthly.</p> <p>SFCCD and SFSU are paid monthly after invoicing through the CARBON system.</p>
Rate Policies	Not applicable.
Financial Requirements	<p>CCEI - provides Monthly Status Reports that detail the services provided, the staff providing the service, the number of hours provided, and the dates of service provided. The Monthly Status Reports are due 15 days after the end of the month and are required to accompany invoices for payment.</p> <p>SFCCD/SFSU</p>

ECE Professional Development Supports

Fiscal Compliance and Grant Monitoring: Fiscal monitoring includes review of 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 includes review of Personnel Manual, Emergency Operations Plan, Compliance with the Americans with Disabilities Act, subgrants, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.

Program Requirements

CCEI – continue the development of the ECE Workforce Registry, the system to track and detail a person’s individual training, college credits and/or formal degrees.

SFCCD/SFSU REPORTING

SFCCD and SFSU provide monthly, quarterly and annual reports of activities, referencing the tasks in Service and Outcome Objectives (program deliverables) of their contracts. SFCCD and SFSU enter the monthly, quarterly and annual metrics into the CARBON database according to dates laid out in the contract. The annual report also include accomplishments and challenges encountered.

SFSU REQUIREMENTS

Foundations - support early childhood educators in developing the self-efficacy and foundational skills to enroll in unit bearing English and Math courses. Participants enroll in content based workshop (English or Math) for one semester and then agree to enroll in a unit bearing course. All participants supported via case management, academic counseling and tutoring while participating in the workshops and upon enrolling in unit bearing coursework.

PATH – support for attaining a Bachelors of Arts in Child and Adolescent Development through convenient class schedules (evening and weekend), a cohort model, and student support services including tutoring and academic advising.

SF SEED - fiscal incentive program for early child educators in the workforce as they advance toward an associate’s or bachelor’s degree in early childhood education, who have met with an advisor, have approved educational plans and are moving toward degree attainment.

Transcript Analysis - complete course data and transcript data entry and analysis, including institutions of higher education, courses and course attributes, actual data from transcripts, foreign degree evaluations, and other approved educational documents as needed.

SFCCD REQUIREMENTS

PDP – provides academic counseling services to participants in the creation Educational Plans based on their current academic standing. Academic counseling is integrated into the larger work of professional development services amongst other city funded programs including SF SEED, PFA, CARES Plus, PATH, Metro Academy, Basic Skills, and LIFT.

LIFT – LIFT is currently in redesign phase. No current contract or reporting requirements.

ECE Professional Development Supports

PFA Professional Development Supports: PFA includes a mix of professional development supports as part of the work with providers.

Pre PFA supports – providers who have applied for PFA yet have been determined not eligible can receive supports to move the program to PFA eligibility. Providers who are serving low income populations receive more support as part of the Pre PFA process, in order to ensure PFA is reaching the targeted population. Pre PFA supports can include coaching, technical assistance and training. A time period is established for Pre PFA supports based on what a site needs and their commitment to progress of the work of becoming eligible. The typical timeframe is 6-12 months. As part of this process, PFA works with the site to create an individualized plan of action and the Pre PFA process supports implementing the plan. Plans may include teacher educational attainment. Pre PFA supports also include resources for the providers to purchase necessary materials and equipment, as their plan of action dictates.

PD Supports for current PFA programs:

Coaching – PFA programs can request coaching, which is a relationship-based process designed to build capacity focused on specific outcomes from a site-directed quality improvement plan. Coaching is viewed as a time-limited contractual agreement with the PFA site. Programs requesting coaching services are assigned low to high levels of coaching hours; on average a site may receive 20 hours of coaching per classroom per year. PFA uses a targeted universal approach to the provision of supports and services to participating sites; priority is given to publicly funded programs (state or local funding) and private programs who are making the shift to take public funding. Coaching schedules and plans are determined to accommodate the specific needs and interests of teachers and program.

Short-term Technical Assistance – PFA programs can request short-term technical assistance to address a specific short-term need they have identified. Short-term technical assistance is typically activities that can be accomplished in 4-6 hours of support. Examples of short-term technical assistance include support around an aspect of the COCOA database, support to set up screening or assessment process on site, or follow up after the program has attended a training.

Training – PFA programs have access to trainings as part of Professional Development Pathways \$. Additionally, programs can request a training, in response to their identified programmatic need. All classrooms in the site are open to participate in the training, including the infant and toddler rooms, who are not directly funded with PFA. Programs who request an on-site training must host the training and open the training up to the whole community of PFA providers. All PFA programs have access to required training areas, which include inclusion, dual language and family engagement. If programs do not attend a PFA offered in depth training on these topics, the program must demonstrate how they have met the training requirement, as outlined in their PFA contract.

San Francisco Child Care Connection

<p>Funded Programs & Primary Service</p>	<p>San Francisco Child Care Connection (SF3C) is a centralized web-based eligibility list (database) for families seeking child care subsidies through local, federal and state funded programs. SF3C provides child care subsidy enrollment case management services to support families and providers prior to and during the subsidy enrollment process.</p> <p>The goals of SF3C include:</p> <ul style="list-style-type: none"> • Maintain and improve ease of access for low-income families applying for and seeking enrollment in subsidized child care programs. • Maintain an automated, efficient, and fair process for connecting the “most eligible” families with subsidized child care slots as they become available. • Improve the timely enrollment of subsidy-eligible families by Title 5 Contractors.
<p>Source of Funds/Capacity Reached</p>	<p>\$620,929 total, local:</p> <p style="padding-left: 40px;">Local (through OECE): DCYF \$110,000</p> <p style="padding-left: 80px;">OECE General Fund \$360,929</p> <p style="padding-left: 80px;">PEEF \$100,000 <i>(Also included in funding amounts in PFA Catalogue entry)</i></p> <p style="padding-left: 40px;">Local (Grant): \$50,000</p> <p>Total number of children added to database: 3,171</p> <p>Total number of providers engaged with SF3C system: 237</p> <p>Total number of trainings provided: 35</p> <p>Total hours of support provided by SF3C staff, to providers: 81</p>
<p>Administering Entity</p>	<p>Children’s Council of San Francisco</p>
<p>Parent /Family Fee or Co-Pay</p>	<p>Not applicable.</p>
<p>Provider Eligibility Criteria</p>	<p>Title 5 contractors</p> <p>State Alternative Payment Contracts (Quality Circle providers)</p> <p>Local ACCESS and City Child Care Voucher contracts (Quality Circle providers)</p> <p>PFA Sites</p> <p>EHS/HS providers</p>
<p>Child Eligibility Criteria</p>	<p>Low-income (up to 85% SMI), Homeless, CPS, and other at risk children of families in San Francisco.</p>

Family Eligibility Criteria	Low-income (up to 85% SMI), Homeless, CPS, and other at risk families in San Francisco.
Length of Child or Family Eligibility	Redetermination of eligibility is tiered based on family income ranking, families with income ranks 1-25 receive requests to update their information every 3 months and those with income ranks 26-61 receive requests every 6 months. Redetermination also occurs at the point family notifies SF3C of a change in their situation.
Eligibility Process	SF3C staff perform phone screens and screen applications submitted by families to determine if family is eligible for placement on SF3C.
Payment Process and Rates	CCSF is paid monthly after invoicing through the CARBON system.
Rate Policies	Not applicable.
Financial Requirements	<p>Fiscal Compliance and Grant Monitoring: Fiscal monitoring includes review of CCSF'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.</p> <p>The compliance monitoring includes review of Personnel Manual, Emergency Operations Plan, Compliance with the Americans with Disabilities Act, subgrants, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.</p>
Program Requirements	<p>REPORTING</p> <p>CCSF provides monthly, quarterly and annual reports of activities, referencing the tasks in Service and Outcome Objectives (program deliverables). CCSF enters the monthly, quarterly and annual metrics into the CARBON database according to dates laid out in the contract. The annual report also include accomplishments and challenges encountered.</p> <p>REQUIREMENTS</p> <p>SF3C Need & Eligibility Specialists perform the following:</p> <ol style="list-style-type: none"> a. Provide ongoing outreach, training and technical assistance to staff at Title 5 Contractors, Head Start, homeless/domestic violence shelters, family resource centers, and Resource & Referral agencies to promote SF3C, facilitate the efficient exchange of SF3C client information, ensure multiple points of application access, and assist in timely subsidy enrollments. b. Educate families on their particular child care options and choices, help families clarify and pre-select providers and neighborhoods where they are seeking care, and explain the limitations and availability of subsidized care along with the requirements for documenting "Need & Eligibility." c. Establish close collaboration and ongoing communication and feedback loops with Title 5 Contractors to ensure the efficient exchange of information leading to the enrollment of families.

- d. Contact families selected from SF3C by Contractors for an available subsidy slot in order to conduct the phone screening process and submit the completed phone screening form to the requesting Contractor.
- e. Screen selected families via telephone for subsidy eligibility and readiness to enroll in available subsidy slot based on the state’s subsidy prioritization policies and ensuring the “most eligible” or neediest are served first.
- f. Perform “Enhanced Eligibility Determinations” which include full certification of “Need & Eligibility” and electronic file transfers for a select group of Contractors.

Mimi and Peter Haas Fund

Funded Programs & Primary Service	<p>The Mimi and Peter Haas Fund, a private foundation located in San Francisco, CA, was incorporated in 1982 and for the first ten years was administered by the trustees. In 1992, the fund received a large bequest. With new resources, the Fund adopted a primary focus on early childhood development.</p> <p>Support is for activities that provide San Francisco's young, low-income children and their families with access to high-quality early childhood programs that are part of a comprehensive, coordinated system. The Fund's primary goal is to improve early childhood settings while also continuing some grant making in the arts, education, and public affairs.</p>
Source of Funds/Capacity Reached	<p>The source of funds is family philanthropy investment income.</p> <p>In 2014, The Mimi and Peter Haas Fund made grants totaling \$7,679,635 and devoted 60% or roughly \$4.6 million of its giving to ECE. The annual ECE grant distribution in 2014 included:</p> <ul style="list-style-type: none"> • \$250,000 for small grants (Program Materials and Equipment Grants) – approximately 20 recipients • \$1.4 million for support of 6 Model Centers • \$1.5 million for system support, including SF3C (\$52,000), QRIS (\$263,000), SSAs (\$375,000) and SFUSD ECE (\$375,000) • \$1.0 million for 'pedagogical' investments and degree attainment for ECE, 70% to City College of SF and SF State University.
Administering Entity	Mimi and Peter Haas Fund
Parent /Family Fee or Co-Pay	Not applicable
Provider Eligibility Criteria	Grantees are not-for-profits or public entities, by invitation.
Child Eligibility Criteria	The majority of funding is focused on children under 5, primarily preschoolers, in San Francisco.
Family Eligibility Criteria	Not applicable
Length of Child or Family Eligibility	Not applicable
Eligibility Process	Application is by invitation only.
Payment Process and Rates	Grant
Rate Policies	Not applicable
Financial Requirements	Annual report
Program Requirements	Annual report

The Children and Youth Fund (previously The Children’s Fund)

<p>Funded Programs & Primary Service</p>	<p>The City Department of Children Youth and their Families (DCYF) administers the Children and Youth Fund. The Fund was established by voters via a City charter amendment in 1991 and has been renewed twice by the voters, most recently in November 2014. The charter amendment also established a children’s baseline budget (\$50 million in 1991)¹.</p> <p>The Children and Youth Fund baseline in 2015-16 is \$39 million; the Fund is budgeted at \$63 million, for a total of \$102 million. This Fund splits resources among core investments in 3 age groups (0-5, 5-13, 13-18 [now 25]), several types of support (i.e., family support, health/nutrition, violence prevention/intervention) and systems development. According to the most recent allocation plan² (2012-2016), 15% of the Fund is allocated for ECE-specific strategies. DCYF confirmed that actual expenditures rarely deviated from the allocation plan.</p>
<p>Source of Funds/Capacity Reached</p>	<p>The 2014 ballot measure (Prop C) increased the portion of the city property tax that goes to the Fund by ¼ cent increments, from its previous 3 cents to 4 cents per \$100 of assessed property value over 4 years. The increased revenue was designed to provide additional services for children under 18, including child care, healthcare, job training, social services, out-of-school programs, recreational and cultural programs and delinquency prevention services.</p> <p>The Children and Youth Fund is now authorized to extend services to youths who fall into the "transitional age" of between 18 and 24 (up to age 25), including help for the homeless, high-school drop-outs, the disabled or those leaving the foster care or juvenile justice system.</p> <p>For FY 2015-16, DCYF anticipates transferring \$10.7 million in work order agreements (\$6.8 million DCYF General Fund and \$3.9 DCYF Children and Youth Fund) to OECE for the following purposes:</p> <ul style="list-style-type: none"> • FCC Quality Network, provider associations, CACFP outreach to FCC, SF3C administration and OECE staff • child care subsidies (ACCESS and City Child Care), and • Operating Grants • C-WAGES. <p>For FY 2015-16, DCYF anticipates transferring \$5.8 million in work order agreements (\$1.7 million DCYF General Fund and \$4.1 million DCYF Children and Youth Fund) to First Five for the following purposes:</p> <ul style="list-style-type: none"> • family support • health, and • quality improvement and rating.
<p>Administering Entity</p>	<p>The City Department of Children Youth and their Families (DCYF) administers the Children and Youth Fund. The reauthorized Children and Youth Fund established the DCYF Oversight and Advisory Committee. The Oversight and Advisory Committee (OAC) replaced DCYF’s Citizens Advisory Committee for the Children’s Fund. The new OAC began holding formal meetings in October of 2015.</p>

¹ Mitchell, A., Stoney, L. and Dichter, H. (2001). *Financing child care in the United States: An expanded catalog of current strategies*. Kansas City, MO: The Ewing Marion Kauffman Foundation http://www.earlychildhoodfinance.org/downloads/2001/FinanceCatalog_2001.pdf) See pp 9-10.

² Children’s Services Allocation Plan 2013 – 2016 (May 2012) at <http://www.dcyf.org/modules/showdocument.aspx?documentid=13>

The Children and Youth Fund (previously The Children’s Fund)

	The ballot initiative also established a Service Provider Working Group (“Working Group”) to advise the Oversight and Advisory Committee on funding priorities, policy development, the planning cycle, evaluation design and plans, and any other issues of concern to the Working Group related to the Children and Youth Fund or the responsibilities of DCYF or other departments receiving monies from the Fund.
Parent /Family Fee or Co-Pay	Depends on the services and programs supported.
Provider Eligibility Criteria	Depends on the services and programs supported.
Child Eligibility Criteria	Children and youth, aged birth to age 25 are eligible.
Family Eligibility Criteria	Families with children in the age range can be served.
Length of Child or Family Eligibility	Depends on the services and programs supported.
Eligibility Process	Depends on the services and programs supported.
Payment Process and Rates	Depends on the services and programs supported.
Rate Policies	Depends on the services and programs supported.
Financial Requirements	The DCYF transfers funds from the Children and Youth Fund to other City departments via work order agreements. The DCYF directly administers some funds for older youth and for school-age child care. Funds for early childhood (the 0-5 age range of the Fund) are transferred either to the Children and Families Commission (CFC, referred to as First Five) or to the Office of Early Care and Education (OECE). In turn, these agencies distribute the majority of funds (75%) via contracts with community organizations.
Program Requirements	Depends on the services and programs supported.

Appendix B: Funding Control Chart

Most Restrictive – little control of the administration of the funding or the target population of children, families and providers the funding can be utilized for

Least Restrictive – full control of the administration of this funding and the ability to change the characteristics of the target population of children, families and providers the funding is utilized for

Control of Funding – Direct Service Supports

Source: Federal

Early Head Start
Head Start

Source: State

Contracted * (*administered by CA Dept of Education*)

- Child Care and Development Program, CCTR
- CA State Preschool Program, CSPP
- Family Child Care Home Educational Network, FCCHEN
- Handicapped Program, CHAN

Vouchered

- Cal WORKS 1 (DSS)
- Cal WORKS 2 (CDE)
- Cal WORKS 3 (CDE)
- Alternative Payment Program, CAPP (CDE)

**All state contractors participate in SF Pilot, goal of Pilot is to more efficiently utilize Title V funding and for county to have more discretion over state funding.*

Source: Local/Federal

Family and Children's Services
(follow federal restrictions on all funding in this program)

Source: Local (Children's Fund, General Fund, PEEF)

ACCESS
City Child Care
PFA – Enrollment
PFA – Enhancement
PFA Bridge
Preschool Plus
SFCCSS Backfill
SFCCSS Operating Grants
CWAGES

Appendix C: Discussion and Analysis of the California and Bay Area Quality Rating and Improvement System

San Francisco Comprehensive Fiscal Analysis

Discussion and Analysis of the California and Bay Area Quality Rating and Improvement System (QRIS)

QRIS Structure

California’s QRIS is a hybrid model with 5 levels of quality (called tiers). Tier 1 is a block; participating sites must be licensed and in good standing with California Community Care Licensing to participate. Tiers 2-5 are points-based. It is a state-regional model that allows regions to make local adaptations to Tiers 2 and 5, e.g., making one or both into blocks (i.e., making them required), adding supplemental criteria (more points) to one or both. Only 2-3 out of 17 local consortia have made any adaptations.¹ The Bay Area QRIS Consortium has not made any adaptations to date.

	Tier 1	Tier 2	Tier 3	Tier 4	Tier 5
Centers	block	8–19 points	20–25 points	26–31 points	32 points or more
Family Child Care Homes	block	6–13 points	14–17 points	18–21 points	22 points or more

QRIS Content

The QRIS content is organized in 7 elements of quality (generally called categories of standards in QRIS); all 7 elements apply to centers while 5 of the 7 apply to homes. Centers can earn a maximum of 35 points; homes can earn maximum of 25. These are fairly common standards categories; the difference is that CA does not include either curriculum/curriculum alignment or explicit family engagement criteria, although child assessment tools do need to be aligned to CA criteria and using the CA-developed DRDP (Desired Results Developmental Profile) child observational assessment earns the highest points. For Tiers 1-2, documentation is primarily self-report or file review by an assessor; both the ERS and the CLASS are used at Tiers 3-5. This structure is referred to as the ‘rating matrix.’

Element	1	2	3	4	5
1. Child Observation/Assessment	file review at all levels				
2. Developmental and Health Screening	file review at all levels				
3. Early Childhood Educator Qualifications: Minimum Qualifications for Lead Teacher/Family Child Care Home	self-report at all levels				
4. Effective Teacher-Child Interactions (CLASS Assessment)	self-report	external assessment			
5. Ratios and Group Size (Centers only)	self-report	verify by assessor			
6. Program Administration and Leadership: Environment Rating Scale	self-report	external assessment			

¹ *Independent Evaluation of California’s Race to the Top–Early Learning Challenge Quality Rating and Improvement System: Half-Term Report*, page vi.

San Francisco Comprehensive Fiscal Analysis

Discussion and Analysis of the California and Bay Area Quality Rating and Improvement System (QRIS)

7. Program Administration and Leadership: Director Qualifications (Centers only)	self-report at all levels
---	---------------------------

For complete points scoring for each element, see pp 24-41 in *RTT-ELC TQRIS Consortia Implementation Guide*.² It is a typical progressive engagement approach from familiarity to mastery; within an element there are 5 indicators at each Tier, assigned from 1 point up to 5 points.

Comments on QRIS Assessment and Rating

While the implementation guide indicates that staff qualifications are self-reported, it also states that all elements should be subject to random observation and file review at the discretion of local consortia. The Bay Area Consortium reviews documentation of all qualifications on-site. Qualifications are a very common item in a QRIS; if a state has a functioning personnel registry, typically it is used to automatically report/verify credentials. The CA-QRIS tiers follow the state credential requirements. Thus many of these likely are already 'verified' via the regulatory system; the California Commission on Teacher Credentialing issues permits for child care teachers and supervisors. OECE is developing a personnel registry for SF which should reduce the cost of documentation of qualifications.

Assessor reliability for ERS and CLASS is a high-priority for any QRIS and seems to be done well in the Bay Area. The assessment period is quite short – every 2 years for each one and no more than 13 months between the two rating times. The Bay Area Consortium could reduce costs and streamline the rating process by alternating CLASS and ERS, one every 2 years over 4 years, or doing both (with an appropriate time gap between the two) and lengthening the rating period to 4 or even 5 years.

QRIS Cost Drivers by Tier

A key reason to analyze the BA-QRIS is to determine which items impact the ongoing 'cost of doing business' for participating providers (centers or homes). In general, the cost of meeting regulatory requirements is considered the base cost of doing business. Items in a QRIS that have ongoing costs above the base are considered 'cost drivers,' and tend to fall into three categories:

1. Staff qualifications: Nearly all QRIS have increasing qualifications by level; some QRIS require employee benefits. Both the increased wages and any additional or expanded benefits are ongoing costs.
2. Ratios: Reduced ratios for all, or for younger age children, are in some QRIS; these are often at the higher levels. Reducing ratios reduces revenue (increases cost per child), since costs are spread among fewer children.
3. Time: Most QRIS include some criteria that add staff time beyond what regulations require, including staff meetings, paid planning time, child assessment, parent engagement, and transition activities. In addition to time, some QRIS requirements have ongoing costs. For example, child assessment systems have an annual cost per child and take time for staff to conduct, record and report.

² Available at <http://www.cde.ca.gov/sp/cd/rt/rttelcapproach.asp>

San Francisco Comprehensive Fiscal Analysis

Discussion and Analysis of the California and Bay Area Quality Rating and Improvement System (QRIS)

In the BA-QRIS, the costs of operating at Tier 1 are associated with the center or home meeting the minimum state licensing requirements. These are primarily requirements for center group sizes and staffing ratios by child ages, and minimal staff qualifications. Generally Tier 2 is focused on becoming familiar with the program assessment tools (ERS and CLASS) and meeting the higher teacher and administrator qualification requirements in licensing. Criteria at the three highest tiers emphasize increasing use of child screening and assessment tools, higher staff qualifications and higher scores on both ERS and CLASS assessments.

The table on the following pages summarizes the progressive content of the BA-QRIS by Tier and identifies indicators that are cost drivers (in the column on the right).

San Francisco Comprehensive Fiscal Analysis

Discussion and Analysis of the California and Bay Area Quality Rating and Improvement System (QRIS)

Element	Tier 1 (1 point)	Tier 2 (2 points)	Tier 3 (3 points)	Tier 4 (4 points)	Tier 5 (5 points)	Cost Implications
1. Child Observation /Assessment	Not required	Program uses evidence-based child assessment/ observation tool once a year	Program uses valid and reliable child assessment/ observation tool approved by CDE	Uses DRDP (minimum twice a year) and results used to inform curriculum planning	Uses DRDP twice a year and uploads into DRDPtech (state data report generating system) and results used to inform curriculum planning	Time for assessments beginning at Tier 2 and rising for Tiers 3--5, Skilled and well-trained teaching staff necessary to reach higher Tiers
2. Developmental and Health Screening	Current immunization record for every enrolled child	Health screening form used at entry, and annually OR vision and hearing screenings annually	Tier 2 requirement AND works with families to screen all children using a valid and reliable child screening tool at entry, and as indicated by results, refers families to resources	Tier 2 requirement AND works with families to screen all children with ASQ at entry, and as indicated by results, refers families to resources	Tier 2 requirement AND works with families to screen all children with ASQ & ASQ-SE at entry, and as indicated by results, make referrals, AND staff use screening results to implement intervention strategies & adaptations	Time for assessments and system for reliable record-keeping at Tiers 2-5. Well-prepared staff necessary to reach higher Tiers
3. Early Childhood Educator Qualifications: Minimum Qualifications for Lead	Meet Title 22 regs. Teacher may have Child Development Assistant permit or less	75% of lead teachers have 24 units ECE or Child Development Assistant permit issued by the	75% of lead teachers have Child Development Teacher permit + 21 hours PD/year	75% of lead teachers have AA/AS in ECE/CD or Site Supervisor permit + 21 hours PD/year	75% of lead teachers have BS/BS in ECE/CD or Master's in ECE/cd or Program Director permit + 21 hours PD/year	Higher compensation necessary to recruit/retain teachers with higher degrees

San Francisco Comprehensive Fiscal Analysis

Discussion and Analysis of the California and Bay Area Quality Rating and Improvement System (QRIS)

Element	Tier 1 (1 point)	Tier 2 (2 points)	Tier 3 (3 points)	Tier 4 (4 points)	Tier 5 (5 points)	Cost Implications
Teacher/ Family Child Care Home		California Commission on Teacher Credentialing				(competing with public schools at Tier 5)
4. Effective Teacher-Child Interactions (CLASS Assessment)	Not applicable	Management and lead teachers familiar with CLASS	Results of independent reliable CLASS observation informs site's QI Plan	Independent reliable CLASS scores: average cut scores by child ages (e.g., For PreK = ES 5.0, IS 3.0, CO 5.0)	Independent reliable CLASS scores: average cut scores by child ages (e.g., PK = ES 5.5, IS 3.5, CO 5.5)	Skilled and well-compensated teaching staff necessary to reach higher Tiers
5. Ratios and Group Size (Centers only)	Meet Title 22: Teacher:Child ratio infant 1:4 Toddler 1:6 (12 group size) Preschool 1:12 No group size limits	Infant/toddler 4:16 Toddler 3:18 Preschool 3:36 Introduces group size limits	Infant/toddler 3:12 Toddler 2:12 Preschool 2:24 Further reduces group size limits	Infant/toddler 3:12 or 2:8 Toddler 2:10 Preschool 3:24 or 2:20	Infant/toddler 3:9 or better Toddler 3:12 or better Preschool 1:8 and group size no more than 20	This is a high-cost element at Tiers 4 and 5. Possibly at Tier 3 as well.
6. Program Administration and Leadership: Environment Rating Scale	Not required	Management and lead teachers familiar with ERS	Assessment on full ERS (self-assessment or external is local decision)	Independent assessment on full ERS, average site score 5.0	Independent assessment on full ERS, average site score 5.5 OR has valid NAEYC accreditation (or other accreditations approved by CDE in future)	Skilled and well-compensated teaching staff necessary to reach higher Tiers

San Francisco Comprehensive Fiscal Analysis

Discussion and Analysis of the California and Bay Area Quality Rating and Improvement System (QRIS)

Element	Tier 1 (1 point)	Tier 2 (2 points)	Tier 3 (3 points)	Tier 4 (4 points)	Tier 5 (5 points)	Cost Implications
7. Program Administration and Leadership: Director Qualifications (Centers only)	Director meets Title 22: 12 units ECE/CD and 3 units in management, administration	24 units ECE/CD, 16 units gen ed and 3 units management/admin OR Master Teacher permit	AA/AS degree with 24 units ECE/CD and 6 units management/admin and 2 units supervision OR Site Supervisor permit + 21 hours PD/year	Bachelor’s degree with 24 units ECE/CD and 8 units management/admin supervision OR Program Director permit + 21 hours PD/year	Master’s degree with 30 units ECE/CD and 8 units management/admin supervision OR Administrative Credential + 21 hours PD/year	Compensation is necessary to recruit/retain qualified directors at higher Tiers, esp. Tier 5 (Admin Credential is public school principal qualification)

San Francisco Comprehensive Fiscal Analysis

Discussion and Analysis of the California and Bay Area Quality Rating and Improvement System (QRIS)

The above cost drivers can be translated into essentially three factors in the CFA Provider Revenue and Expense Tool for estimating costs of quality and revenue needed for financial sustainability:

1. Additional staff time for assessment, screening and the follow-up activities for Tiers 3-5, in both centers and homes
2. Progressive salary and benefit costs beginning at Tier 3 and rising steeply for Tiers 4 and 5. For FCC providers, this means paying any assistants well and charging rates high enough to pay themselves better as quality increases
3. Some loss of revenue for centers beginning at Tier 3 as the result of reducing group size and steep losses for reducing both group size and ratios at Tiers 4 and 5.

For homes, the cost drivers are essentially the same as for centers in terms of time and compensation for more qualified staff (if present). The requirements in the element for ratio and group size do not apply to homes.

What we know about San Francisco and QRIS: Strengths and Challenges

San Francisco has a strong base to build the QRIS on. Since 2003, SF had been conducting ERS assessment every 3 years for all providers receiving local funds. Since 2007 for PFA, SF began conducting the CLASS on a random sample of all PFA sites. SF now assesses all 'City-funded classrooms' which may mean PFA, but very likely could be broader.³ Currently there is a required cut score on ERS for participation in C-WAGES and required cut scores on both ERS and CLASS for participation in the QRIS Incentive (for Title 5 sites) that is state QRIS funding. SF programs were well-prepared for most of the elements of the CA QRIS well before it began implementation.

QRIS Ratings

As of the fall of 2015, 127 centers and 37 homes had been rated in San Francisco as part of the QRIS Pilot. The results from the QRIS Pilot are reasonably good but uneven. Overall rating: 2% at Tier 5, 42% at Tier 4, 54% at Tier 3 and 2% at Tier 2.

- Over 90% earned 4 or 5 points in teacher qualifications and in director qualifications elements, and 90% earned 4 or 5 points in CLASS scores. 80% earned 4 or 5 on ratios and 68% earned 4 or 5 on ERS
- The problem elements seem to be:
 - Child observation/assessment - more than 90% earned only 2 or 3 points. To get beyond 3 points, the DRDP has to be used (other approved tools score lower points) and conducted twice per year and for 5 points also used for curriculum planning.
 - Health/developmental screening - overall 45% earned no points, and only 38% earned 4 or 5. To get beyond 2 points, the Matrix requires using a valid/reliable assessment tool for all children at entry and 'as indicated' which may mean more than annually AND health screening at entry and annually OR vision and hearing screenings annually and having records on all of these. To get 4 points in this element requires all of the health screening (fully documented), plus using the ASQ (Ages and Stages Questionnaire). Family child care homes tended to score 0 on this element for not having any health or developmental screening practices.

³ *San Francisco First Five: QRIS Scenario Planning 2015*, pp 3-4

San Francisco Comprehensive Fiscal Analysis

Discussion and Analysis of the California and Bay Area Quality Rating and Improvement System (QRIS)

Both of the low scoring areas are ones that can be addressed, by recordkeeping improvements and by providing ample support for using the DRDP and the ASQ.

Funding for the QRIS itself

There appear to be 2 state sources of funds for carrying the QRIS implementation forward in SF: the State QRIS Block Grant and First 5 IMPACT. The State QRIS Block Grant⁴ is \$50M per year beginning FY 2014-15 for programs serving preschoolers (CSPP and Title 5 programs) and additional \$25M beginning FY2015-16 for infants and toddlers. It is distributed by formula based on number of state preschool spaces. SF received \$1,138,385 for FY2015-16. According to F5SF, 60% is for Quality Improvement grants to CSPP programs at Tier 4 or higher and up to 20% can be used for QRIS activities, e.g., conducting assessments, quality improvement supports such as coaching. The remainder is for grants to programs below Tier 4.

First 5 IMPACT (Improve and Maximize Programs so All Children Thrive)⁵ is an allocation of \$190M over 5 years statewide (\$38M per year). Each county gets a base amount by formula calculated on population of children 0-5 in poverty and an additional amount based on the degree of implementation of QRIS (SF is Step 3 according to F5SF, no info on how many steps there are). San Francisco will get \$459,354 per year.

Initial Cost Estimate of QRIS

F5SF has roughly estimated the cost of the QRIS⁶ to provide “external assessments and professional development supports” at between \$6-10M/year. The larger amount assumes “all ECE settings in SF receiving local public funds will participate in the QRIS.” The smaller amount assumes only “state-funded ECE settings receiving local public funds” will participate. Generally, the cost of a QRIS includes the cost of assessment and rating, financial supports to programs, professional development, technical assistance/coaching, data management and administration.

Estimating the Cost of Funding QRIS in San Francisco

In most jurisdictions, the advent of QRIS leads to an examination of current funding and how/whether it supports (or not) the implementation of the QRIS itself and the providers participating in it. In a place like San Francisco which has long invested in early care and education and paid attention to and invested in quality, the cost of some elements of a QRIS may be intertwined with current investments. A more accurate estimate of the cost of implementing the QRIS in San Francisco can be made by considering the cost of each QRIS element compared to similar current investments. The generally accepted QRIS elements that have costs are:

- Quality assessment, rating, monitoring, and administration of the QRIS (San Francisco is already supporting some of these costs through F5SF, e.g., WELS)
- Professional development for individuals to increase qualifications (San Francisco has funding for some of this now)
- Technical assistance/consultation to help programs improve
- Financial support to providers to defray the cost of meeting higher standards including compensation increases (some SF funding is aimed at this, e.g., C-WAGES, PFA add-ons, tiered City Target subsidies)

⁴ <http://www.cde.ca.gov/sp/cd/op/cefcdevprograms.asp>

⁵ http://www.cfc.ca.gov/programs/programs_impact.html

⁶ San Francisco First Five: QRIS Scenario Planning 2015, pp 11-12

San Francisco Comprehensive Fiscal Analysis

Discussion and Analysis of the California and Bay Area Quality Rating and Improvement System (QRIS)

- Communication
- Facility improvement
- Data systems
- System evaluation

The QRIS Cost Estimation Model⁷ (online tool from federal Office of Child Care) is one effective method for exploring the cost implications of different approaches to the key elements of a QRIS system. CEM allows users to generate multiple reports that compare the cost of a pilot, phased-in approach, or fully implemented QRIS. The model requires users to enter assumptions (e.g., projected participation rates, number of QRIS levels, and provider incentives), and can illustrate how different elements impact cost.

The cost of QRIS in San Francisco might be significantly different than has been estimated, if all elements are included in the estimate, if ERS and CLASS rating periods were lengthened, etc. As modifications to the BA-QRIS are considered, estimates of the associated costs can also be made as well as matching those costs to the investments that San Francisco is already making.

Using the QRIS as the one quality measure for all ECE funding can increase the efficiency and the effectiveness of those investments.

⁷ QRIS CEM is available at <http://www.acf.hhs.gov/programs/occ/resource/gris-cost-estimation-model-and-resource-guide>

Appendix D: Revenue and Expense Models
Center-based Model Introduction and
Instructions

San Francisco Comprehensive Fiscal Analysis

Revenue and Expense Model Centers: Introduction and Instructions for Use

Introduction

Revenue and expense models are tools used to understand the relationship between the expense of delivering early care and education and the available revenues. The Excel file *SF_Center_R&E Model_2016* contains the model illustrating expense compared to revenue in center-based early care and education settings in San Francisco. The model can be used to create center and child financing profiles. This model includes the current set of funding streams¹ in use to support early care and education in San Francisco. It displays the annual budget, revenue and expense pro forma, for a center at the San Francisco base quality level, defined as Tier 3 of the current Bay Area Quality Rating and Improvement System (BA-QRIS).² There is a separate revenue and expense model for Family Child Care homes.

Instructions for Use

The Variables

The user selects settings for the key variables on the first worksheet in the file [VariablesINPUT-CTR]. By choosing different settings for the variables, the model can represent a very wide range of situations. Each variable is explained below.

Size and Age Mix of Center: size is represented as the number of classrooms by age range, with ratios matching BA-QRIS Tier 3. Age ranges are set up as infants (0 to 24 months), toddlers (24 to 36 months), and preschoolers (3 to 5 years).

Income Mix of Children and Families: the federal Child and Adult Care Food Program (CACFP) uses federal poverty guidelines to determine the payment amount for meals in 3 categories: free, reduced and paid. All State and City funding streams use California State Median Income (SMI). For ease of use, the income variables used in this model express the federal poverty guidelines as percentages of California SMI. The income levels in the model match the levels that determine payment (and income eligibility) in the various State and City funding streams.

Distribution of income-eligible children among State Vouchers, State Contracts, or City Target Subsidies: each of the subsidy types uses different rates. State vouchers use the Regional Market Rate (RMR). State contracts use the Standard Reimbursement Rate (SRR). City Target Subsidies use the RMR adding increases for quality levels. Each of the subsidy types uses different child age eligibility. Children birth to age five are eligible for State Vouchers, State Contracts, and City Child Care. Infants and toddlers are eligible for City FCS and City ACCESS; preschoolers are only

¹ A second simpler model can be constructed that maintains the immutable state/federal sources and combines City sources into as few buckets as feasible (maybe as few as two: one for increasing access/continuity and one for quality support).

² Other quality levels can be added to the center model. The current BA-QRIS was the initial QRIS created as part of the CA RTT-ELC project, the BA-QRIS will evolve to represent the best local model.

San Francisco Comprehensive Fiscal Analysis

Revenue and Expense Model Centers: Introduction and Instructions for Use

eligible for these two City subsidies (FCS and ACCESS) if they are the sibling of an eligible infant or toddler. The model provides the number of income-eligible children and the user chooses the distribution of those income-eligible children by age among the subsidy types by filling in a table. The table separates preschoolers into 3-year-olds and 4-year-olds to facilitate the revenue calculations for PFA. Completing this table is the most time-consuming part of entering variables. Note that the table must be changed when the income mix or the size of a center are changed.

Quality

Two key aspects of quality are variables used to determine payment rates, and eligibility for several types of funding. These are the program's score on the Environment Rating Scales (ERS) and the types of permits held by teaching staff. The user can choose one of the 3 ranges of ERS scores. The user can create a mix of permit levels for the center's teaching staff by choosing the percent with different permits. BA-QRIS Tier 3 requires that 75% of lead teachers have at least the Child Development Teacher Permit. The mix of permits is used to determine the annual wages of the classroom teachers.

Efficiency

Efficiency has two parts: enrollment and revenue collection. Enrollment efficiency³ is the proportion (percent) of the staffed desired capacity that is filled/enrolled, overall in a center. Revenue collection efficiency is expressed as the percent of revenue that is uncollectible (% bad debt).

Occupancy

The cost of occupancy (rent/lease/mortgage, maintenance, repairs, HVAC, etc.) are one aspect of nonpersonnel costs. The default value in the model is based on costs reported by a range of centers in San Francisco, and from information for San Francisco pulled from a commercial real estate website. However, since space costs can be very high in San Francisco, the user can choose to model a higher cost center by specifying a percent increase for occupancy costs.

On the VariablesINPUT-CTR worksheet, the user enters data for each variable in the cells that are shaded **yellow**. To model different center profiles, the user can change the data entered in these cells.

The Center Profile

Each profile represents a particular set of choices among the variables. The [Quality Center Profile] worksheet displays the results of the variable choices.

Expenses

The expense section is split into personnel and nonpersonnel costs.

³ Attendance also matters. Some public funding sources also consider attendance of an enrolled child as a factor in determining payment.

San Francisco Comprehensive Fiscal Analysis

Revenue and Expense Model Centers: Introduction and Instructions for Use

Personnel

The personnel section uses a standard staffing pattern typical of most centers with the following assumptions built in:

- ECE Program Director (50% time if < 50 children, then full-time)
- ECE Staff Supervisor (1 per 12 teaching staff)
- Financial Manager (25% if <30 children, 50% up to 60 children, then full-time)
- Administrative assistant (50% if <60 children, then 1 per 60 children)
- Lead Teachers (1 per classroom)
- Assistant Teachers (1 per classroom and 2 per Infant room to meet ratio requirements for BA-QRIS Tier 3)
- Teacher Aides (1 per infant room and 2 per Preschool room to match the San Francisco practice of staffing over-ratio in preschool rooms)
- Floater-Assistant Teachers (for coverage throughout the day, the number of these is a percentage of the total number of classrooms). The default is 20% for a BA-QRIS Tier 1 regulated center to maintain ratio in every classroom throughout the day. The percent increases with quality to allow time for teaching staff to do the additional planning, assessment and recordkeeping, and other reporting needed to maintain quality; it is set at 40% for BA-QRIS Tier 3.

Wages

The wages for each position are set by starting with the most recent (2014) data from the federal Bureau of Labor Statistics (BLS) for ECE occupations in the San Francisco area, inflated by 1.9% to approximate 2016. The occupation titles used by the BLS are below. In parenthesis are the staff category that these titles are applied to in the model:

- Child Care Workers (Assistant Teachers, Teacher Aides, Floater Assistant Teachers)
- Preschool Teachers, Except Special Education (Lead Teachers and ECE Staff Supervisor)
- Education Administrators, Preschool and Child Care Center/Program (ECE Program Director and Financial Manager)
- Office and Administrative Support Workers (Administrative Assistant)

The BLS mean annual wage is then adjusted by applying a percentage to calculate the annual wage for each of the positions in the typical staffing pattern. These percent adjustments can be changed by the user if desired, on the Quality Center Profile worksheet. The current minimum wage for San Francisco is also included, and is used for substitutes.

Mandatory and Discretionary Benefits

All mandatory benefits are calculated on the Quality Center Profile worksheet. These include federal, state and City requirements. For details, see [Wages and Benefits: Requirements for San Francisco](#) in the Appendix. In addition to paid sick leave, paid holidays and paid vacation are included. The user can change the number of days. The cost of substitutes to cover all types of leave days as well as the required 21 hours of annual training/professional development is included (the number of annual training hours can be changed by the user. Other benefits such as paid

San Francisco Comprehensive Fiscal Analysis

Revenue and Expense Model Centers: Introduction and Instructions for Use

health insurance, contributions to retirement account, life insurance or other discretionary benefits are represented as a benefit pool of dollars per employee. The user can change the amount, recognizing that an 80% employer share of health insurance will cost roughly \$6,000 per employee.

Nonpersonnel

Nonpersonnel costs are aggregated into 4 categories:

1. Education Program for Children and Staff, which includes
 - a. Education/Program - Child (e.g., food/food related, classroom/child supplies, laundry, tuition assistance, parent activities, field trips, family transportation, child assessment materials, any ongoing costs of additional quality-related materials, if needed)
 - b. Education/Program - Staff (e.g., professional consultants, training/professional development/conferences, staff travel)
2. Occupancy (e.g., rent/lease or mortgage, real estate taxes, maintenance, janitorial, repairs and other occupancy-related costs)
3. Program Management & Administration (e.g., office supplies, telephone, internet, insurance, legal and professional fees, permits, fundraising, memberships, administration fees)
4. Contribution to operating reserve fund (annual contribution to an operating reserve fund is included at a percent of total expenses. The default is set at 2%; the percent can be changed by the user. This practice contributes to long-term financial sustainability.)

Revenue Sources

The model is set up to use the range of revenue sources available to a typical child care center in San Francisco. Full-day, full-year rates are used with the exception of Preschool for All for which the part-day rate is used. The following revenues sources are used:

1. The federal Child and Adult Care Food Program (CACFP) is used for children of all ages at the current rates for free, reduced and paid meals based on family income.
2. Private Tuition is used for children of all ages with family incomes above 85% SMI, as directed by the user. Rates are based on average tuition rate data from the Children's Council of San Francisco.
3. C-WAGES is used for children of all ages and all family incomes, based on the age of children and the quality score of the center.
4. Preschool for All is used for all 4-year-old preschoolers, based on the rate for the quality of teachers. The PFA Enrollment rate is used for the 4 year olds not receiving other public funds (the tuition-paying 4-year-olds). The PFA Enhancement rate is used for the 4 year olds who are also paid by State Vouchers or State Contracts
5. Subsidy revenue is split among state vouchers, state contracts and city target subsidies according to the user's direction.
 - a. State voucher rates are used for the user-entered number of infants, toddlers and preschoolers whose family income is below 85% SMI, with rates based on age of child (CalWORKs stage 1 has a lower exit ceiling than the other vouchers, at <70% SMI) .

San Francisco Comprehensive Fiscal Analysis

Revenue and Expense Model Centers: Introduction and Instructions for Use

- b. State contract rates are used for the user-entered number of infants, toddlers and preschoolers whose family income is below 85% SMI, with rates based on age of child and quality level.
- c. City Target Subsidies rates are used for the user-entered number of infants, toddlers and preschoolers whose family income is below 85% SMI, with rates based on age of child and quality level.

Note: certain revenues unique to San Francisco are not listed separately since a child is only eligible for one revenue type and all types not listed separately use the same rates as another City source and would be duplicative of revenue already included, i.e., ACCESS, FCS and City Child Care are all included in City Target subsidies and all use the same rates. PFA Bridge and PFA Plus, while not listed separately, are effectively included since they use rates that are essentially combinations of voucher rates and the base PFA rate. Operating grants are not included because they are one-time revenue, not ongoing financial support.

Some centers may have other revenue from sources such as grants, fundraising events, etc. This is included as a revenue line and can be set by the user.

Appendix

Wages and Benefits: Requirements Applicable in San Francisco

California and San Francisco specific requirements are described in detail below. Sources are the following:

- California http://www.edd.ca.gov/pdf_pub_ctr/de44.pdf
- San Francisco <http://www.sfgov.org/olse/san-francisco-labor-laws-citywide>

California

Unemployment Insurance (UI)

- The 2015 taxable wage limit is \$7,000 per employee.
- The 2015 UI rate varies determined by claims experience. New employers are assigned a rate of 3.4%, which is adjusted after 2 years. Rates vary from 2% to 6.2% for child care centers in SF according to the San Francisco Early Learning Alliance.

Employment Training Tax (ETT)

- The 2015 ETT rate is 0.1 percent (.001)
- The 2015 taxable wage limit is \$7,000 per employee.
- Not all employers are charged for ETT but including it is preferable to not, as the impact is small (\$7/employee/year) compared to other expenses.

State Disability Insurance (SDI)

- The 2016 SDI withholding rate is .9 percent (.009). The rate includes Disability Insurance (DI) and Paid Family Leave (PFL) coverage.
- The SDI taxable wage limit for 2016 is \$106,742 per employee, per year.

Workers' Compensation Insurance

- Required, rates are set by experience and assessed risk of job titles/duties. Rates vary from 2% to 9% for child care centers in SF according to the San Francisco Early Learning Alliance.

San Francisco

SF Paid Sick Leave Ordinance (PSLO)

- An employee accrues one hour of paid sick leave for every 30 hours worked.
- The employee does not start accruing until 90 days after the start of employment.
- There is a "cap" on accrual –
 - 40 hours for small businesses (having fewer than 10 workers) and
 - 72 hours for other businesses.
- The accrual cap is not an annual cap. Whenever an employee's accrued leave drops below the cap due to usage, the employee begins again to accrue. Thus, the PSLO cap is referred to as a "floating" cap.

San Francisco Comprehensive Fiscal Analysis

Revenue and Expense Model Centers: Introduction and Instructions for Use

- For child care centers, any sick leave policy of 2 weeks paid sick leave per year is in excess of the requirements of this ordinance.

Health Care Security Ordinance (HCSO)

Employer Size	Number of Employees	2015 Expenditure Rate	2016 Expenditure Rate
Large	All employers w/100+ employees	\$2.48 per hour payable	\$2.53 per hour payable
Medium	Businesses w/20-99 employees Nonprofits w/50-99 employees	\$1.65 per hour payable	\$1.68 per hour payable
Small	Businesses w/0-19 employees Nonprofits w/0-49 employees	Exempt	Exempt

This SF ordinance has been in effect since 2006.

The minimum Health Care Expenditure for each Covered Employee is determined quarterly by multiplying the total number of Hours Payable to the employee in the quarter by the applicable Health Care Expenditure Rate.

NOTE: Small businesses and not-for-profits that are exempt from the SF Health Security ordinance are still subject to the provisions of the federal Affordable Care Act <https://www.irs.gov/Affordable-Care-Act/Employers> which require insurance plans with defined minimum coverage offered to all employees. Small employers (fewer than 50 employees) can purchase reasonably priced insurance plans for their employees via Covered California <http://www.coveredca.com/>⁴

Minimum Wage Ordinance (MWO)

Prop J passed in November 2014 authorized the San Francisco minimum wage increase annually according to the following schedule:

Effective Date	Minimum Wage Rate
5/1/2015	\$12.25
7/1/2016	\$13.00
7/1/2017	\$14.00
7/1/2018	\$15.00
July 1st Each Following Year	CPI Increase

The cost model uses the \$13.00 rate, which will be in effect as of July 1, 2016.

⁴ There is a modest federal tax credit (refundable so useable by not-for-profits) for employers with fewer than 25 employees that pay at least 50% of employees’ insurance premiums; it can be claimed for two years. The maximum credit is 50 percent of premiums paid for small proprietary business employers and 35 percent of premiums paid for small tax-exempt employers. Since the ACA has been in effect for more than four years, it is unlikely that many current SF employers are eligible for this credit.

San Francisco Comprehensive Fiscal Analysis

Revenue and Expense Model Centers: Introduction and Instructions for Use

Federal Insurance Contributions Act (FICA)

FICA has two parts: Social Security and Medicare. The current tax rate for Social Security is 6.2% for the employer and 6.2% for the employee, or 12.4% total. The current rate for Medicare is 1.45% for the employer and 1.45% for the employee, or 2.9% total. The annual wage limit is \$118,500 for Social Security; technically there is no wage limit for Medicare. Medicare tax is paid at the base rate (for both employer and employee) up to \$200,000. Beginning in 2013 the additional Medicare Tax went into effect; the additional employee tax is .9% on wages over \$200,000.

<https://www.irs.gov/taxtopics/tc751.html>

San Francisco Comprehensive Fiscal Analysis

Revenue and Expense Model Centers: Introduction and Instructions for Use

Nonpersonnel Expenses

The nonpersonnel expenses used in the cost model are calculated from data collected from centers in San Francisco. These 10 centers ranged in size from 1 to 8 classrooms. The centers revenue sources ranged from all private tuition to all public funding sources.

Expense reported for all items was grouped logically into four categories. The items and the categories are displayed below.

Program Management
<i>Office Supplies/Equipment</i>
<i>Telephone/Internet</i>
<i>Insurance</i>
<i>Legal/Professional Fees</i>
<i>Fees/Permits</i>
<i>Gifts</i>
<i>Fundraising Expenses</i>
<i>Professional Association/memberships</i>
<i>Recruitment/retention</i>
<i>Administration Fee</i>
Occupancy
<i>Rent /Lease/Mortgage (incl RE taxes)</i>
<i>Other occupancy (incl utilities)</i>
<i>Maintenance/Repairs</i>
<i>Cleaning/Janitorial</i>
Education/Program - Child
<i>Food & Food Related Items</i>
<i>Classroom supplies</i>
<i>Medical Supplies</i>
<i>Educational Supplies</i>
<i>Laundry Service</i>
<i>Other: Tuition assistance</i>
<i>Other: Summer Program</i>
<i>Other: Parent Activities</i>
<i>Other: Child Transport/Field Trip/Events</i>
Education/Program - Staff
<i>Other: Prof Consultants/Temp Personnel</i>
<i>Training/PD</i>
<i>Staff Travel</i>

For each item, the results across centers were weighted by child and by classroom to calculate the overall weighted average values to use in the model. These values are displayed below.

Nonpersonnel Category	Value	Allocation
Education Program for Children and Staff	\$ 2,535	By child
Occupancy	\$ 33,890	By classroom
Program Management & Administration	\$ 1,535	By child

Appendix D: Revenue and Expense Models
Center-based Model Profiles Summary
Table

Introduction

Using the Center-based Revenue and Expense Model created for SF early care and education services, a number of center-based profiles were generated using variables that drive differences in program revenue and expenses. The Revenue and Expense Model is an Excel-based tool that allows additional profiles to be created with other variations in revenue, expense and enrollment. The 48 center-based profiles created, and summarized herein, include some of the most common variations of child enrollment, program size, composition of children, and revenue sources.

Understanding the Profiles

Many variables were used to determine the variations present within early care and education centers in SF, and thus establish the profiles to be created, these include:

- Ages of children served – centers may serve children of all ages from birth to five years, or serve only toddlers and preschoolers (children from two to five years), or serve only preschool children, from three to five years. The children served is driven by a center’s license and their programmatic approach e.g., they may be a preschool program, which is why they serve only preschool age children. All of the different combinations of ages of children were used across the profiles, as this represents the types of programs in SF.
- Number of children served – centers range in the number of children they serve, or the size of their program. This range is impacted by the number of classrooms and size of their facility, along with the number of children they are licensed for in each room. Additionally, a program may choose to serve less children in a given classroom than they are licensed for, based on individual factors such as maintaining a lower child to teacher ratio or accommodating for the needs of a group of children. The size of the centers in the profiles, and the number of children by age group, infants (0-24 months), toddlers (24-36 months) and preschool children (3-5 years), was determined using local data on licensed capacity combined with input on most common practice in SF around ratio and group size.
- Family income – the income of the families served by a center determines their eligibility for certain funding sources and the rate at which the center is reimbursed for a given child.
- Revenue source – the potential revenue sources used to fund the center vary based on child, family and provider eligibility. The profiles represent this range and include several combinations of federal, state and local funding, focusing on those most commonly occurring. The potential revenue sources represent what is currently used to fund SF early care and education (for more detail see the Center-based Revenue and Expense Model Introduction and Instructions for Use document).
- Occupancy costs – SF centers experience a range of occupancy costs, which impact the overall program expense, given the high cost of occupancy in the city. The profiles created include combinations where a program receives greatly reduced, or free rent, and instances where the program occupancy costs are higher than average for SF centers.

Each of these variables is found on the first worksheet in the Revenue and Expense Model file [VariablesINPUT-CTR]. The user selects settings for the key variables thus changing the profile that the

San Francisco Comprehensive Fiscal Analysis

Center-based Revenue and Expense Model: Summary of Profiles

model will generate. In each of the center-based profiles created, the variables were modified to represent the characteristics of the profile situation.

Each profile is based on a center operating at a Tier 3 quality level on the current Bay Area Quality Rating and Improvement System (BA-QRIS).

The most commonly occurring size center and composition of children (in SF) determined a medium-sized center. The most common center size and composition is 69 total children from birth to five years of age: 9 infants, 12 toddlers, 48 preschoolers. The expenses for this program are driven by Tier 3 quality level, but have been adjusted for SF practice of a smaller group size for infant rooms (9 children instead of the 12 allowed at Tier 3) and 1 teacher to every 8 children in preschool rooms (instead of the 1:12 allowed at Tier 3). Throughout the profile list, the common center is used as the base when other variables are changed, such as mix of family income and type of revenue supporting the center.

Summary Table

The Center-based Revenue and Expense Model Profiles Summary Table includes 48 profiles representative of the variables at play in SF early care and education centers. The Summary Table includes the following information points for each profile: profile description covering the variations with each profile; number of children served; total center expenses; total center revenue; net revenue and net revenue as percentage of expenses; and, cost per child by infant, toddler and preschooler. The profiles on the Summary Table are organized by ages of children served in the profile: all children from birth to five years; toddlers and preschoolers from two to five years; and, preschoolers, three to five year olds.

Featured Profiles

There are 15 featured profiles which reflect the range of funding, as well as, represent the predominant enrollment types in SF. The featured profiles are included in the Summary Table of all the center-based profiles, in order to support comparison across the results of each profile. Additionally, each featured profile has a PDF from the Revenue and Expense Model with detailed information on the characteristics of the profile (the Variables Input worksheet and the Quality Center Profile worksheet). The 15 featured profiles include:

All ages (0-5 years):

1. Most common size with mix of family income
2. Small center, mix of family income
3. Large center, mix of family income
4. CA Department of Education Title 5 Contract funding only (common size)
5. Voucher (state and local SF subsidies) only (common size)
6. Family income even distribution below 85% SMI and 50% of families above 85% State Median Income; reduced occupancy costs (common size)
7. Family income all above 85% State Median Income (no public funding); 10% higher occupancy costs (common size)
8. Lead teacher compensate with parity to K-3 teachers at SFUSD (common size)

Toddler/Preschooler (24 mos – 5 years):

9. Most common size with mix of family income
10. CA Department of Education Title 5 Contract funding, Preschool for All site (common size)

San Francisco Comprehensive Fiscal Analysis

Center-based Revenue and Expense Model: Summary of Profiles

11. Voucher (state and local SF subsidies), Preschool for All site (common size)

Preschooler (3-5 yrs):

12. Most common size with mix of family income
13. CA Department of Education Title 5 Contract funding, Preschool for All site (common size)
14. Voucher (state and local SF subsidies), Preschool for All site (common size)
15. Tuition only site (all incomes above 85% State Median Income), Preschool for All site (common size)

On the Summary Table an additional 33 profiles are summarized, offering other variations of characteristics present in SF centers.

Profile Outputs

Each profile presents the revenue and expense of the center given the variables of each profile. Some of these variables change the revenue of a program (which sources of revenue fund the children) yet the overall expenses remain constant. Other variables, such as occupancy costs and lead teacher parity with the K-3 education system, change the expenses of the program. In all instance, a Tier 3 quality level is set of standards serving as a foundation for the center's expenses.

Of the 48 profiles generated by the Revenue and Expense Model, there are 9 scenarios where the center operates with a profit. The other 39 profiles all show a loss. For profiles serving all ages of children from birth to five years, there is not one profile that operates with a profit. For profiles of toddlers and preschoolers served, there is one profile showing a profit: a center with a family income mix 50% below 85% of the State Median Income and 50% above, where the occupancy costs are greatly reduced from the average (a 50% reduction) due to significantly discounted, or free rent. The other 8 profiles showing an annual profit are all preschool only centers.

For centers serving children from birth to five, profiles with the largest loss, 14% (net revenue of negative \$185,000) and higher, are variations of the most common size center, where a percentage, or all of families, have incomes below 85% of State Median Income, where occupancy costs are 10% higher than the average, and when lead teachers are paid with parity to teachers the K-3 system. The profile facing the greatest operating loss is not the example with K-3 parity, as one might assume, but a center who is all Title 5 Contract slots. This profile's expenses exceed their revenue by \$313,707, even with the layering of local funding from C-WAGES and PFA, and federal Child and Adult Care Food Program funding, in their revenue mix.

For centers serving toddlers and preschoolers, profiles with the largest loss 15% (net revenue of negative \$145,000) and higher, are variations of the most common size center, where a percentage, or all of families, have incomes below 85% of State Median Income, where occupancy costs are 10% higher than the average, and where the center is Title 5 Contract funding only Preschool for All site. The profile facing the greatest operating loss is the all Title 5 Contract/Preschool for All site. This profile's expenses exceed their revenue by \$243,790, and again this include the layering of C-WAGES and federal Child and Adult Care Food Program funding.

San Francisco Comprehensive Fiscal Analysis

Center-based Revenue and Expense Model: Summary of Profiles

Profiles of centers serving only preschool children fared the best, of the 14 profiles generated, 8 showed a profit. These profiles showing a profit were all Preschool for All sites, with a mix of family income compositions and both reduced and higher occupancy costs. Of the six profiles operating at a loss, only one had a loss greater than 5.5% (net revenue of negative \$40,624), the other 5 all had smaller negative net revenue. There is a significant gap between the net revenue of the other profile experiencing a loss, as there loss is 16.2%; this profile is a Title 5 Contract Preschool for All site. This profile's expenses exceed their revenue by \$119,095.

SF Comprehensive Fiscal Analysis: Center-based Revenue and Expense Model Profiles Summary Table												
#	Brief Description (all models were run at Tier 3 QRIS quality level)	Composition/# of Children				Total Expenses	Total Revenue	Net Revenue	Net Revenue as % of Expenses	Cost Per Child		
		Infants	Toddlers	Preschoolers	Total					Infants	Toddlers	Preschoolers
All age Models - infant, toddler and preschooler												
1	Most common size (Medium Center)	9	12	48	69	\$1,317,985	\$1,124,693	(\$193,292)	-14.7%	\$27,496	\$20,935	\$17,069
2	Small Center	9	12	24	45	\$891,180	\$777,334	(\$113,846)	-12.8%	\$27,106	\$20,550	\$16,693
3	Large Center	9	12	72	93	\$1,645,373	\$1,498,722	(\$146,651)	-8.9%	\$26,618	\$20,054	\$16,183
4	Family income even distribution with all < 85% SMI, mixed with private tuition/public	9	12	48	69	\$1,317,985	\$1,117,180	(\$200,805)	-15.2%	\$27,496	\$20,935	\$17,069
5	Family income even distribution below 85% SMI; 50% above 85%SMI	9	12	48	69	\$1,317,985	\$1,176,835	(\$141,150)	-10.7%	\$27,496	\$20,935	\$17,069
6	Family income all above 85% SMI	9	12	48	69	\$1,317,985	\$1,280,930	(\$37,055)	-2.8%	\$27,496	\$20,935	\$17,069
7	Contract only, mix of CCTR and CSPP rate (include C-WAGES and PFA revenue)	9	12	48	69	\$1,317,985	\$1,004,278	(\$313,707)	-23.8%	\$27,496	\$20,935	\$17,069
8	Voucher only, state and city subsidies, mixed with tuition	9	12	48	69	\$1,317,985	\$1,245,466	(\$72,519)	-5.5%	\$27,496	\$20,935	\$17,069
9	Occupancy costs with -50%, model free rent locations	9	12	48	69	\$1,248,848	\$1,124,693	(\$124,155)	-9.9%	\$25,593	\$19,503	\$16,343
10	Occupancy costs 10% higher	9	12	48	69	\$1,331,812	\$1,124,693	(\$207,119)	-15.6%	\$27,876	\$21,221	\$17,214
11	Compensation for lead teachers the same as SFUSD K- teachers	9	12	48	69	\$1,436,860	\$1,124,693	(\$312,167)	-21.7%	\$30,582	\$23,309	\$18,373
12	Family income even distribution <85%SMI, occupancy costs with -50%, model free rent locations	9	12	48	69	\$1,248,848	\$1,102,037	(\$146,811)	-11.8%	\$25,593	\$19,503	\$16,343
13	Family income even distribution <85%SMI, occupancy costs 10% higher	9	12	48	69	\$1,331,812	\$1,094,331	(\$237,481)	-17.8%	\$27,876	\$21,221	\$17,214
14	Family income even distribution below 85% SMI; 50% above 85%SMI; occupancy costs with -50%, model free rent locations	9	12	48	69	\$1,248,848	\$1,198,866	(\$49,982)	-4.0%	\$25,593	\$19,503	\$16,343
15	Family income even distribution below 85% SMI; 50% above 85%SMI; occupancy costs 10% higher	9	12	48	69	\$1,331,812	\$1,198,866	(\$132,946)	-10.0%	\$27,876	\$21,221	\$17,214
16	Family income all above 85%SMI; occupancy costs with -50%, model free rent locations	9	12	48	69	\$1,248,848	\$1,198,866	(\$49,982)	-4.0%	\$25,593	\$19,503	\$16,343
17	Family income all above 85%SMI; occupancy costs 10% higher	9	12	48	69	\$1,331,812	\$1,280,930	(\$50,882)	-3.8%	\$27,876	\$21,221	\$17,214

#	Brief Description (all models were run at Tier 3 QRIS quality level)	Composition/# of Children				Total Expenses	Total Revenue	Net Revenue	Net Revenue as % of Expenses	Cost Per Child		
		Infants	Toddlers	Preschoolers	Total					Infants	Toddlers	Preschoolers
Toddler/Preschooler Models												
18	Most common size (Medium Center)	0	10	42	52	\$963,756	\$816,662	(\$147,094)	-15.3%	\$0	\$22,561	\$17,575
19	Small Center	0	12	24	36	\$635,565	\$596,249	(\$39,316)	-6.2%	\$0	\$20,216	\$16,374
20	Large Center	0	24	72	96	\$1,613,948	\$1,529,745	(\$84,203)	-5.2%	\$0	\$19,701	\$15,849
21	All Private \$, family income >85% SMI, no PFA	0	10	42	52	\$963,756	\$842,128	(\$121,628)	-12.6%	\$0	\$22,561	\$17,575
22	No Private \$, family income <85% SMI	0	10	42	52	\$963,756	\$799,857	(\$163,899)	-17.0%	\$0	\$22,561	\$17,575
23	Family income even distribution below 85% SMI; 50% above 85% SMI	0	10	42	52	\$963,756	\$869,025	(\$94,731)	-9.8%	\$0	\$22,561	\$17,575
24	Tuition only, PFA site	0	10	42	52	\$963,756	\$826,793	(\$136,963)	-14.2%	\$0	\$22,561	\$17,575
25	PFA site with only public (contract slots)	0	10	42	52	\$963,756	\$719,966	(\$243,790)	-25.3%	\$0	\$22,561	\$17,575
26	PFA site with only public (voucher)	0	10	42	52	\$963,756	\$898,202	(\$65,554)	-6.8%	\$0	\$22,561	\$17,575
27	Occupancy costs with a negative %, model free rent locations	0	10	42	52	\$911,903	\$816,662	(\$95,241)	-10.4%	\$0	\$20,847	\$16,748
28	Occupancy costs 10% higher	0	10	42	52	\$974,127	\$816,662	(\$157,465)	-16.2%	\$0	\$22,904	\$17,704
29	Family income even distribution <85% SMI, occupancy costs with -50%, model free rent locations	0	10	42	52	\$911,903	\$799,857	(\$112,046)	-12.3%	\$0	\$20,847	\$16,748
30	Family income even distribution <85% SMI, occupancy costs 10% higher	0	10	42	52	\$974,127	\$799,857	(\$174,270)	-17.9%	\$0	\$22,904	\$17,704
31	Family income even distribution below 85% SMI; 50% above 85% SMI; occupancy costs with -50%, model free rent locations	0	10	42	52	\$911,903	\$859,476	(\$52,427)	-5.7%	\$0	\$20,847	\$16,748
32	Family income even distribution below 85% SMI; 50% above 85% SMI; occupancy costs 10% higher	0	10	42	52	\$974,127	\$859,476	(\$114,651)	-11.8%	\$0	\$22,904	\$17,704
33	Family income all above 85% SMI; occupancy costs with -50%, model free rent locations	0	10	42	52	\$911,903	\$927,522	\$15,619	1.7%	\$0	\$20,847	\$16,748
34	Family income all above 85% SMI; occupancy costs 10% higher	0	10	42	52	\$974,127	\$927,522	(\$46,605)	-4.8%	\$0	\$22,904	\$17,704

#	Brief Description (all models were run at Tier 3 QRIS quality level)	Composition/# of Children				Total Expenses	Total Revenue	Net Revenue	Net Revenue as % of Expenses	Cost Per Child		
		Infants	Toddlers	Preschoolers	Total					Infants	Toddlers	Preschoolers
Preschooler Models												
35	Most common size (Medium Center)	0	0	48	48	\$736,387	\$734,202	(\$2,185)	-0.3%	\$0	\$0	\$15,341
36	Large Center	0	0	96	96	\$1,490,580	\$1,443,403	(\$47,177)	-3.2%	\$0	\$0	\$15,527
37	All Private \$, family income >85% SMI, no PFA	0	0	48	48	\$736,387	\$779,272	\$42,885	5.8%	\$0	\$0	\$15,341
38	No Private \$, family income <85% SMI	0	0	48	48	\$736,387	\$702,677	(\$33,710)	-4.6%	\$0	\$0	\$15,341
39	Family income even distribution below 85% SMI; 50% above 85% SMI	0	0	48	48	\$736,387	\$771,584	\$35,197	4.8%	\$0	\$0	\$15,341
40	Tuition only, PFA site	0	0	48	48	\$736,387	\$761,746	\$25,359	3.4%	\$0	\$0	\$15,341
41	PFA site with only public (contract slots)	0	0	48	48	\$736,387	\$617,292	(\$119,095)	-16.2%	\$0	\$0	\$15,341
42	PFA site with only public (voucher)	0	0	48	48	\$736,387	\$822,215	\$85,828	11.7%	\$0	\$0	\$15,341
43	Family income <85% SMI; occupancy costs with -50%, model free rent locations	0	0	48	48	\$705,276	\$702,677	(\$2,599)	-0.4%	\$0	\$0	\$14,693
44	Family income <85% SMI; occupancy costs 10% higher	0	0	48	48	\$743,301	\$702,677	(\$40,624)	-5.5%	\$0	\$0	\$15,485
45	Family income even distribution below 85% SMI; 50% above 85% SMI; occupancy costs with -50%, model free rent locations	0	0	48	48	\$705,276	\$771,584	\$66,308	9.4%	\$0	\$0	\$14,693
46	Family income even distribution below 85% SMI; 50% above 85% SMI; occupancy costs 10% higher	0	0	48	48	\$743,301	\$771,584	\$28,283	3.8%	\$0	\$0	\$15,485
47	Family income all above 85% SMI, PFA site; occupancy costs with -50%, model free rent locations	0	0	48	48	\$705,276	\$840,492	\$135,216	19.2%	\$0	\$0	\$14,693
48	Family income all above 85% SMI, PFA site; occupancy costs 10% higher	0	0	48	48	\$743,301	\$840,492	\$97,191	13.1%	\$0	\$0	\$15,485

SAN FRANCISCO Revenue and Expense Model

Tier 3 Common revised 2/14/2016

Items in YELLOW shaded cells are for INPUT to model different center 'profiles'. PLEASE DO NOT CHANGE ANY OTHER CELLS ON THIS SHEET

SIZE of CENTER	# Children/Age Groups	# of Classrooms	Group Sizes	Ratios/Group BA-QRIS Tier 3	Just FYI: Ratios/Group in NAEYC CA Title 22 regs (maximums)
	9 infants (0-24 mos.)	1	9	1:3 (12) SF 1:3 (9)	1:4 (16) 2:8
	12 toddlers (24 - 36 mos.)	1	12	1:6 (12)	1:6 (18) 2:10
	48 preschoolers (3-5 years)	2	24	1:12 (24) SF 1:8 (24)	1:12 (36) 2:10
	69 TOTAL Children	4 TOTAL Classrooms		Used to match SF center practice	

INCOME MIX of CHILDREN & FAMILIES

CACFP uses Fed Poverty; SF & CA use State Median Income SMI

Choose income mix by entering %s in YELLOW cells only

25%	85% SMI which is \$69,479 and above (PAID rate for CACFP)
15%	70%-85% SMI (PAID rate for CACFP)
20%	55%-70% SMI (above 185% FP = PAID rate for CACFP)
20%	40%-55% SMI (130-185%FP = REDUCED rate for CACFP)
20%	below 40% SMI (equals 130% FP = FREE Rate for CACFP)
100% TOTAL must equal 100%	

WARNING! User must re-enter this data every time changes are made in SIZE or INCOME MIX!

DISTRIBUTION of income-eligible children among State Vouchers, State Contracts, or City Target Subsidies

52 This is the maximum number of children who are income-eligible in this center.

Enter # of children by age receiving each type of subsidy using YELLOW cells only in the table below.

	State Voucher	State Contract	City Target Subsidies	Paying Private Tuition
Infants	2	7	0	0
Toddlers	2	6	3	1
Preschool - Threes	7	11	1	5
Preschool - Fours	5	8		11
Total =	16	32	4	69
Total across all subsidies =				52

If negative numbers appear in Tuition column, change your distribution in YELLOW cells

This total should equal the number in TOTAL Children above. If not, change your distribution in YELLOW cells

PFA If site accepts PFA enter 1 in cell below

1

QUALITY Choose quality level of center

ERS scores Enter '1' in one cell below; please leave other cell blank

4.5 - 7.0	
3.0 - 4.4	1

Qualifications of TEACHING STAFF (enter % at various Permit NOTE: BA-QRIS Tier 3 = 75% of lead teachers have Child Dev. Teacher Permit

Qualified to work, no Permit	
Child Dev. Assistant Teacher Permit	
Child Dev. Associate Teacher Permit	25%
Child Dev. Teacher Permit	75%
Master Teacher Permit	
Site Supervisor Permit	
Program Director Permit	
TOTAL must equal 100%	

EFFICIENCY Enrollment as % of total staffed capacity

90%	85-95% is typical
-----	-------------------

Bad Debt as % of revenue not collected

3%	About 3% is typical
----	---------------------

OCCUPANCY Expense Variation

Rates used match typical lease rates for SF and weighted average across center sample

For higher occupancy costs, enter % increase in the box

Appendix D	0%
------------	----

PRO-FORMA BUDGET: San Francisco QUALITY CENTER (QRIS Tier 3)

Items in yellow shaded cells may be changed to model different scenarios

DO NOT CHANGE OTHER CELLS

user can change these cells

these cells have data from the Variables sheet. DO NOT change here.

A Typical Center

Note: Tier 3 = 75% of lead teachers w/Child Dev. Teacher Permit (or above)
Wage % of

69 TOTAL Children	Max Grp	Ratios	4 Classrooms	Annual cost per child
9 infants (0-24 mos.)	9	1:3	1	\$27,496 infant
12 toddlers (24 - 36 mos.)	12	1:6	1	\$20,935 toddler
48 preschoolers (3-5 years)	24	1:8	2	\$17,069 preschooler
			40%	= % for daily coverage (need 20% for opening/closing and additional time for assessment/reporting/planning,

Teacher Quality %	% of BLS	BLS PreK Tchr
0% Qualified to work, no Permit Child Dev. Asst.	80%	\$29,170
0% Teacher Permit	85%	\$30,993
25% Child Dev. Assoc. Teacher Permit	90%	\$32,817
75% Child Dev. Teacher Permit	100%	\$36,463
0% Master Teacher Permit	110%	\$40,109
0% Site Supervisor Permit	120%	\$43,755
0% Program Dir. Permit	130%	\$47,402

EXPENSES: Personnel	Total Cost	Unit Cost	FTE Wage	Calculated on wages per BLS worksheet
16.9 TOTAL Staff				
1.0 ECE Program Director (50% if C< 50, then FT)	\$68,350	\$68,350	110%	BLS EC Administrator
1.1 ECE Staff Supervisor (1 per 12 teaching staff)	\$60,164	\$54,694	150%	BLS Preschool Teacher
1.00 Financial Manager (25% if C<30, 50% up to 60, then FT)	\$55,923	\$55,923	90%	BLS EC administrator
1.2 Administrative assistant (50% if <60 children, then 1/60)	\$34,897	\$29,081	80%	BLS office & admin support
Subtotal administration and management staff	\$219,334			
4.0 Lead Teachers (1 per classroom)	\$142,205	\$35,551		See Teacher quality calculation above
4.0 Teachers/Assistant Teachers (1 per classroom)	\$127,472	\$31,868	100%	BLS CC worker
1.0 Teacher Aides (1 per infant room)	\$28,681	\$28,681	90%	BLS CC Worker
2.0 Teacher Aides (1 per preschool classroom, SF practice)	\$57,363	\$28,681	90%	BLS CC worker
1.6 Floater-Assists. (for % coverage throughout day)	\$50,989	\$31,868	100%	BLS CC Worker
12.6 subtotal teaching staff	\$406,710			
subtotal all staff	\$626,044			
Subs for staff training/PD @ hours/teaching staff/year	21	\$3,440		Substitutes to cover classrooms @ SF min. wage
Subs for staff leave @ days per year		\$13,104	10	paid leave days [plus 8-10 paid holidays per year, no subs needed for holidays]
Subs for staff sick leave @ days/year		\$13,104	10	days of paid sick leave
subtotal substitutes		\$29,648		
Subtotal Wages		\$655,692		
<u>Mandatory benefits @ % salary</u>				
FICA-Social Security	6.20%	\$40,653		
Medicare	1.45%	\$9,508		
Unemployment Insurance (incl ETT)	3.00%	\$4,438.43		
Workers Compensation	5.00%	\$32,785		
State Disability & Family Leave Insurance	0.90%	\$5,901		
Subtotal Mandatory Benefits	16.55%	\$93,285		
<u>Discretionary benefits</u>				
Additional benefits (pool/menu of options):	\$7,500	\$126,750		
Subtotal Personnel		\$875,726		66% of expenses

EXPENSES: Nonpersonnel

Education Program for Children and Staff	\$174,932	
Occupancy	\$135,563	
Program Management & Administration	\$105,921	
Subtotal Nonpersonnel	\$416,416	32% of expenses
Contribution to operating reserve fund	\$25,843	2% of expenses
Total Expense	\$1,317,985	

Children

69 REVENUE

CACFP (all ages)	\$48,223	
17 Private Tuition (for children all ages >85% SMI)	\$306,000	
C-WAGES (\$/child/month -- all ages)	\$160,596	
0 City Target Subsidies (infants)	\$0	
3 City Target Subsidies (toddlers)	\$44,198	
1 City Target Subsidies (3-year-olds)	\$14,733	
0 City Target Subsidies (4-year-olds)	\$0	
Preschool for All (4-year-olds only, tuition paying)	\$63,250	@ Enrollment rate
Preschool for All (4-year-olds only, voucher or contract)	\$56,801	@ Enhancement rate
2 State vouchers (infants)	\$39,891	
2 State vouchers (toddlers)	\$28,062	
7 State vouchers (3-year-olds)	\$98,217	
5 State vouchers (4-year-olds)	\$70,155	
7 State contracts (infants)	\$121,350	
6 State contracts (toddlers)	\$85,659	
11 State contracts (3-year-olds)	\$112,888	
8 State contracts (4-year-olds)	\$82,100	
Other income (grants, fundraising, etc.)	\$25,000	
	\$1,357,122	= Potential Total Revenue
<i>Adjustments to revenue</i>		
Bad debt	3%	\$39,964
Enrollment efficiency (average)	90%	\$129,216
PFA tuition reimbursement		\$63,250
		\$1,124,693
		= Actual Total Revenue
Annual Revenue less Expenses profit/(loss)		\$193,292
		-14.7% of expenses

SAN FRANCISCO Revenue and Expense Model

All ages, small revised 2/14/2016

Items in YELLOW shaded cells are for INPUT to model different center 'profiles'. PLEASE DO NOT CHANGE ANY OTHER CELLS ON THIS SHEET

SIZE of CENTER	# Children/Age Age Groups	# of Classrooms	Group Sizes	Ratios/Group BA-QRIS Tier 3	Just FYI: Ratios/Group in NAEYC CA Title 22 regs (maximums)
	9 infants (0-24 mos.)	1	9	1:3 (12) SF 1:3 (9)	1:4 (16) 2:8
	12 toddlers (24 - 36 mos.)	1	12	1:6 (12)	1:6 (18) 2:10
	24 preschoolers (3-5 years)	1	24	1:12 (24) SF 1:8 (24)	1:12 (36) 2:10
	45 TOTAL Children	3 TOTAL Classrooms		Used to match SF center practice	

INCOME MIX of CHILDREN & FAMILIES

CACFP uses Fed Poverty; SF & CA use State Median Income SMI

Choose income mix by entering %s in YELLOW cells only

25%	85% SMI which is \$69,479 and above (PAID rate for CACFP)
15%	70%-85% SMI (PAID rate for CACFP)
20%	55%-70% SMI (above 185% FP = PAID rate for CACFP)
20%	40%-55% SMI (130-185%FP = REDUCED rate for CACFP)
20%	below 40% SMI (equals 130% FP = FREE Rate for CACFP)
100% TOTAL must equal 100%	

WARNING! User must re-enter this data every time changes are made in SIZE or INCOME MIX!

DISTRIBUTION of income-eligible children among State Vouchers, State Contracts, or City Target Subsidies

34 This is the maximum number of children who are income-eligible in this center.

Enter # of children by age receiving each type of subsidy using YELLOW cells only in the table below.

	State Voucher	State Contract	City Target Subsidies	Paying Private Tuition
Infants	2	5	0	2
Toddlers	2	5	2	3
Preschool - Threes	3	6	1	2
Preschool - Fours	3	5		4
Total =	10	21	3	45
Total across all subsidies =				34

If negative numbers appear in Tuition column, change your distribution in YELLOW cells

This total should equal the number in **TOTAL Children** above. If not, change your distribution in YELLOW cells

PFA If site accepts PFA enter 1 in cell below

1

QUALITY Choose quality level of center

ERS scores Enter '1' in one cell below; please leave other cell blank

4.5 - 7.0	
3.0 - 4.4	1

Qualifications of TEACHING STAFF (enter % at various Permit NOTE: BA-QRIS Tier 3 = 75% of lead teachers have Child Dev. Teacher Permit

Qualified to work, no Permit	
Child Dev. Assistant Teacher Permit	
Child Dev. Associate Teacher Permit	25%
Child Dev. Teacher Permit	75%
Master Teacher Permit	
Site Supervisor Permit	
Program Director Permit	
TOTAL must equal 100%	

EFFICIENCY Enrollment as % of total staffed capacity

90%	85-95% is typical
-----	-------------------

Bad Debt as % of revenue not collected

3%	About 3% is typical
----	---------------------

OCCUPANCY Expense Variation

Rates used match typical lease rates for SF and weighted average across center sample

For higher occupancy costs, enter % increase in the box

Appendix D	0%
------------	----

PRO-FORMA BUDGET: San Francisco QUALITY CENTER (QRIS Tier 3)

Items in yellow shaded cells may be changed to model different scenarios
DO NOT CHANGE OTHER CELLS

user can change these cells

these cells have data from the Variables sheet. DO NOT change here.

A Typical Center

Note: Tier 3 = 75% of lead teachers w/Child Dev. Teacher Permit (or above)
Wage % of

45 TOTAL Children	Max Grp	Ratios	3 Classrooms	Annual cost per child
9 infants (0-24 mos.)	9	1:3	1	\$27,106 infant
12 toddlers (24 - 36 mos.)	12	1:6	1	\$20,550 toddler
24 preschoolers (3-5 years)	24	1:8	1	\$16,693 preschooler

40% = % for daily coverage (need 20% for opening/closing and additional time for assessment/reporting/planning,

Teacher Quality %	% of BLS	BLS PreK Tchr	Wage % of
0% Qualified to work, no Permit	80%	\$29,170	\$36,463 BLS
0% Child Dev. Asst. Teacher Permit	85%	\$30,993	
25% Child Dev. Assoc. Teacher Permit	90%	\$32,817	
75% Child Dev. Teacher Permit	100%	\$36,463	
0% Master Teacher Permit	110%	\$40,109	
0% Site Supervisor Permit	120%	\$43,755	
0% Program Dir. Permit	130%	\$47,402	

EXPENSES: Personnel

11.5 TOTAL Staff

	Total Cost	Unit Cost	FTE Wage	Calculated on wages per BLS worksheet
0.5 ECE Program Director (50% if C< 50, then FT)	\$34,175	\$68,350	110%	BLS EC Administrator
0.8 ECE Staff Supervisor (1 per 12 teaching staff)	\$43,755	\$54,694	150%	BLS Preschool Teacher
0.50 Financial Manager (25% if C<30, 50% up to 60, then FT)	\$27,961	\$55,923	90%	BLS EC administrator
0.5 Administrative assistant (50% if <60 children, then 1/60)	\$14,540	\$29,081	80%	BLS office & admin support
Subtotal administration and management staff	\$120,432			
3.0 Lead Teachers (1 per classroom)	\$106,654	\$35,551		See Teacher quality calculation above
3.0 Teachers/Assistant Teachers (1 per classroom)	\$95,604	\$31,868	100%	BLS CC worker
1.0 Teacher Aides (1 per infant room)	\$28,681	\$28,681	90%	BLS CC Worker
1.0 Teacher Aides (1 per preschool classroom, SF practice)	\$28,681	\$28,681	90%	BLS CC worker
1.2 Floater-Assists. (for % coverage throughout day)	\$38,242	\$31,868	100%	BLS CC Worker
9.2 subtotal teaching staff	\$297,862			
subtotal all staff	\$418,295			

Subs for staff training/PD @ hours/teaching staff/year	21	\$2,512	Substitutes to cover classrooms @ SF min. wage	
Subs for staff leave @ days per year		\$9,568	10	paid leave days [plus 8-10 paid holidays per year, no subs needed for holidays]
Subs for staff sick leave @ days/year		\$9,568	10	days of paid sick leave
subtotal substitutes		\$21,648		

Subtotal Wages

\$439,942

Mandatory benefits @ % salary

FICA-Social Security	6.20%	\$27,276
Medicare	1.45%	\$6,379
Unemployment Insurance (incl ETT)	3.00%	\$3,064.43
Workers Compensation	5.00%	\$21,997
State Disability & Family Leave Insurance	0.90%	\$3,959
Subtotal Mandatory Benefits	16.55%	\$62,677

Discretionary benefits

Additional benefits (pool/menu of options):	\$7,500	\$86,250
---	---------	----------

Subtotal Personnel

\$588,869

66% of expenses

EXPENSES: Nonpersonnel

Education Program for Children and Staff	\$114,086	
Occupancy	\$101,672	
Program Management & Administration	\$69,079	
Subtotal Nonpersonnel	\$284,837	32% of expenses
Contribution to operating reserve fund	\$17,474	2% of expenses
Total Expense	\$891,180	

Children

45 REVENUE

CACFP (all ages)	\$31,450	
11 Private Tuition (for children all ages >85% SMI)	\$207,600	
C-WAGES (\$/child/month -- all ages)	\$124,020	
0 City Target Subsidies (infants)	\$0	
2 City Target Subsidies (toddlers)	\$29,465	
1 City Target Subsidies (3-year-olds)	\$14,733	
0 City Target Subsidies (4-year-olds)	\$0	
Preschool for All (4-year-olds only, tuition paying)	\$23,000	@ Enrollment rate
Preschool for All (4-year-olds only, voucher or contract)	\$34,782	@ Enhancement rate
2 State vouchers (infants)	\$39,891	
2 State vouchers (toddlers)	\$28,062	
3 State vouchers (3-year-olds)	\$42,093	
3 State vouchers (4-year-olds)	\$42,093	
5 State contracts (infants)	\$86,679	
5 State contracts (toddlers)	\$71,383	
6 State contracts (3-year-olds)	\$61,575	
5 State contracts (4-year-olds)	\$51,313	
Other income (grants, fundraising, etc.)	\$25,000	
	\$913,137	= Potential Total Revenue
<i>Adjustments to revenue</i>		
Bad debt	3%	\$26,644
Enrollment efficiency (average)	90%	\$86,149
PFA tuition reimbursement		\$23,000
		\$777,344 = Actual Total Revenue
Annual Revenue less Expenses profit/(loss)		\$113,836 -12.8% of expenses

SAN FRANCISCO Revenue and Expense Model

All ages, large revised 2/14/2016

Items in YELLOW shaded cells are for INPUT to model different center 'profiles'. PLEASE DO NOT CHANGE ANY OTHER CELLS ON THIS SHEET

SIZE of CENTER	# Children/Age Age Groups	# of Classrooms	Group Sizes	Ratios/Group BA-QRIS Tier 3	Just FYI: Ratios/Group in NAEYC CA Title 22 regs (maximums)
	9 infants (0-24 mos.)	1	9	1:3 (12) SF 1:3 (9)	1:4 (16) 2:8
	12 toddlers (24 - 36 mos.)	1	12	1:6 (12)	1:6 (18) 2:10
	72 preschoolers (3-5 years)	3	24	1:12 (24) SF 1:8 (24)	1:12 (36) 2:10
	93 TOTAL Children	5 TOTAL Classrooms		Used to match SF center practice	

INCOME MIX of CHILDREN & FAMILIES

CACFP uses Fed Poverty; SF & CA use State Median Income SMI

Choose income mix by entering %s in YELLOW cells only

25%	85% SMI which is \$69,479 and above (PAID rate for CACFP)
15%	70%-85% SMI (PAID rate for CACFP)
20%	55%-70% SMI (above 185% FP = PAID rate for CACFP)
20%	40%-55% SMI (130-185%FP = REDUCED rate for CACFP)
20%	below 40% SMI (equals 130% FP = FREE Rate for CACFP)
100% TOTAL must equal 100%	

WARNING! User must re-enter this data every time changes are made in SIZE or INCOME MIX!

DISTRIBUTION of income-eligible children among State Vouchers, State Contracts, or City Target Subsidies

70 This is the maximum number of children who are income-eligible in this center.

Enter # of children by age receiving each type of subsidy using YELLOW cells only in the table below.

	State Voucher	State Contract	City Target Subsidies	Paying Private Tuition
Infants	2	7	0	0
Toddlers	2	6	3	1
Preschool - Threes	10	15	0	11
Preschool - Fours	10	14	0	12
Total =	24	42	3	93
Total across all subsidies =			69	

If negative numbers appear in Tuition column, change your distribution in YELLOW cells

This total should equal the number in TOTAL Children above. If not, change your distribution in YELLOW cells

PFA If site accepts PFA enter 1 in cell below

1

QUALITY Choose quality level of center

ERS scores Enter '1' in one cell below; please leave other cell blank

4.5 - 7.0	
3.0 - 4.4	1

Qualifications of TEACHING STAFF (enter % at various Permit NOTE: BA-QRIS Tier 3 = 75% of lead teachers have Child Dev. Teacher Permit

Qualified to work, no Permit	
Child Dev. Assistant Teacher Permit	
Child Dev. Associate Teacher Permit	25%
Child Dev. Teacher Permit	75%
Master Teacher Permit	
Site Supervisor Permit	
Program Director Permit	
TOTAL must equal 100%	

EFFICIENCY Enrollment as % of total staffed capacity

90%	85-95% is typical
-----	-------------------

Bad Debt as % of revenue not collected

3%	About 3% is typical
----	---------------------

OCCUPANCY Expense Variation

Rates used match typical lease rates for SF and weighted average across center sample

For higher occupancy costs, enter % increase in the box

Appendix D	0%
------------	----

PRO-FORMA BUDGET: San Francisco QUALITY CENTER (QRIS Tier 3)

Items in yellow shaded cells may be changed to model different scenarios
DO NOT CHANGE OTHER CELLS

user can change these cells

these cells have data from the Variables sheet. DO NOT change here.

A Typical Center

Note: Tier 3 = 75% of lead teachers w/Child Dev. Teacher Permit (or above)
Wage % of

93 TOTAL Children	Max Grp	Ratios	5 Classrooms	Annual cost per child
9 infants (0-24 mos.)	9	1:3	1	\$26,618 infant
12 toddlers (24 - 36 mos.)	12	1:6	1	\$20,054 toddler
72 preschoolers (3-5 years)	24	1:8	3	\$16,183 preschooler

40% = % for daily coverage (need 20% for opening/closing and additional time for assessment/reporting/planning,

Teacher Quality %	% of BLS	BLS PreK Tchr	Wage % of
0% Qualified to work, no Permit	80%	\$29,170	\$36,463 BLS
0% Child Dev. Asst. Teacher Permit	85%	\$30,993	
25% Child Dev. Assoc. Teacher Permit	90%	\$32,817	
75% Child Dev. Teacher Permit	100%	\$36,463	
0% Master Teacher Permit	110%	\$40,109	
0% Site Supervisor Permit	120%	\$43,755	
0% Program Dir. Permit	130%	\$47,402	

EXPENSES: Personnel

20.9 TOTAL Staff	Total Cost	Unit Cost	FTE Wage	Calculated on wages per BLS worksheet
1.0 ECE Program Director (50% if C< 50, then FT)	\$68,350	\$68,350	110%	BLS EC Administrator
1.3 ECE Staff Supervisor (1 per 12 teaching staff)	\$71,103	\$54,694	150%	BLS Preschool Teacher
1.00 Financial Manager (25% if C<30, 50% up to 60, then FT)	\$55,923	\$55,923	90%	BLS EC administrator
1.6 Administrative assistant (50% if <60 children, then 1/60)	\$46,529	\$29,081	80%	BLS office & admin support
Subtotal administration and management staff	\$241,905			
5.0 Lead Teachers (1 per classroom)	\$177,756	\$35,551		See Teacher quality calculation above
5.0 Teachers/Assistant Teachers (1 per classroom)	\$159,340	\$31,868	100%	BLS CC worker
1.0 Teacher Aides (1 per infant room)	\$28,681	\$28,681	90%	BLS CC Worker
3.0 Teacher Aides (1 per preschool classroom, SF practice)	\$86,044	\$28,681	90%	BLS CC worker
2.0 Floater-Assists. (for % coverage throughout day)	\$63,736	\$31,868	100%	BLS CC Worker
16.0 subtotal teaching staff	\$515,558			
subtotal all staff	\$757,463			
Subs for staff training/PD @ hours/teaching staff/year	21 \$4,368			Substitutes to cover classrooms @ SF min. wage
Subs for staff leave @ days per year	\$16,640	10		paid leave days [plus 8-10 paid holidays per year, no subs needed for holidays]
Subs for staff sick leave @ days/year	\$16,640	10		days of paid sick leave
subtotal substitutes	\$37,648			
Subtotal Wages	\$795,111			
<u>Mandatory benefits @ % salary</u>				
FICA-Social Security	6.20% \$49,297			
Medicare	1.45% \$11,529			
Unemployment Insurance (incl ETT)	3.00% \$5,518.44			
Workers Compensation	5.00% \$39,756			
State Disability & Family Leave Insurance	0.90% \$7,156			
Subtotal Mandatory Benefits	16.55% \$113,256			
<u>Discretionary benefits</u>				
Additional benefits (pool/menu of options):	\$7,500 \$156,750			
Subtotal Personnel	\$1,065,117			65% of expenses

EXPENSES: Nonpersonnel

Education Program for Children and Staff	\$235,778	
Occupancy	\$169,454	
Program Management & Administration	\$142,763	
Subtotal Nonpersonnel	\$547,995	33% of expenses
Contribution to operating reserve fund	\$32,262	2% of expenses
Total Expense	\$1,645,373	

Children

93 REVENUE

CACFP (all ages)	\$64,996	
24 Private Tuition (for children all ages >85% SMI)	\$432,000	
C-WAGES (\$/child/month -- all ages)	\$197,172	
0 City Target Subsidies (infants)	\$0	
3 City Target Subsidies (toddlers)	\$44,198	
0 City Target Subsidies (3-year-olds)	\$0	
0 City Target Subsidies (4-year-olds)	\$0	
Preschool for All (4-year-olds only, tuition paying)	\$69,000	@ Enrollment rate
Preschool for All (4-year-olds only, voucher or contract)	\$106,590	@ Enhancement rate
2 State vouchers (infants)	\$39,891	
2 State vouchers (toddlers)	\$28,062	
10 State vouchers (3-year-olds)	\$140,310	
10 State vouchers (4-year-olds)	\$140,310	
7 State contracts (infants)	\$121,350	
6 State contracts (toddlers)	\$85,659	
15 State contracts (3-year-olds)	\$153,938	
14 State contracts (4-year-olds)	\$143,675	
Other income (grants, fundraising, etc.)	\$25,000	
	\$1,792,150	= Potential Total Revenue
<i>Adjustments to revenue</i>		
Bad debt	3% \$53,015	
Enrollment efficiency (average)	90% \$171,414	
PFA tuition reimbursement	\$69,000	
	\$1,498,722	= Actual Total Revenue
Annual Revenue less Expenses profit/(loss)	\$146,651	-8.9% of expenses

SAN FRANCISCO Revenue and Expense Model

Contract Only revised 2/14/2016

Items in YELLOW shaded cells are for INPUT to model different center 'profiles'. PLEASE DO NOT CHANGE ANY OTHER CELLS ON THIS SHEET

SIZE of CENTER	# Children/Age Age Groups	# of Classrooms	Group Sizes	Ratios/Group BA-QRIS Tier 3	Just FYI: Ratios/Group in NAEYC CA Title 22 regs (maximums)
	9 infants (0-24 mos.)	1	9	1:3 (12) SF 1:3 (9)	1:4 (16) 2:8
	12 toddlers (24 - 36 mos.)	1	12	1:6 (12)	1:6 (18) 2:10
	48 preschoolers (3-5 years)	2	24	1:12 (24) SF 1:8 (24)	1:12 (36) 2:10
	69 TOTAL Children	4 TOTAL Classrooms		Used to match SF center practice	

INCOME MIX of CHILDREN & FAMILIES

CACFP uses Fed Poverty; SF & CA use State Median Income SMI

Choose income mix by entering %s in YELLOW cells only

0%	85% SMI which is \$69,479 and above (PAID rate for CACFP)
25%	70%-85% SMI (PAID rate for CACFP)
25%	55%-70% SMI (above 185% FP = PAID rate for CACFP)
25%	40%-55% SMI (130-185%FP = REDUCED rate for CACFP)
25%	below 40% SMI (equals 130% FP = FREE Rate for CACFP)
100% TOTAL must equal 100%	

WARNING! User must re-enter this data every time changes are made in SIZE or INCOME MIX!

DISTRIBUTION of income-eligible children among State Vouchers, State Contracts, or City Target Subsidies

69 This is the maximum number of children who are income-eligible in this center.
Enter # of children by age receiving each type of subsidy using YELLOW cells only in the table below.

	State Voucher	State Contract	City Target Subsidies	Paying Private Tuition
Infants	0	9	0	0
Toddlers	0	12	0	0
Preschool - Threes	0	24	0	0
Preschool - Fours	0	24	0	0
Total =	0	69	0	69
Total across all subsidies =			69	

If negative numbers appear in Tuition column, change your distribution in YELLOW cells

This total should equal the number in **TOTAL Children** above
If not, change your distribution in YELLOW cells

PFA If site accepts PFA enter 1 in cell below

1

QUALITY Choose quality level of center

ERS scores Enter '1' in one cell below; please leave other cell blank

4.5 - 7.0

3.0 - 4.4 1

Qualifications of TEACHING STAFF (enter % at various Permit NOTE: BA-QRIS Tier 3 = 75% of lead teachers have Child Dev. Teacher Permit

Qualified to work, no Permit	
Child Dev. Assistant Teacher Permit	
Child Dev. Associate Teacher Permit	25%
Child Dev. Teacher Permit	75%
Master Teacher Permit	
Site Supervisor Permit	
Program Director Permit	
TOTAL must equal 100%	

EFFICIENCY Enrollment as % of total staffed capacity 90% 85-95% is typical

Bad Debt as % of revenue not collected 3% About 3% is typical

OCCUPANCY Expense Variation

Rates used match typical lease rates for SF and weighted average across center sample

For higher occupancy costs, enter % increase in the box

Appendix D 0%

PRO-FORMA BUDGET: San Francisco QUALITY CENTER (QRIS Tier 3)

Items in yellow shaded cells may be changed to model different scenarios
DO NOT CHANGE OTHER CELLS

user can change these cells

these cells have data from the Variables sheet. DO NOT change here.

A Typical Center

Note: Tier 3 = 75% of lead teachers w/Child Dev. Teacher Permit (or above)
Wage % of

69 TOTAL Children	Max Grp	Ratios	4 Classrooms	Annual cost per child
9 infants (0-24 mos.)	9	1:3	1	\$27,496 infant
12 toddlers (24 - 36 mos.)	12	1:6	1	\$20,935 toddler
48 preschoolers (3-5 years)	24	1:8	2	\$17,069 preschooler

40% = % for daily coverage (need 20% for opening/closing and additional time for assessment/reporting/planning,

Teacher Quality %	% of BLS	BLS PreK Tchr	Wage % of
0% Qualified to work, no Permit	80%	\$29,170	\$36,463 BLS
0% Child Dev. Asst. Teacher Permit	85%	\$30,993	
25% Child Dev. Assoc. Teacher Permit	90%	\$32,817	
75% Child Dev. Teacher Permit	100%	\$36,463	
0% Master Teacher Permit	110%	\$40,109	
0% Site Supervisor Permit	120%	\$43,755	
0% Program Dir. Permit	130%	\$47,402	

EXPENSES: Personnel

16.9 TOTAL Staff

	Total Cost	Unit Cost	FTE Wage	Calculated on wages per BLS worksheet
1.0 ECE Program Director (50% if C< 50, then FT)	\$68,350	\$68,350	110%	BLS EC Administrator
1.1 ECE Staff Supervisor (1 per 12 teaching staff)	\$60,164	\$54,694	150%	BLS Preschool Teacher
1.00 Financial Manager (25% if C<30, 50% up to 60, then FT)	\$55,923	\$55,923	90%	BLS EC administrator
1.2 Administrative assistant (50% if <60 children, then 1/60)	\$34,897	\$29,081	80%	BLS office & admin support
Subtotal administration and management staff	\$219,334			
4.0 Lead Teachers (1 per classroom)	\$142,205	\$35,551		See Teacher quality calculation above
4.0 Teachers/Assistant Teachers (1 per classroom)	\$127,472	\$31,868	100%	BLS CC worker
1.0 Teacher Aides (1 per infant room)	\$28,681	\$28,681	90%	BLS CC Worker
2.0 Teacher Aides (1 per preschool classroom, SF practice)	\$57,363	\$28,681	90%	BLS CC worker
1.6 Floater-Assists. (for % coverage throughout day)	\$50,989	\$31,868	100%	BLS CC Worker
12.6 subtotal teaching staff	\$406,710			
subtotal all staff	\$626,044			

Subs for staff training/PD @ hours/teaching staff/year	21	\$3,440	Substitutes to cover classrooms @ SF min. wage
Subs for staff leave @ days per year		\$13,104	10 paid leave days [plus 8-10 paid holidays per year, no subs needed for holidays]
Subs for staff sick leave @ days/year		\$13,104	10 days of paid sick leave
subtotal substitutes		\$29,648	

Subtotal Wages \$655,692

Mandatory benefits @ % salary

FICA-Social Security	6.20%	\$40,653
Medicare	1.45%	\$9,508
Unemployment Insurance (incl ETT)	3.00%	\$4,438.43
Workers Compensation	5.00%	\$32,785
State Disability & Family Leave Insurance	0.90%	\$5,901
Subtotal Mandatory Benefits	16.55%	\$93,285

Discretionary benefits

Additional benefits (pool/menu of options):	\$7,500	\$126,750
---	---------	-----------

Subtotal Personnel \$875,726

66% of expenses

EXPENSES: Nonpersonnel

Education Program for Children and Staff	\$174,932	
Occupancy	\$135,563	
Program Management & Administration	\$105,921	
Subtotal Nonpersonnel	\$416,416	32% of expenses
Contribution to operating reserve fund	\$25,843	2% of expenses
Total Expense	\$1,317,985	

Children

69 REVENUE

CACFP (all ages)	\$57,049	
0 Private Tuition (for children all ages >85% SMI)	\$0	
C-WAGES (\$/child/month -- all ages)	\$160,596	
0 City Target Subsidies (infants)	\$0	
0 City Target Subsidies (toddlers)	\$0	
0 City Target Subsidies (3-year-olds)	\$0	
0 City Target Subsidies (4-year-olds)	\$0	
Preschool for All (4-year-olds only, tuition paying)	\$0	@ Enrollment rate
Preschool for All (4-year-olds only, voucher or contract)	\$84,154	@ Enhancement rate
0 State vouchers (infants)	\$0	
0 State vouchers (toddlers)	\$0	
0 State vouchers (3-year-olds)	\$0	
0 State vouchers (4-year-olds)	\$0	
9 State contracts (infants)	\$156,022	
12 State contracts (toddlers)	\$171,318	
24 State contracts (3-year-olds)	\$246,300	
24 State contracts (4-year-olds)	\$246,300	
Other income (grants, fundraising, etc.)	\$25,000	
	\$1,146,739	= Potential Total Revenue
<i>Adjustments to revenue</i>		
Bad debt	3% \$33,652	
Enrollment efficiency (average)	90% \$108,809	
PFA tuition reimbursement	\$0	
	\$1,004,278	= Actual Total Revenue
Annual Revenue less Expenses profit/(loss)	\$313,707	-23.8% of expenses

SAN FRANCISCO Revenue and Expense Model

Voucher/tuition revised 2/14/2016

Items in YELLOW shaded cells are for INPUT to model different center 'profiles'. PLEASE DO NOT CHANGE ANY OTHER CELLS ON THIS SHEET

SIZE of CENTER	# Children/Age Age Groups	# of Classrooms	Group Sizes	Ratios/Group BA-QRIS Tier 3	Just FYI: Ratios/Group in NAEYC CA Title 22 regs (maximums)
	9 infants (0-24 mos.)	1	9	1:3 (12) SF 1:3 (9)	1:4 (16) 2:8
	12 toddlers (24 - 36 mos.)	1	12	1:6 (12)	1:6 (18) 2:10
	48 preschoolers (3-5 years)	2	24	1:12 (24) SF 1:8 (24)	1:12 (36) 2:10
	69 TOTAL Children	4 TOTAL Classrooms		Used to match SF center practice	

INCOME MIX of CHILDREN & FAMILIES

CACFP uses Fed Poverty; SF & CA use State Median Income SMI

Choose income mix by entering %s in YELLOW cells only

25%	85% SMI which is \$69,479 and above (PAID rate for CACFP)
15%	70%-85% SMI (PAID rate for CACFP)
20%	55%-70% SMI (above 185% FP = PAID rate for CACFP)
20%	40%-55% SMI (130-185%FP = REDUCED rate for CACFP)
20%	below 40% SMI (equals 130% FP = FREE Rate for CACFP)
100% TOTAL must equal 100%	

WARNING! User must re-enter this data every time changes are made in SIZE or INCOME MIX!

DISTRIBUTION of income-eligible children among State Vouchers, State Contracts, or City Target Subsidies

52 This is the maximum number of children who are income-eligible in this center.

Enter # of children by age receiving each type of subsidy using YELLOW cells only in the table below.

	State Voucher	State Contract	City Target Subsidies	Paying Private Tuition	
Infants	5	0	2	2	If negative numbers appear in Tuition column, change your distribution in YELLOW cells
Toddlers	6	0	3	3	
Preschool - Threes	18	0	0	6	
Preschool - Fours	18	0	0	6	
Total =	47	0	5	69	
Total across all subsidies =				52	This total should equal the number in TOTAL Children above If not, change your distribution in YELLOW cells

PFA If site accepts PFA enter 1 in cell below

1

QUALITY Choose quality level of center

ERS scores Enter '1' in one cell below; please leave other cell blank

4.5 - 7.0	
3.0 - 4.4	1

Qualifications of TEACHING STAFF (enter % at various Permit NOTE: BA-QRIS Tier 3 = 75% of lead teachers have Child Dev. Teacher Permit

Qualified to work, no Permit	
Child Dev. Assistant Teacher Permit	
Child Dev. Associate Teacher Permit	25%
Child Dev. Teacher Permit	75%
Master Teacher Permit	
Site Supervisor Permit	
Program Director Permit	
TOTAL must equal 100%	

EFFICIENCY Enrollment as % of total staffed capacity 90% 85-95% is typical
Bad Debt as % of revenue not collected 3% About 3% is typical

OCCUPANCY Expense Variation

Rates used match typical lease rates for SF and weighted average across center sample

For higher occupancy costs, enter % increase in the box

Appendix D 0%

PRO-FORMA BUDGET: San Francisco QUALITY CENTER (QRIS Tier 3)

Items in yellow shaded cells may be changed to model different scenarios
DO NOT CHANGE OTHER CELLS

user can change these cells

these cells have data from the Variables sheet. DO NOT change here.

A Typical Center

Note: Tier 3 = 75% of lead teachers w/Child Dev. Teacher Permit (or above)
Wage % of

69 TOTAL Children	Max Grp	Ratios	4 Classrooms	Annual cost per child
9 infants (0-24 mos.)	9	1:3	1	\$27,496 infant
12 toddlers (24 - 36 mos.)	12	1:6	1	\$20,935 toddler
48 preschoolers (3-5 years)	24	1:8	2	\$17,069 preschooler

40% = % for daily coverage (need 20% for opening/closing and additional time for assessment/reporting/planning,

Teacher Quality %	% of BLS	BLS PreK Tchr	Wage % of
0% Qualified to work, no Permit	80%	\$29,170	\$36,463 BLS
0% Child Dev. Asst. Teacher Permit	85%	\$30,993	
25% Child Dev. Assoc. Teacher Permit	90%	\$32,817	
75% Child Dev. Teacher Permit	100%	\$36,463	
0% Master Teacher Permit	110%	\$40,109	
0% Site Supervisor Permit	120%	\$43,755	
0% Program Dir. Permit	130%	\$47,402	

EXPENSES: Personnel

16.9 TOTAL Staff

	Total Cost	Unit Cost	FTE Wage	Calculated on wages per BLS worksheet
1.0 ECE Program Director (50% if C< 50, then FT)	\$68,350	\$68,350	110%	BLS EC Administrator
1.1 ECE Staff Supervisor (1 per 12 teaching staff)	\$60,164	\$54,694	150%	BLS Preschool Teacher
1.00 Financial Manager (25% if C<30, 50% up to 60, then FT)	\$55,923	\$55,923	90%	BLS EC administrator
1.2 Administrative assistant (50% if <60 children, then 1/60)	\$34,897	\$29,081	80%	BLS office & admin support
Subtotal administration and management staff	\$219,334			
4.0 Lead Teachers (1 per classroom)	\$142,205	\$35,551		See Teacher quality calculation above
4.0 Teachers/Assistant Teachers (1 per classroom)	\$127,472	\$31,868	100%	BLS CC worker
1.0 Teacher Aides (1 per infant room)	\$28,681	\$28,681	90%	BLS CC Worker
2.0 Teacher Aides (1 per preschool classroom, SF practice)	\$57,363	\$28,681	90%	BLS CC worker
1.6 Floater-Assists. (for % coverage throughout day)	\$50,989	\$31,868	100%	BLS CC Worker
12.6 subtotal teaching staff	\$406,710			
subtotal all staff	\$626,044			

Subs for staff training/PD @ hours/teaching staff/year	21	\$3,440	Substitutes to cover classrooms @ SF min. wage	
Subs for staff leave @ days per year		\$13,104	10	paid leave days [plus 8-10 paid holidays per year, no subs needed for holidays]
Subs for staff sick leave @ days/year		\$13,104	10	days of paid sick leave
subtotal substitutes		\$29,648		

Subtotal Wages \$655,692

Mandatory benefits @ % salary

FICA-Social Security	6.20%	\$40,653
Medicare	1.45%	\$9,508
Unemployment Insurance (incl ETT)	3.00%	\$4,438.43
Workers Compensation	5.00%	\$32,785
State Disability & Family Leave Insurance	0.90%	\$5,901
Subtotal Mandatory Benefits	16.55%	\$93,285

Discretionary benefits

Additional benefits (pool/menu of options):	\$7,500	\$126,750
---	---------	-----------

Subtotal Personnel \$875,726

66% of expenses

EXPENSES: Nonpersonnel

Education Program for Children and Staff	\$174,932	
Occupancy	\$135,563	
Program Management & Administration	\$105,921	
Subtotal Nonpersonnel	\$416,416	32% of expenses
Contribution to operating reserve fund	\$25,843	2% of expenses
Total Expense	\$1,317,985	

Children

69 REVENUE

CACFP (all ages)	\$48,223	
17 Private Tuition (for children all ages >85% SMI)	\$315,600	
C-WAGES (\$/child/month -- all ages)	\$160,596	
2 City Target Subsidies (infants)	\$41,886	
3 City Target Subsidies (toddlers)	\$44,198	
0 City Target Subsidies (3-year-olds)	\$0	
0 City Target Subsidies (4-year-olds)	\$0	
Preschool for All (4-year-olds only, tuition paying)	\$34,500	@ Enrollment rate
Preschool for All (4-year-olds only, voucher or contract)	\$103,500	@ Enhancement rate
5 State vouchers (infants)	\$99,728	
6 State vouchers (toddlers)	\$84,186	
18 State vouchers (3-year-olds)	\$252,558	
18 State vouchers (4-year-olds)	\$252,558	
0 State contracts (infants)	\$0	
0 State contracts (toddlers)	\$0	
0 State contracts (3-year-olds)	\$0	
0 State contracts (4-year-olds)	\$0	
Other income (grants, fundraising, etc.)	\$25,000	
	\$1,462,533	= Potential Total Revenue
<i>Adjustments to revenue</i>		
Bad debt	3% \$43,126	
Enrollment efficiency (average)	90% \$139,441	
PFA tuition reimbursement	\$34,500	
	\$1,245,466	= Actual Total Revenue
Annual Revenue less Expenses profit/(loss)	\$72,519	-5.5% of expenses

SAN FRANCISCO Revenue and Expense Model

Occupfree rent 50% revised 2/23/2016

Items in YELLOW shaded cells are for INPUT to model different center 'profiles'. PLEASE DO NOT CHANGE ANY OTHER CELLS ON THIS SHEET

SIZE of CENTER	# Children/Age Age Groups	# of Classrooms	Group Sizes	Ratios/Group BA-QRIS Tier 3	Just FYI: Ratios/Group in NAEYC CA Title 22 regs (maximums)
	9 infants (0-24 mos.)	1	9	1:3 (12) SF 1:3 (9)	1:4 (16) 2:8
	12 toddlers (24 - 36 mos.)	1	12	1:6 (12)	1:6 (18) 2:10
	48 preschoolers (3-5 years)	2	24	1:12 (24) SF 1:8 (24)	1:12 (36) 2:10
	69 TOTAL Children	4 TOTAL Classrooms		Used to match SF center practice	

INCOME MIX of CHILDREN & FAMILIES

CACFP uses Fed Poverty; SF & CA use State Median Income SMI

Choose income mix by entering %s in YELLOW cells only

12.5%	85% SMI which is \$69,479 and above (PAID rate for CACFP)
12.5%	70%-85% SMI (PAID rate for CACFP)
12.5%	55%-70% SMI (above 185% FP = PAID rate for CACFP)
12.5%	40%-55% SMI (130-185%FP = REDUCED rate for CACFP)
12.5%	below 40% SMI (equals 130% FP = FREE Rate for CACFP)
100% TOTAL must equal 100%	

WARNING! User must re-enter this data every time changes are made in SIZE or INCOME MIX!

DISTRIBUTION of income-eligible children among State Vouchers, State Contracts, or City Target Subsidies

35 This is the maximum number of children who are income-eligible in this center.

Enter # of children by age receiving each type of subsidy using YELLOW cells only in the table below.

	State Voucher	State Contract	City Target Subsidies	Paying Private Tuition
Infants	1	3		5
Toddlers	2	2	2	6
Preschool - Threes	6	6	0	12
Preschool - Fours	6	6		12
Total =	15	17	2	69
Total across all subsidies =			34	

If negative numbers appear in Tuition column, change your distribution in YELLOW cells

This total should equal the number in TOTAL Children above. If not, change your distribution in YELLOW cells

PFA If site accepts PFA enter 1 in cell below

1

QUALITY Choose quality level of center

ERS scores Enter '1' in one cell below; please leave other cell blank

4.5 - 7.0	
3.0 - 4.4	1

Qualifications of TEACHING STAFF (enter % at various Permit NOTE: BA-QRIS Tier 3 = 75% of lead teachers have Child Dev. Teacher Permit

Qualified to work, no Permit	
Child Dev. Assistant Teacher Permit	
Child Dev. Associate Teacher Permit	25%
Child Dev. Teacher Permit	75%
Master Teacher Permit	
Site Supervisor Permit	
Program Director Permit	
TOTAL must equal 100%	

EFFICIENCY Enrollment as % of total staffed capacity

90%	85-95% is typical
-----	-------------------

Bad Debt as % of revenue not collected

3%	About 3% is typical
----	---------------------

OCCUPANCY Expense Variation

Rates used match typical lease rates for SF and weighted average across center sample

For higher occupancy costs, enter % increase in the box

Appendix D	0%
------------	----

PRO-FORMA BUDGET: San Francisco QUALITY CENTER (QRIS Tier 3)

Items in yellow shaded cells may be changed to model different scenarios
DO NOT CHANGE OTHER CELLS

user can change these cells
these cells have data from the Variables sheet. DO NOT change here.

A Typical Center

Note: Tier 3 = 75% of lead teachers w/Child Dev. Teacher Permit (or above)
Wage % of

69 TOTAL Children	Max Grp	Ratios	4 Classrooms	Annual cost per child
9 infants (0-24 mos.)	9	1:3	1	\$25,593 infant
12 toddlers (24 - 36 mos.)	12	1:6	1	\$19,503 toddler
48 preschoolers (3-5 years)	24	1:8	2	\$16,343 preschooler

40% = % for daily coverage (need 20% for opening/closing and additional time for assessment/reporting/planning,

Teacher Quality %	% of BLS	BLS PreK Tchr	Wage % of
0% Qualified to work, no Permit	80%	\$29,170	\$36,463 BLS
0% Child Dev. Asst. Teacher Permit	85%	\$30,993	
25% Child Dev. Assoc. Teacher Permit	90%	\$32,817	
75% Child Dev. Teacher Permit	100%	\$36,463	
0% Master Teacher Permit	110%	\$40,109	
0% Site Supervisor Permit	120%	\$43,755	
0% Program Dir. Permit	130%	\$47,402	

EXPENSES: Personnel

16.9 TOTAL Staff

	Total Cost	Unit Cost	FTE Wage	Calculated on wages per BLS worksheet
1.0 ECE Program Director (50% if C< 50, then FT)	\$68,350	\$68,350	110%	BLS EC Administrator
1.1 ECE Staff Supervisor (1 per 12 teaching staff)	\$60,164	\$54,694	150%	BLS Preschool Teacher
1.00 Financial Manager (25% if C<30, 50% up to 60, then FT)	\$55,923	\$55,923	90%	BLS EC administrator
1.2 Administrative assistant (50% if <60 children, then 1/60)	\$34,897	\$29,081	80%	BLS office & admin support
Subtotal administration and management staff	\$219,334			
4.0 Lead Teachers (1 per classroom)	\$142,205	\$35,551		See Teacher quality calculation above
4.0 Teachers/Assistant Teachers (1 per classroom)	\$127,472	\$31,868	100%	BLS CC worker
1.0 Teacher Aides (1 per infant room)	\$28,681	\$28,681	90%	BLS CC Worker
2.0 Teacher Aides (1 per preschool classroom, SF practice)	\$57,363	\$28,681	90%	BLS CC worker
1.6 Floater-Assists. (for % coverage throughout day)	\$50,989	\$31,868	100%	BLS CC Worker
12.6 subtotal teaching staff	\$406,710			
subtotal all staff	\$626,044			

Subs for staff training/PD @ hours/teaching staff/year	21	\$3,440	Substitutes to cover classrooms @ SF min. wage	
Subs for staff leave @ days per year		\$13,104	10	paid leave days [plus 8-10 paid holidays per year, no subs needed for holidays]
Subs for staff sick leave @ days/year		\$13,104	10	days of paid sick leave
subtotal substitutes		\$29,648		

Subtotal Wages

\$655,692

Mandatory benefits @ % salary

FICA-Social Security	6.20%	\$40,653
Medicare	1.45%	\$9,508
Unemployment Insurance (incl ETT)	3.00%	\$4,438.43
Workers Compensation	5.00%	\$32,785
State Disability & Family Leave Insurance	0.90%	\$5,901
Subtotal Mandatory Benefits	16.55%	\$93,285

Discretionary benefits

Additional benefits (pool/menu of options):	\$7,500	\$126,750
---	---------	-----------

Subtotal Personnel

\$875,726

70% of expenses

EXPENSES: Nonpersonnel

Education Program for Children and Staff	\$174,932		
Occupancy	\$67,782	Adjusted to -50% occupancy	67781.5
Program Management & Administration	\$105,921		
Subtotal Nonpersonnel	\$348,634	28% of expenses	
Contribution to operating reserve fund	\$24,487	2% of expenses	
Total Expense	\$1,248,848		

Children

69 REVENUE

CACFP (all ages)	\$34,983		
35 Private Tuition (for children all ages >85% SMI)	\$654,000		
C-WAGES (\$/child/month -- all ages)	\$160,596		
0 City Target Subsidies (infants)	\$0		
2 City Target Subsidies (toddlers)	\$29,465		
0 City Target Subsidies (3-year-olds)	\$0		
0 City Target Subsidies (4-year-olds)	\$0		
Preschool for All (4-year-olds only, tuition paying)	\$69,000	@ Enrollment rate	
Preschool for All (4-year-olds only, voucher or contract)	\$55,538	@ Enhancement rate	
1 State vouchers (infants)	\$19,946		
2 State vouchers (toddlers)	\$28,062		
6 State vouchers (3-year-olds)	\$84,186		
6 State vouchers (4-year-olds)	\$84,186		
3 State contracts (infants)	\$52,007		
2 State contracts (toddlers)	\$28,553		
6 State contracts (3-year-olds)	\$61,575		
6 State contracts (4-year-olds)	\$61,575		
Other income (grants, fundraising, etc.)	\$25,000		
	\$1,448,673	= Potential Total Revenue	
<i>Adjustments to revenue</i>			
Bad debt	3%	\$42,710	
Enrollment efficiency (average)	90%	\$138,096	
PFA tuition reimbursement		\$69,000	
		\$1,198,866	= Actual Total Revenue
Annual Revenue less Expenses profit/(loss)		\$49,982	-4.0% of expenses

SAN FRANCISCO Revenue and Expense Model

All above 85SMI.O revised 2/23/2016

Items in YELLOW shaded cells are for INPUT to model different center 'profiles'. PLEASE DO NOT CHANGE ANY OTHER CELLS ON THIS SHEET

SIZE of CENTER	# Children/Age Age Groups	# of Classrooms	Group Sizes	Ratios/Group BA-QRIS Tier 3	Just FYI: Ratios/Group in NAEYC CA Title 22 regs (maximums)
	9 infants (0-24 mos.)	1	9	1:3 (12) SF 1:3 (9)	1:4 (16) 2:8
	12 toddlers (24 - 36 mos.)	1	12	1:6 (12)	1:6 (18) 2:10
	48 preschoolers (3-5 years)	2	24	1:12 (24) SF 1:8 (24)	1:12 (36) 2:10
	69 TOTAL Children	4 TOTAL Classrooms		Used to match SF center practice	

INCOME MIX of CHILDREN & FAMILIES

CACFP uses Fed Poverty; SF & CA use State Median Income SMI

Choose income mix by entering %s in YELLOW cells only

100% 85% SMI which is \$69,479 and above (PAID rate for CACFP)

0%	70%-85% SMI (PAID rate for CACFP)
0%	55%-70% SMI (above 185% FP = PAID rate for CACFP)
0%	40%-55% SMI (130-185%FP = REDUCED rate for CACFP)
0%	below 40% SMI (equals 130% FP = FREE Rate for CACFP)

100% TOTAL must equal 100%

WARNING! User must re-enter this data every time changes are made in SIZE or INCOME MIX!

DISTRIBUTION of income-eligible children among State Vouchers, State Contracts, or City Target Subsidies

0 This is the maximum number of children who are income-eligible in this center.

Enter # of children by age receiving each type of subsidy using YELLOW cells only in the table below.

	State Voucher	State Contract	City Target Subsidies	Paying Private Tuition
Infants	0	0	0	9
Toddlers	0	0	0	12
Preschool - Threes	0	0	0	24
Preschool - Fours	0	0	0	24
Total =	0	0	0	69
Total across all subsidies =				0

If negative numbers appear in Tuition column, change your distribution in YELLOW cells

This total should equal the number in **TOTAL Children** above. If not, change your distribution in YELLOW cells

PFA If site accepts PFA enter 1 in cell below

1

QUALITY Choose quality level of center

ERS scores Enter '1' in one cell below; please leave other cell blank

4.5 - 7.0	
3.0 - 4.4	1

Qualifications of TEACHING STAFF (enter % at various Permit NOTE: BA-QRIS Tier 3 = 75% of lead teachers have Child Dev. Teacher Permit

Qualified to work, no Permit	
Child Dev. Assistant Teacher Permit	
Child Dev. Associate Teacher Permit	25%
Child Dev. Teacher Permit	75%
Master Teacher Permit	
Site Supervisor Permit	
Program Director Permit	
TOTAL must equal 100%	100%

EFFICIENCY Enrollment as % of total staffed capacity

90%	85-95% is typical
-----	-------------------

Bad Debt as % of revenue not collected

3%	About 3% is typical
----	---------------------

OCCUPANCY Expense Variation

Rates used match typical lease rates for SF and weighted average across center sample

For higher occupancy costs, enter % increase in the box

Appendix D	10%
------------	-----

PRO-FORMA BUDGET: San Francisco QUALITY CENTER (QRIS Tier 3)

Items in yellow shaded cells may be changed to model different scenarios
DO NOT CHANGE OTHER CELLS

user can change these cells

these cells have data from the Variables sheet. DO NOT change here.

A Typical Center

Note: Tier 3 = 75% of lead teachers w/Child Dev. Teacher Permit (or above)
Wage % of

69 TOTAL Children	Max Grp	Ratios	4 Classrooms	Annual cost per child
9 infants (0-24 mos.)	9	1:3	1	\$27,876 infant
12 toddlers (24 - 36 mos.)	12	1:6	1	\$21,221 toddler
48 preschoolers (3-5 years)	24	1:8	2	\$17,214 preschooler

40% = % for daily coverage (need 20% for opening/closing and additional time for assessment/reporting/planning,

Teacher Quality %	% of BLS	BLS PreK Tchr	Wage % of
0% Qualified to work, no Permit	80%	\$29,170	\$36,463 BLS
0% Child Dev. Asst. Teacher Permit	85%	\$30,993	
25% Child Dev. Assoc. Teacher Permit	90%	\$32,817	
75% Child Dev. Teacher Permit	100%	\$36,463	
0% Master Teacher Permit	110%	\$40,109	
0% Site Supervisor Permit	120%	\$43,755	
0% Program Dir. Permit	130%	\$47,402	

EXPENSES: Personnel

16.9 TOTAL Staff

	Total Cost	Unit Cost	FTE Wage	Calculated on wages per BLS worksheet
1.0 ECE Program Director (50% if C< 50, then FT)	\$68,350	\$68,350	110%	BLS EC Administrator
1.1 ECE Staff Supervisor (1 per 12 teaching staff)	\$60,164	\$54,694	150%	BLS Preschool Teacher
1.00 Financial Manager (25% if C<30, 50% up to 60, then FT)	\$55,923	\$55,923	90%	BLS EC administrator
1.2 Administrative assistant (50% if <60 children, then 1/60)	\$34,897	\$29,081	80%	BLS office & admin support
Subtotal administration and management staff	\$219,334			
4.0 Lead Teachers (1 per classroom)	\$142,205	\$35,551		See Teacher quality calculation above
4.0 Teachers/Assistant Teachers (1 per classroom)	\$127,472	\$31,868	100%	BLS CC worker
1.0 Teacher Aides (1 per infant room)	\$28,681	\$28,681	90%	BLS CC Worker
2.0 Teacher Aides (1 per preschool classroom, SF practice)	\$57,363	\$28,681	90%	BLS CC worker
1.6 Floater-Assists. (for % coverage throughout day)	\$50,989	\$31,868	100%	BLS CC Worker
12.6 subtotal teaching staff	\$406,710			
subtotal all staff	\$626,044			

Subs for staff training/PD @ hours/teaching staff/year	21	\$3,440	Substitutes to cover classrooms @ SF min. wage	
Subs for staff leave @ days per year		\$13,104	10	paid leave days [plus 8-10 paid holidays per year, no subs needed for holidays]
Subs for staff sick leave @ days/year		\$13,104	10	days of paid sick leave
subtotal substitutes		\$29,648		

Subtotal Wages \$655,692

Mandatory benefits @ % salary

FICA-Social Security	6.20%	\$40,653
Medicare	1.45%	\$9,508
Unemployment Insurance (incl ETT)	3.00%	\$4,438.43
Workers Compensation	5.00%	\$32,785
State Disability & Family Leave Insurance	0.90%	\$5,901
Subtotal Mandatory Benefits	16.55%	\$93,285

Discretionary benefits

Additional benefits (pool/menu of options):	\$7,500	\$126,750
---	---------	-----------

Subtotal Personnel \$875,726 66% of expenses

EXPENSES: Nonpersonnel

Education Program for Children and Staff	\$174,932	
Occupancy	\$149,119	
Program Management & Administration	\$105,921	
Subtotal Nonpersonnel	\$429,972	32% of expenses
Contribution to operating reserve fund	\$26,114	2% of expenses
Total Expense	\$1,331,812	

Children

69 REVENUE

CACFP (all ages)	\$12,917	
69 Private Tuition (for children all ages >85% SMI)	\$1,285,200	
C-WAGES (\$/child/month -- all ages)	\$160,596	
0 City Target Subsidies (infants)	\$0	
0 City Target Subsidies (toddlers)	\$0	
0 City Target Subsidies (3-year-olds)	\$0	
0 City Target Subsidies (4-year-olds)	\$0	
Preschool for All (4-year-olds only, tuition paying)	\$138,000	@ Enrollment rate
Preschool for All (4-year-olds only, voucher or contract)	\$0	@ Enhancement rate
0 State vouchers (infants)	\$0	
0 State vouchers (toddlers)	\$0	
0 State vouchers (3-year-olds)	\$0	
0 State vouchers (4-year-olds)	\$0	
0 State contracts (infants)	\$0	
0 State contracts (toddlers)	\$0	
0 State contracts (3-year-olds)	\$0	
0 State contracts (4-year-olds)	\$0	
Other income (grants, fundraising, etc.)	\$25,000	
	\$1,621,713	= Potential Total Revenue
<i>Adjustments to revenue</i>		
Bad debt	3% \$47,901	
Enrollment efficiency (average)	90% \$154,881	
PFA tuition reimbursement	\$138,000	
	\$1,280,930	= Actual Total Revenue
Annual Revenue less Expenses profit/(loss)	\$50,882	-3.8% of expenses

SAN FRANCISCO Revenue and Expense Model

K-3 Parity Model revised 2/12/2016

Items in YELLOW shaded cells are for INPUT to model different center 'profiles'. PLEASE DO NOT CHANGE ANY OTHER CELLS ON THIS SHEET

SIZE of CENTER	# Children/Age Age Groups	# of Classrooms	Group Sizes	Ratios/Group BA-QRIS Tier 3	Just FYI: Ratios/Group in NAEYC CA Title 22 regs (maximums)
	9 infants (0-24 mos.)	1	9	1:3 (12) SF 1:3 (9)	1:4 (16) 2:8
	12 toddlers (24 - 36 mos.)	1	12	1:6 (12)	1:6 (18) 2:10
	48 preschoolers (3-5 years)	2	24	1:12 (24) SF 1:8 (24)	1:12 (36) 2:10
	69 TOTAL Children	4 TOTAL Classrooms		Used to match SF center practice	

INCOME MIX of CHILDREN & FAMILIES

CACFP uses Fed Poverty; SF & CA use State Median Income SMI

Choose income mix by entering %s in YELLOW cells only

25%	85% SMI which is \$69,479 and above (PAID rate for CACFP)
15%	70%-85% SMI (PAID rate for CACFP)
20%	55%-70% SMI (above 185% FP = PAID rate for CACFP)
20%	40%-55% SMI (130-185%FP = REDUCED rate for CACFP)
20%	below 40% SMI (equals 130% FP = FREE Rate for CACFP)
100% TOTAL must equal 100%	

WARNING! User must re-enter this data every time changes are made in SIZE or INCOME MIX!

DISTRIBUTION of income-eligible children among State Vouchers, State Contracts, or City Target Subsidies

52 This is the maximum number of children who are income-eligible in this center.

Enter # of children by age receiving each type of subsidy using YELLOW cells only in the table below.

	State Voucher	State Contract	City Target Subsidies	Paying Private Tuition
Infants	2	7	0	0
Toddlers	2	6	3	1
Preschool - Threes	7	11	1	5
Preschool - Fours	5	8		11
Total =	16	32	4	69
Total across all subsidies =			52	

If negative numbers appear in Tuition column, change your distribution in YELLOW cells

This total should equal the number in TOTAL Children above. If not, change your distribution in YELLOW cells

PFA If site accepts PFA enter 1 in cell below

1

QUALITY Choose quality level of center

ERS scores Enter '1' in one cell below; please leave other cell blank

4.5 - 7.0	
3.0 - 4.4	1

Qualifications of TEACHING STAFF (enter % at various Permit NOTE: BA-QRIS Tier 3 = 75% of lead teachers have Child Dev. Teacher Permit

Qualified to work, no Permit	
Child Dev. Assistant Teacher Permit	
Child Dev. Associate Teacher Permit	25%
Child Dev. Teacher Permit	75%
Master Teacher Permit	
Site Supervisor Permit	
Program Director Permit	
TOTAL must equal 100%	

EFFICIENCY Enrollment as % of total staffed capacity

90%	85-95% is typical
-----	-------------------

Bad Debt as % of revenue not collected

3%	About 3% is typical
----	---------------------

OCCUPANCY Expense Variation

Rates used match typical lease rates for SF and weighted average across center sample

For higher occupancy costs, enter % increase in the box

Appendix D	0%
------------	----

PRO-FORMA BUDGET: San Francisco QUALITY CENTER (QRIS Tier 3)

Items in yellow shaded cells may be changed to model different scenarios
DO NOT CHANGE OTHER CELLS

user can change these cells
these cells have data from the Variables sheet. DO NOT change here.

A Typical Center

Note: Tier 3 = 75% of lead teachers w/Child Dev. Teacher Permit (or above)

69 TOTAL Children	Max Grp	Ratios	4 Classrooms	Annual cost per child
9 infants (0-24 mos.)	9	1:3	1	\$30,582 infant
12 toddlers (24 - 36 mos.)	12	1:6	1	\$23,309 toddler
48 preschoolers (3-5 years)	24	1:8	2	\$18,373 preschooler

40% = % for daily coverage (need 20% for opening/closing and additional time for assessment/reporting/planning,

Teacher Quality %	% of BLS	Wage as % of BLS K Tchr
0% Qualified to work, no Permit	80%	\$50,224
0% Child Dev. Asst. Teacher Permit	85%	\$53,363
25% Child Dev. Assoc. Teacher Permit	90%	\$56,502
75% Child Dev. Teacher Permit	100%	\$62,780
0% Master Teacher Permit	110%	\$69,058
0% Site Supervisor Permit	120%	\$75,336
0% Program Dir. Permit	130%	\$81,614

EXPENSES: Personnel	Total Cost	Unit Cost	FTE Wage
16.9 TOTAL Staff			Calculated on wages per BLS worksheet
1.0 ECE Program Director (50% if C< 50, then FT)	\$68,350	\$68,350	110% BLS EC Administrator
1.1 ECE Staff Supervisor (1 per 12 teaching staff)	\$60,164	\$54,694	150% BLS Preschool Teacher
1.00 Financial Manager (25% if C<30, 50% up to 60, then FT)	\$55,923	\$55,923	90% BLS EC administrator
1.2 Administrative assistant (50% if <60 children, then 1/60)	\$34,897	\$29,081	80% BLS office & admin support
Subtotal administration and management staff	\$219,334		
4.0 Lead Teachers (1 per classroom)	\$244,842	\$61,211	See Teacher quality calculation above
4.0 Teachers/Assistant Teachers (1 per classroom)	\$127,472	\$31,868	100% BLS CC worker
1.0 Teacher Aides (1 per infant room)	\$28,681	\$28,681	90% BLS CC Worker
2.0 Teacher Aides (1 per preschool classroom, SF practice)	\$57,363	\$28,681	90% BLS CC worker
1.6 Floater-Assists. (for % coverage throughout day)	\$50,989	\$31,868	100% BLS CC Worker
12.6 subtotal teaching staff	\$509,347		
subtotal all staff	\$728,681		
Subs for staff training/PD @ hours/teaching staff/year	21 \$3,440		Substitutes to cover classrooms @ SF min. wage
Subs for staff leave @ days per year	\$13,104	10	paid leave days [plus 8-10 paid holidays per year, no subs needed for holidays]
Subs for staff sick leave @ days/year	\$13,104	10	days of paid sick leave
subtotal substitutes	\$29,648		
Subtotal Wages	\$758,328		
<u>Mandatory benefits @ % salary</u>			
FICA-Social Security	6.20% \$47,016		
Medicare	1.45% \$10,996		
Unemployment Insurance (incl ETT)	3.00% \$4,438.43		
Workers Compensation	5.00% \$37,916		
State Disability & Family Leave Insurance	0.90% \$6,825		
Subtotal Mandatory Benefits	16.55% \$107,192		
<u>Discretionary benefits</u>			
Additional benefits (pool/menu of options):	\$7,500 \$126,750		
Subtotal Personnel	\$992,270		69% of expenses

EXPENSES: Nonpersonnel

Education Program for Children and Staff	\$174,932	
Occupancy	\$135,563	
Program Management & Administration	\$105,921	
Subtotal Nonpersonnel	\$416,416	29% of expenses
Contribution to operating reserve fund	\$28,174	2% of expenses
Total Expense	\$1,436,860	

Children

69 REVENUE

CACFP (all ages)	\$48,223	
17 Private Tuition (for children all ages >85% SMI)	\$306,000	
C-WAGES (\$/child/month -- all ages)	\$160,596	
0 City Target Subsidies (infants)	\$0	
3 City Target Subsidies (toddlers)	\$44,198	
1 City Target Subsidies (3-year-olds)	\$14,733	
0 City Target Subsidies (4-year-olds)	\$0	
Preschool for All (4-year-olds only, tuition paying)	\$63,250	@ Enrollment rate
Preschool for All (4-year-olds only, voucher or contract)	\$56,801	@ Enhancement rate
2 State vouchers (infants)	\$39,891	
2 State vouchers (toddlers)	\$28,062	
7 State vouchers (3-year-olds)	\$98,217	
5 State vouchers (4-year-olds)	\$70,155	
7 State contracts (infants)	\$121,350	
6 State contracts (toddlers)	\$85,659	
11 State contracts (3-year-olds)	\$112,888	
8 State contracts (4-year-olds)	\$82,100	
Other income (grants, fundraising, etc.)	\$25,000	
	\$1,357,122	= Potential Total Revenue
<i>Adjustments to revenue</i>		
Bad debt	3% \$39,964	
Enrollment efficiency (average)	90% \$129,215.87	
PFA tuition reimbursement	\$63,250	
	\$1,124,693	= Actual Total Revenue
Annual Revenue less Expenses profit/(loss)	\$312,167	-21.7% of expenses

SAN FRANCISCO Revenue and Expense Model

Tod/Pre Common revised 2/14/2016

Items in YELLOW shaded cells are for INPUT to model different center 'profiles'. PLEASE DO NOT CHANGE ANY OTHER CELLS ON THIS SHEET

SIZE of CENTER	# Children/Age Age Groups	# of Classrooms	Group Sizes	Ratios/Group BA-QRIS Tier 3	Just FYI: Ratios/Medium in NAEYC CA Title 22 regs (maximums)
	0 infants (0-24 mos.)	0	9	1:3 (12) SF 1:3 (9)	1:4 (16) 2:8
	10 toddlers (24 - 36 mos.)	1	10	1:6 (12)	1:6 (18) 2:10
	42 preschoolers (3-5 years)	2	21	1:12 (24) SF 1:8 (24)	1:12 (36) 2:10
	52 TOTAL Children	3 TOTAL Classrooms		Used to match SF center practice	

INCOME MIX of CHILDREN & FAMILIES

CACFP uses Fed Poverty; SF & CA use State Median Income SMI

Choose income mix by entering %s in YELLOW cells only

25%	85% SMI which is \$69,479 and above (PAID rate for CACFP)
15%	70%-85% SMI (PAID rate for CACFP)
20%	55%-70% SMI (above 185% FP = PAID rate for CACFP)
20%	40%-55% SMI (130-185%FP = REDUCED rate for CACFP)
20%	below 40% SMI (equals 130% FP = FREE Rate for CACFP)
100% TOTAL must equal 100%	

WARNING! User must re-enter this data every time changes are made in SIZE or INCOME MIX!

DISTRIBUTION of income-eligible children among State Vouchers, State Contracts, or City Target Subsidies

39 This is the maximum number of children who are income-eligible in this center.

Enter # of children by age receiving each type of subsidy using YELLOW cells only in the table below.

	State Voucher	State Contract	City Target Subsidies	Paying Private Tuition
Infants			0	0
Toddlers	3	5		2
Preschool - Threes	8	10	1	2
Preschool - Fours	5	7		9
Total =	16	22	1	52
Total across all subsidies =				39

If negative numbers appear in Tuition column, change your distribution in YELLOW cells

This total should equal the number in TOTAL Children above. If not, change your distribution in YELLOW cells

PFA If site accepts PFA enter 1 in cell below

1

QUALITY Choose quality level of center

ERS scores Enter '1' in one cell below; please leave other cell blank

4.5 - 7.0	
3.0 - 4.4	1

Qualifications of TEACHING STAFF (enter % at various Permit NOTE: BA-QRIS Tier 3 = 75% of lead teachers have Child Dev. Teacher Permit

Qualified to work, no Permit	
Child Dev. Assistant Teacher Permit	
Child Dev. Associate Teacher Permit	25%
Child Dev. Teacher Permit	75%
Master Teacher Permit	
Site Supervisor Permit	
Program Director Permit	
TOTAL must equal 100%	

EFFICIENCY Enrollment as % of total staffed capacity

90%	85-95% is typical
-----	-------------------

Bad Debt as % of revenue not collected

3%	About 3% is typical
----	---------------------

OCCUPANCY Expense Variation

Rates used match typical lease rates for SF and weighted average across center sample

For higher occupancy costs, enter % increase in the box

Appendix D	0%
------------	----

PRO-FORMA BUDGET: San Francisco QUALITY CENTER (QRIS Tier 3)

Items in yellow shaded cells may be changed to model different scenarios
DO NOT CHANGE OTHER CELLS

user can change these cells

these cells have data from the Variables sheet. DO NOT change here.

A Typical Center

Note: Tier 3 = 75% of lead teachers w/Child Dev. Teacher Permit (or above)
Wage % of

52 TOTAL Children	Max Grp	Ratios	3 Classrooms	Annual cost per child
0 infants (0-24 mos.)	9	1:3	0	\$0 infant
10 toddlers (24 - 36 mos.)	10	1:6	1	\$22,561 toddler
42 preschoolers (3-5 years)	21	1:8	2	\$17,575 preschooler

40% = % for daily coverage (need 20% for opening/closing and additional time for assessment/reporting/planning,

Teacher Quality %	% of BLS	BLS PreK Tchr	Wage % of
0% Qualified to work, no Permit	80%	\$29,170	\$36,463 BLS
0% Child Dev. Asst. Teacher Permit	85%	\$30,993	
25% Child Dev. Assoc. Teacher Permit	90%	\$32,817	
75% Child Dev. Teacher Permit	100%	\$36,463	
0% Master Teacher Permit	110%	\$40,109	
0% Site Supervisor Permit	120%	\$43,755	
0% Program Dir. Permit	130%	\$47,402	

EXPENSES: Personnel	Total Cost	Unit Cost	FTE Wage	Calculated on wages per BLS worksheet
12.0 TOTAL Staff				
1.0 ECE Program Director (50% if C< 50, then FT)	\$68,350	\$68,350	110%	BLS EC Administrator
0.8 ECE Staff Supervisor (1 per 12 teaching staff)	\$43,755	\$54,694	150%	BLS Preschool Teacher
0.50 Financial Manager (25% if C<30, 50% up to 60, then FT)	\$27,961	\$55,923	90%	BLS EC administrator
0.5 Administrative assistant (50% if <60 children, then 1/60)	\$14,540	\$29,081	80%	BLS office & admin support
Subtotal administration and management staff	\$154,607			
3.0 Lead Teachers (1 per classroom)	\$106,654	\$35,551		See Teacher quality calculation above
3.0 Teachers/Assistant Teachers (1 per classroom)	\$95,604	\$31,868	100%	BLS CC worker
0.0 Teacher Aides (1 per infant room)	\$0	\$28,681	90%	BLS CC Worker
2.0 Teacher Aides (1 per preschool classroom, SF practice)	\$57,363	\$28,681	90%	BLS CC worker
1.2 Floater-Assists. (for % coverage throughout day)	\$38,242	\$31,868	100%	BLS CC Worker
9.2 subtotal teaching staff	\$297,862			
subtotal all staff	\$452,470			
Subs for staff training/PD @ hours/teaching staff/year	21	\$2,512		Substitutes to cover classrooms @ SF min. wage
Subs for staff leave @ days per year		\$9,568	10	paid leave days [plus 8-10 paid holidays per year, no subs needed for holidays]
Subs for staff sick leave @ days/year		\$9,568	10	days of paid sick leave
subtotal substitutes	\$21,648			
Subtotal Wages	\$474,117			
<u>Mandatory benefits @ % salary</u>				
FICA-Social Security	6.20%	\$29,395		
Medicare	1.45%	\$6,875		
Unemployment Insurance (incl ETT)	3.00%	\$3,169.43		
Workers Compensation	5.00%	\$23,706		
State Disability & Family Leave Insurance	0.90%	\$4,267		
Subtotal Mandatory Benefits	16.55%	\$67,412		
<u>Discretionary benefits</u>				
Additional benefits (pool/menu of options):	\$7,500	\$90,000		
Subtotal Personnel	\$631,530			66% of expenses

EXPENSES: Nonpersonnel

Education Program for Children and Staff	\$131,833	
Occupancy	\$101,672	
Program Management & Administration	\$79,825	
Subtotal Nonpersonnel	\$313,329	33% of expenses
Contribution to operating reserve fund	\$18,897	2% of expenses
Total Expense	\$963,756	

Children

52 REVENUE

CACFP (all ages)	\$36,342	
13 Private Tuition (for children all ages >85% SMI)	\$234,000	
C-WAGES (\$/child/month -- all ages)	\$105,648	
0 City Target Subsidies (infants)	\$0	
0 City Target Subsidies (toddlers)	\$0	
1 City Target Subsidies (3-year-olds)	\$14,733	
0 City Target Subsidies (4-year-olds)	\$0	
Preschool for All (4-year-olds only, tuition paying)	\$51,750 @ Enrollment rate	
Preschool for All (4-year-olds only, voucher or contract)	\$53,295 @ Enhancement rate	
0 State vouchers (infants)	\$0	
3 State vouchers (toddlers)	\$42,093	
8 State vouchers (3-year-olds)	\$112,248	
5 State vouchers (4-year-olds)	\$70,155	
0 State contracts (infants)	\$0	
5 State contracts (toddlers)	\$71,383	
10 State contracts (3-year-olds)	\$102,625	
7 State contracts (4-year-olds)	\$71,838	
Other income (grants, fundraising, etc.)	\$25,000	
	\$991,108	= Potential Total Revenue
<i>Adjustments to revenue</i>		
Bad debt	3% \$28,983	
Enrollment efficiency (average)	90% \$93,712	
PFA tuition reimbursement	\$51,750	
	\$816,662	= Actual Total Revenue
Annual Revenue less Expenses profit/(loss)	\$147,094	-15.3% of expenses

SAN FRANCISCO Revenue and Expense Model

Tod/Pre ContrPFA revised 2/14/2016

Items in YELLOW shaded cells are for INPUT to model different center 'profiles'. PLEASE DO NOT CHANGE ANY OTHER CELLS ON THIS SHEET

SIZE of CENTER	# Children/Age Age Groups	# of Classrooms	Group Sizes	Ratios/Group BA-QRIS Tier 3	Just FYI: Ratios/Group in NAEYC CA Title 22 regs (maximums)
	0 infants (0-24 mos.)	0	9	1:3 (12) SF 1:3 (9)	1:4 (16) 2:8
	10 toddlers (24 - 36 mos.)	1	10	1:6 (12)	1:6 (18) 2:10
	42 preschoolers (3-5 years)	2	21	1:12 (24) SF 1:8 (24)	1:12 (36) 2:10
	52 TOTAL Children	3 TOTAL Classrooms		Used to match SF center practice	

INCOME MIX of CHILDREN & FAMILIES

CACFP uses Fed Poverty; SF & CA use State Median Income SMI

Choose income mix by entering %s in YELLOW cells only

0%	85% SMI which is \$69,479 and above (PAID rate for CACFP)
25%	70%-85% SMI (PAID rate for CACFP)
25%	55%-70% SMI (above 185% FP = PAID rate for CACFP)
25%	40%-55% SMI (130-185%FP = REDUCED rate for CACFP)
25%	below 40% SMI (equals 130% FP = FREE Rate for CACFP)
100% TOTAL must equal 100%	

WARNING! User must re-enter this data every time changes are made in SIZE or INCOME MIX!

DISTRIBUTION of income-eligible children among State Vouchers, State Contracts, or City Target Subsidies

52 This is the maximum number of children who are income-eligible in this center.

Enter # of children by age receiving each type of subsidy using YELLOW cells only in the table below.

	State Voucher	State Contract	City Target Subsidies	Paying Private Tuition	
Infants			0	0	If negative numbers appear in Tuition column, change your distribution in YELLOW cells
Toddlers		10		0	
Preschool - Threes		21	0	0	
Preschool - Fours		21		0	
Total =	0	52	0	52	This total should equal the number in TOTAL Children above If not, change your distribution in YELLOW cells
Total across all subsidies =				52	

PFA If site accepts PFA enter 1 in cell below

1

QUALITY Choose quality level of center

ERS scores Enter '1' in one cell below; please leave other cell blank

4.5 - 7.0	
3.0 - 4.4	1

Qualifications of TEACHING STAFF (enter % at various Permit NOTE: BA-QRIS Tier 3 = 75% of lead teachers have Child Dev. Teacher Permit

Qualified to work, no Permit	
Child Dev. Assistant Teacher Permit	
Child Dev. Associate Teacher Permit	25%
Child Dev. Teacher Permit	75%
Master Teacher Permit	
Site Supervisor Permit	
Program Director Permit	
TOTAL must equal 100%	

EFFICIENCY Enrollment as % of total staffed capacity 90% 85-95% is typical
Bad Debt as % of revenue not collected 3% About 3% is typical

OCCUPANCY Expense Variation

Rates used match typical lease rates for SF and weighted average across center sample

For higher occupancy costs, enter % increase in the box

Appendix D

0%

PRO-FORMA BUDGET: San Francisco QUALITY CENTER (QRIS Tier 3)

Items in yellow shaded cells may be changed to model different scenarios
DO NOT CHANGE OTHER CELLS

user can change these cells
these cells have data from the Variables sheet. DO NOT change here.

A Typical Center

Note: Tier 3 = 75% of lead teachers w/Child Dev. Teacher Permit (or above)
Wage % of

52 TOTAL Children	Max Grp	Ratios	3 Classrooms	Annual cost per child
0 infants (0-24 mos.)	9	1:3	0	\$0 infant
10 toddlers (24 - 36 mos.)	10	1:6	1	\$22,561 toddler
42 preschoolers (3-5 years)	21	1:8	2	\$17,575 preschooler
			40%	= % for daily coverage (need 20% for opening/closing and additional time for assessment/reporting/planning,

Teacher Quality %	% of BLS	BLS PreK Tchr	Wage % of
0% Qualified to work, no Permit	80%	\$29,170	\$36,463 BLS
0% Child Dev. Asst. Teacher Permit	85%	\$30,993	
25% Child Dev. Assoc. Teacher Permit	90%	\$32,817	
75% Child Dev. Teacher Permit	100%	\$36,463	
0% Master Teacher Permit	110%	\$40,109	
0% Site Supervisor Permit	120%	\$43,755	
0% Program Dir. Permit	130%	\$47,402	

EXPENSES: Personnel

12.0 TOTAL Staff

	Total Cost	Unit Cost	FTE Wage	Calculated on wages per BLS worksheet
1.0 ECE Program Director (50% if C< 50, then FT)	\$68,350	\$68,350	110%	BLS EC Administrator
0.8 ECE Staff Supervisor (1 per 12 teaching staff)	\$43,755	\$54,694	150%	BLS Preschool Teacher
0.50 Financial Manager (25% if C<30, 50% up to 60, then FT)	\$27,961	\$55,923	90%	BLS EC administrator
0.5 Administrative assistant (50% if <60 children, then 1/60)	\$14,540	\$29,081	80%	BLS office & admin support
Subtotal administration and management staff	\$154,607			
3.0 Lead Teachers (1 per classroom)	\$106,654	\$35,551		See Teacher quality calculation above
3.0 Teachers/Assistant Teachers (1 per classroom)	\$95,604	\$31,868	100%	BLS CC worker
0.0 Teacher Aides (1 per infant room)	\$0	\$28,681	90%	BLS CC Worker
2.0 Teacher Aides (1 per preschool classroom, SF practice)	\$57,363	\$28,681	90%	BLS CC worker
1.2 Floater-Assists. (for % coverage throughout day)	\$38,242	\$31,868	100%	BLS CC Worker
9.2 subtotal teaching staff	\$297,862			
subtotal all staff	\$452,470			

Subs for staff training/PD @ hours/teaching staff/year	21	\$2,512	Substitutes to cover classrooms @ SF min. wage	
Subs for staff leave @ days per year		\$9,568	10	paid leave days [plus 8-10 paid holidays per year, no subs needed for holidays]
Subs for staff sick leave @ days/year		\$9,568	10	days of paid sick leave
subtotal substitutes		\$21,648		

Subtotal Wages

\$474,117

Mandatory benefits @ % salary

FICA-Social Security	6.20%	\$29,395
Medicare	1.45%	\$6,875
Unemployment Insurance (incl ETT)	3.00%	\$3,169.43
Workers Compensation	5.00%	\$23,706
State Disability & Family Leave Insurance	0.90%	\$4,267
Subtotal Mandatory Benefits	16.55%	\$67,412

Discretionary benefits

Additional benefits (pool/menu of options):	\$7,500	\$90,000
---	---------	----------

Subtotal Personnel

\$631,530

66% of expenses

EXPENSES: Nonpersonnel

Education Program for Children and Staff	\$131,833	
Occupancy	\$101,672	
Program Management & Administration	\$79,825	
Subtotal Nonpersonnel	\$313,329	33% of expenses
Contribution to operating reserve fund	\$18,897	2% of expenses
Total Expense	\$963,756	

Children

52 REVENUE

CACFP (all ages)	\$42,994	
0 Private Tuition (for children all ages >85% SMI)	\$0	
C-WAGES (\$/child/month -- all ages)	\$105,648	
0 City Target Subsidies (infants)	\$0	
0 City Target Subsidies (toddlers)	\$0	
0 City Target Subsidies (3-year-olds)	\$0	
0 City Target Subsidies (4-year-olds)	\$0	
Preschool for All (4-year-olds only, tuition paying)	\$0	@ Enrollment rate
Preschool for All (4-year-olds only, voucher or contract)	\$73,635	@ Enhancement rate
0 State vouchers (infants)	\$0	
0 State vouchers (toddlers)	\$0	
0 State vouchers (3-year-olds)	\$0	
0 State vouchers (4-year-olds)	\$0	
0 State contracts (infants)	\$0	
10 State contracts (toddlers)	\$142,765	
21 State contracts (3-year-olds)	\$215,513	
21 State contracts (4-year-olds)	\$215,513	
Other income (grants, fundraising, etc.)	\$25,000	
	\$821,066	= Potential Total Revenue
<i>Adjustments to revenue</i>		
Bad debt	3%	\$23,882
Enrollment efficiency (average)	90%	\$77,218
PFA tuition reimbursement		\$0
		\$719,966 = Actual Total Revenue
Annual Revenue less Expenses profit/(loss)		\$243,790 -25.3% of expenses

SAN FRANCISCO Revenue and Expense Model

Tod/Pre VouchPFA revised 2/14/2016

Items in YELLOW shaded cells are for INPUT to model different center 'profiles'. PLEASE DO NOT CHANGE ANY OTHER CELLS ON THIS SHEET

SIZE of CENTER	# Children/Age Age Groups	# of Classrooms	Group Sizes	Ratios/Group BA-QRIS Tier 3	Just FYI: Ratios/Group in NAEYC CA Title 22 regs (maximums)
	0 infants (0-24 mos.)	0	9	1:3 (12) SF 1:3 (9)	1:4 (16) 2:8
	10 toddlers (24 - 36 mos.)	1	10	1:6 (12)	1:6 (18) 2:10
	42 preschoolers (3-5 years)	2	21	1:12 (24) SF 1:8 (24)	1:12 (36) 2:10
	52 TOTAL Children	3 TOTAL Classrooms		Used to match SF center practice	

INCOME MIX of CHILDREN & FAMILIES

CACFP uses Fed Poverty; SF & CA use State Median Income SMI

Choose income mix by entering %s in YELLOW cells only

0%	85% SMI which is \$69,479 and above (PAID rate for CACFP)
25%	70%-85% SMI (PAID rate for CACFP)
25%	55%-70% SMI (above 185% FP = PAID rate for CACFP)
25%	40%-55% SMI (130-185%FP = REDUCED rate for CACFP)
25%	below 40% SMI (equals 130% FP = FREE Rate for CACFP)
100%	TOTAL must equal 100%

WARNING! User must re-enter this data every time changes are made in SIZE or INCOME MIX!

DISTRIBUTION of income-eligible children among State Vouchers, State Contracts, or City Target Subsidies

52 This is the maximum number of children who are income-eligible in this center.

Enter # of children by age receiving each type of subsidy using YELLOW cells only in the table below.

	State Voucher	State Contract	City Target Subsidies	Paying Private Tuition
Infants			0	0
Toddlers	5	5		0
Preschool - Threes	21		0	0
Preschool - Fours	21			0
Total =	47	5	0	52
Total across all subsidies =			52	

If negative numbers appear in Tuition column, change your distribution in YELLOW cells

This total should equal the number in **TOTAL Children** above. If not, change your distribution in YELLOW cells

PFA If site accepts PFA enter 1 in cell below

1

QUALITY Choose quality level of center

ERS scores Enter '1' in one cell below; please leave other cell blank

4.5 - 7.0	
3.0 - 4.4	1

Qualifications of TEACHING STAFF (enter % at various Permit NOTE: BA-QRIS Tier 3 = 75% of lead teachers have Child Dev. Teacher Permit

Qualified to work, no Permit	
Child Dev. Assistant Teacher Permit	
Child Dev. Associate Teacher Permit	25%
Child Dev. Teacher Permit	75%
Master Teacher Permit	
Site Supervisor Permit	
Program Director Permit	
TOTAL must equal 100%	100%

EFFICIENCY Enrollment as % of total staffed capacity 90% 85-95% is typical
Bad Debt as % of revenue not collected 3% About 3% is typical

OCCUPANCY Expense Variation

Rates used match typical lease rates for SF and weighted average across center sample
For higher occupancy costs, enter % increase in the box

Appendix D 0%

PRO-FORMA BUDGET: San Francisco QUALITY CENTER (QRIS Tier 3)

Items in yellow shaded cells may be changed to model different scenarios
DO NOT CHANGE OTHER CELLS

user can change these cells
these cells have data from the Variables sheet. DO NOT change here.

A Typical Center

Note: Tier 3 = 75% of lead teachers w/Child Dev. Teacher Permit (or above)
Wage % of

52 TOTAL Children	Max Grp	Ratios	3 Classrooms	Annual cost per child
0 infants (0-24 mos.)	9	1:3	0	\$0 infant
10 toddlers (24 - 36 mos.)	10	1:6	1	\$22,561 toddler
42 preschoolers (3-5 years)	21	1:8	2	\$17,575 preschooler
			40%	= % for daily coverage (need 20% for opening/closing and additional time for assessment/reporting/planning,

Teacher Quality %	% of BLS	BLS PreK Tchr	Wage % of
0% Qualified to work, no Permit	80%	\$29,170	\$36,463 BLS
0% Child Dev. Asst. Teacher Permit	85%	\$30,993	
25% Child Dev. Assoc. Teacher Permit	90%	\$32,817	
75% Child Dev. Teacher Permit	100%	\$36,463	
0% Master Teacher Permit	110%	\$40,109	
0% Site Supervisor Permit	120%	\$43,755	
0% Program Dir. Permit	130%	\$47,402	

EXPENSES: Personnel	Total Cost	Unit Cost	FTE Wage	Calculated on wages per BLS worksheet
12.0 TOTAL Staff				
1.0 ECE Program Director (50% if C< 50, then FT)	\$68,350	\$68,350	110%	BLS EC Administrator
0.8 ECE Staff Supervisor (1 per 12 teaching staff)	\$43,755	\$54,694	150%	BLS Preschool Teacher
0.50 Financial Manager (25% if C<30, 50% up to 60, then FT)	\$27,961	\$55,923	90%	BLS EC administrator
0.5 Administrative assistant (50% if <60 children, then 1/60)	\$14,540	\$29,081	80%	BLS office & admin support
Subtotal administration and management staff	\$154,607			
3.0 Lead Teachers (1 per classroom)	\$106,654	\$35,551		See Teacher quality calculation above
3.0 Teachers/Assistant Teachers (1 per classroom)	\$95,604	\$31,868	100%	BLS CC worker
0.0 Teacher Aides (1 per infant room)	\$0	\$28,681	90%	BLS CC Worker
2.0 Teacher Aides (1 per preschool classroom, SF practice)	\$57,363	\$28,681	90%	BLS CC worker
1.2 Floater-Assists. (for % coverage throughout day)	\$38,242	\$31,868	100%	BLS CC Worker
9.2 subtotal teaching staff	\$297,862			
subtotal all staff	\$452,470			
Subs for staff training/PD @ hours/teaching staff/year	21	\$2,512		Substitutes to cover classrooms @ SF min. wage
Subs for staff leave @ days per year		\$9,568	10	paid leave days [plus 8-10 paid holidays per year, no subs needed for holidays]
Subs for staff sick leave @ days/year		\$9,568	10	days of paid sick leave
subtotal substitutes	\$21,648			
Subtotal Wages	\$474,117			
<u>Mandatory benefits @ % salary</u>				
FICA-Social Security	6.20%	\$29,395		
Medicare	1.45%	\$6,875		
Unemployment Insurance (incl ETT)	3.00%	\$3,169.43		
Workers Compensation	5.00%	\$23,706		
State Disability & Family Leave Insurance	0.90%	\$4,267		
Subtotal Mandatory Benefits	16.55%	\$67,412		
<u>Discretionary benefits</u>				
Additional benefits (pool/menu of options):	\$7,500	\$90,000		
Subtotal Personnel	\$631,530			66% of expenses

EXPENSES: Nonpersonnel

Education Program for Children and Staff	\$131,833	
Occupancy	\$101,672	
Program Management & Administration	\$79,825	
Subtotal Nonpersonnel	\$313,329	33% of expenses
Contribution to operating reserve fund	\$18,897	2% of expenses
Total Expense	\$963,756	

Children

52 REVENUE

CACFP (all ages)	\$42,994	
0 Private Tuition (for children all ages >85% SMI)	\$0	
C-WAGES (\$/child/month -- all ages)	\$105,648	
0 City Target Subsidies (infants)	\$0	
0 City Target Subsidies (toddlers)	\$0	
0 City Target Subsidies (3-year-olds)	\$0	
0 City Target Subsidies (4-year-olds)	\$0	
Preschool for All (4-year-olds only, tuition paying)	\$0	@ Enrollment rate
Preschool for All (4-year-olds only, voucher or contract)	\$120,750	@ Enhancement rate
0 State vouchers (infants)	\$0	
5 State vouchers (toddlers)	\$70,155	
21 State vouchers (3-year-olds)	\$294,651	
21 State vouchers (4-year-olds)	\$294,651	
0 State contracts (infants)	\$0	
5 State contracts (toddlers)	\$71,383	
0 State contracts (3-year-olds)	\$0	
0 State contracts (4-year-olds)	\$0	
Other income (grants, fundraising, etc.)	\$25,000	
	\$1,025,231	= Potential Total Revenue
<i>Adjustments to revenue</i>		
Bad debt	3%	\$30,007
Enrollment efficiency (average)	90%	\$97,022
PFA tuition reimbursement		\$0
		\$898,202 = Actual Total Revenue
Annual Revenue less Expenses profit/(loss)		\$65,555 -6.8% of expenses

SAN FRANCISCO Revenue and Expense Model

Pre Common (Med) revised 2/23/2016

Items in YELLOW shaded cells are for INPUT to model different center 'profiles'. PLEASE DO NOT CHANGE ANY OTHER CELLS ON THIS SHEET

SIZE of CENTER	# Children/Age Age Groups	# of Classrooms	Group Sizes	Ratios/Group BA-QRIS Tier 3	Just FYI: Ratios/Group in NAEYC CA Title 22 regs (maximums)
	0 infants (0-24 mos.)	0	9	1:3 (12) SF 1:3 (9)	1:4 (16) 2:8
	0 toddlers (24 - 36 mos.)	0	12	1:6 (12)	1:6 (18) 2:10
	48 preschoolers (3-5 years)	2	24	1:12 (24) SF 1:8 (24)	1:12 (36) 2:10
	48 TOTAL Children	2 TOTAL Classrooms		Used to match SF center practice	

INCOME MIX of CHILDREN & FAMILIES

CACFP uses Fed Poverty; SF & CA use State Median Income SMI

Choose income mix by entering %s in YELLOW cells only

25%	85% SMI which is \$69,479 and above (PAID rate for CACFP)
15%	70%-85% SMI (PAID rate for CACFP)
20%	55%-70% SMI (above 185% FP = PAID rate for CACFP)
20%	40%-55% SMI (130-185%FP = REDUCED rate for CACFP)
20%	below 40% SMI (equals 130% FP = FREE Rate for CACFP)
100% TOTAL must equal 100%	

WARNING! User must re-enter this data every time changes are made in SIZE or INCOME MIX!

DISTRIBUTION of income-eligible children among State Vouchers, State Contracts, or City Target Subsidies

36 This is the maximum number of children who are income-eligible in this center.

Enter # of children by age receiving each type of subsidy using YELLOW cells only in the table below.

	State Voucher	State Contract	City Target Subsidies	Paying Private Tuition	
Infants			0	0	If negative numbers appear in Tuition column, change your distribution in YELLOW cells
Toddlers				0	
Preschool - Threes	7	11	0	6	
Preschool - Fours	7	11		6	
Total =	14	22	0	48	This total should equal the number in TOTAL Children above If not, change your distribution in YELLOW cells
Total across all subsidies =				36	

PFA If site accepts PFA enter 1 in cell below

1

QUALITY Choose quality level of center

ERS scores Enter '1' in one cell below; please leave other cell blank

4.5 - 7.0	1
3.0 - 4.4	

Qualifications of TEACHING STAFF (enter % at various Permit NOTE: BA-QRIS Tier 3 = 75% of lead teachers have Child Dev. Teacher Permit

Qualified to work, no Permit	
Child Dev. Assistant Teacher Permit	
Child Dev. Associate Teacher Permit	25%
Child Dev. Teacher Permit	75%
Master Teacher Permit	
Site Supervisor Permit	
Program Director Permit	
TOTAL must equal 100%	

EFFICIENCY Enrollment as % of total staffed capacity 90% 85-95% is typical
Bad Debt as % of revenue not collected 3% About 3% is typical

OCCUPANCY Expense Variation

Rates used match typical lease rates for SF and weighted average across center sample

For higher occupancy costs, enter % increase in the box

Appendix D 0%

PRO-FORMA BUDGET: San Francisco QUALITY CENTER (QRIS Tier 3)

Items in yellow shaded cells may be changed to model different scenarios
DO NOT CHANGE OTHER CELLS

user can change these cells
these cells have data from the Variables sheet. DO NOT change here.

A Typical Center

Note: Tier 3 = 75% of lead teachers w/Child Dev. Teacher Permit (or above)
Wage % of

48 TOTAL Children	Max Grp	Ratios	2 Classrooms	Annual cost per child
0 infants (0-24 mos.)	9	1:3	0	\$0 infant
0 toddlers (24 - 36 mos.)	12	1:6	0	\$0 toddler
48 preschoolers (3-5 years)	24	1:8	2	\$15,341 preschooler

40% = % for daily coverage (need 20% for opening/closing and additional time for assessment/reporting/planning,

Teacher Quality %	% of BLS	BLS PreK Tchr	Wage % of
0% Qualified to work, no Permit	80%	\$29,170	\$36,463 BLS
0% Child Dev. Asst. Teacher Permit	85%	\$30,993	
25% Child Dev. Assoc. Teacher Permit	90%	\$32,817	
75% Child Dev. Teacher Permit	100%	\$36,463	
0% Master Teacher Permit	110%	\$40,109	
0% Site Supervisor Permit	120%	\$43,755	
0% Program Dir. Permit	130%	\$47,402	

EXPENSES: Personnel

8.9 TOTAL Staff	Total Cost	Unit Cost	FTE Wage	Calculated on wages per BLS worksheet
0.5 ECE Program Director (50% if C< 50, then FT)	\$34,175	\$68,350	110%	BLS EC Administrator
0.6 ECE Staff Supervisor (1 per 12 teaching staff)	\$32,817	\$54,694	150%	BLS Preschool Teacher
0.50 Financial Manager (25% if C<30, 50% up to 60, then FT)	\$27,961	\$55,923	90%	BLS EC administrator
0.5 Administrative assistant (50% if <60 children, then 1/60)	\$14,540	\$29,081	80%	BLS office & admin support
Subtotal administration and management staff	\$109,493			
2.0 Lead Teachers (1 per classroom)	\$71,103	\$35,551		See Teacher quality calculation above
2.0 Teachers/Assistant Teachers (1 per classroom)	\$63,736	\$31,868	100%	BLS CC worker
0.0 Teacher Aides (1 per infant room)	\$0	\$28,681	90%	BLS CC Worker
2.0 Teacher Aides (1 per preschool classroom, SF practice)	\$57,363	\$28,681	90%	BLS CC worker
0.8 Floater-Assists. (for % coverage throughout day)	\$25,494	\$31,868	100%	BLS CC Worker
6.8 subtotal teaching staff	\$217,696			
subtotal all staff	\$327,189			
Subs for staff training/PD @ hours/teaching staff/year	21	\$1,856		Substitutes to cover classrooms @ SF min. wage
Subs for staff leave @ days per year		\$7,072	10	paid leave days [plus 8-10 paid holidays per year, no subs needed for holidays]
Subs for staff sick leave @ days/year		\$7,072	10	days of paid sick leave
subtotal substitutes	\$16,000			
Subtotal Wages	\$343,190			
<u>Mandatory benefits @ % salary</u>				
FICA-Social Security	6.20%	\$21,278		
Medicare	1.45%	\$4,976		
Unemployment Insurance (incl ETT)	3.00%	\$2,349.01		
Workers Compensation	5.00%	\$17,159		
State Disability & Family Leave Insurance	0.90%	\$3,089		
Subtotal Mandatory Benefits	16.55%	\$48,851		
<u>Discretionary benefits</u>				
Additional benefits (pool/menu of options):	\$7,500	\$66,750		
Subtotal Personnel	\$458,791			62% of expenses

EXPENSES: Nonpersonnel

Education Program for Children and Staff	\$121,692	
Occupancy	\$67,781	
Program Management & Administration	\$73,684	
Subtotal Nonpersonnel	\$263,157	36% of expenses
Contribution to operating reserve fund	\$14,439	2% of expenses
Total Expense	\$736,387	

Children

48 REVENUE

CACFP (all ages)	\$33,546	
12 Private Tuition (for children all ages >85% SMI)	\$216,000	
C-WAGES (\$/child/month -- all ages)	\$81,216	
0 City Target Subsidies (infants)	\$0	
0 City Target Subsidies (toddlers)	\$0	
0 City Target Subsidies (3-year-olds)	\$0	
0 City Target Subsidies (4-year-olds)	\$0	
Preschool for All (4-year-olds only, tuition paying)	\$34,500	@ Enrollment rate
Preschool for All (4-year-olds only, voucher or contract)	\$64,421	@ Enhancement rate
0 State vouchers (infants)	\$0	
0 State vouchers (toddlers)	\$0	
7 State vouchers (3-year-olds)	\$98,217	
7 State vouchers (4-year-olds)	\$98,217	
0 State contracts (infants)	\$0	
0 State contracts (toddlers)	\$0	
11 State contracts (3-year-olds)	\$112,888	
11 State contracts (4-year-olds)	\$112,888	
Other income (grants, fundraising, etc.)	\$25,000	
	\$876,892	= Potential Total Revenue
<i>Adjustments to revenue</i>		
Bad debt	3%	\$25,557
Enrollment efficiency (average)	90%	\$82,634
PFA tuition reimbursement		\$34,500
		\$734,202 = Actual Total Revenue
Annual Revenue less Expenses profit/(loss)		\$2,186 -0.3% of expenses

SAN FRANCISCO Revenue and Expense Model

Pre Contract PFA revised 2/23/2016

Items in YELLOW shaded cells are for INPUT to model different center 'profiles'. PLEASE DO NOT CHANGE ANY OTHER CELLS ON THIS SHEET

SIZE of CENTER	# Children/Age Age Groups	# of Classrooms	Group Sizes	Ratios/Group BA-QRIS Tier 3	Just FYI: Ratios/Group in NAEYC CA Title 22 regs (maximums)
	0 infants (0-24 mos.)	0	9	1:3 (12) SF 1:3 (9)	1:4 (16) 2:8
	0 toddlers (24 - 36 mos.)	0	12	1:6 (12)	1:6 (18) 2:10
	48 preschoolers (3-5 years)	2	24	1:12 (24) SF 1:8 (24)	1:12 (36) 2:10
	48 TOTAL Children	2 TOTAL Classrooms		Used to match SF center practice	

INCOME MIX of CHILDREN & FAMILIES

CACFP uses Fed Poverty; SF & CA use State Median Income SMI

Choose income mix by entering %s in YELLOW cells only

0%	85% SMI which is \$69,479 and above (PAID rate for CACFP)
25%	70%-85% SMI (PAID rate for CACFP)
25%	55%-70% SMI (above 185% FP = PAID rate for CACFP)
25%	40%-55% SMI (130-185%FP = REDUCED rate for CACFP)
25%	below 40% SMI (equals 130% FP = FREE Rate for CACFP)
100%	TOTAL must equal 100%

WARNING! User must re-enter this data every time changes are made in SIZE or INCOME MIX!

DISTRIBUTION of income-eligible children among State Vouchers, State Contracts, or City Target Subsidies

48 This is the maximum number of children who are income-eligible in this center.

Enter # of children by age receiving each type of subsidy using YELLOW cells only in the table below.

	State Voucher	State Contract	City Target Subsidies	Paying Private Tuition
Infants			0	0
Toddlers				0
Preschool - Threes	0	24	0	0
Preschool - Fours	0	24		0
Total =	0	48	0	48
Total across all subsidies =			48	

If negative numbers appear in Tuition column, change your distribution in YELLOW cells

This total should equal the number in TOTAL Children above. If not, change your distribution in YELLOW cells

PFA If site accepts PFA enter 1 in cell below

1

QUALITY Choose quality level of center

ERS scores Enter '1' in one cell below; please leave other cell blank

4.5 - 7.0	1
3.0 - 4.4	

Qualifications of TEACHING STAFF (enter % at various Permit NOTE: BA-QRIS Tier 3 = 75% of lead teachers have Child Dev. Teacher Permit

Qualified to work, no Permit	
Child Dev. Assistant Teacher Permit	
Child Dev. Associate Teacher Permit	25%
Child Dev. Teacher Permit	75%
Master Teacher Permit	
Site Supervisor Permit	
Program Director Permit	
TOTAL must equal 100%	100%

EFFICIENCY Enrollment as % of total staffed capacity

90%	85-95% is typical
-----	-------------------

Bad Debt as % of revenue not collected

3%	About 3% is typical
----	---------------------

OCCUPANCY Expense Variation

Rates used match typical lease rates for SF and weighted average across center sample

For higher occupancy costs, enter % increase in the box

Appendix D	0%
------------	----

PRO-FORMA BUDGET: San Francisco QUALITY CENTER (QRIS Tier 3)

Items in yellow shaded cells may be changed to model different scenarios
DO NOT CHANGE OTHER CELLS

user can change these cells
these cells have data from the Variables sheet. DO NOT change here.

A Typical Center

Note: Tier 3 = 75% of lead teachers w/Child Dev. Teacher Permit (or above)
Wage % of

48 TOTAL Children	Max Grp	Ratios	2 Classrooms	Annual cost per child
0 infants (0-24 mos.)	9	1:3	0	\$0 infant
0 toddlers (24 - 36 mos.)	12	1:6	0	\$0 toddler
48 preschoolers (3-5 years)	24	1:8	2	\$15,341 preschooler

40% = % for daily coverage (need 20% for opening/closing and additional time for assessment/reporting/planning,

Teacher Quality %	% of BLS	BLS PreK Tchr	Wage % of
0% Qualified to work, no Permit	80%	\$29,170	\$36,463 BLS
0% Child Dev. Asst. Teacher Permit	85%	\$30,993	
25% Child Dev. Assoc. Teacher Permit	90%	\$32,817	
75% Child Dev. Teacher Permit	100%	\$36,463	
0% Master Teacher Permit	110%	\$40,109	
0% Site Supervisor Permit	120%	\$43,755	
0% Program Dir. Permit	130%	\$47,402	

EXPENSES: Personnel

8.9 TOTAL Staff	Total Cost	Unit Cost	FTE Wage	Calculated on wages per BLS worksheet
0.5 ECE Program Director (50% if C< 50, then FT)	\$34,175	\$68,350	110%	BLS EC Administrator
0.6 ECE Staff Supervisor (1 per 12 teaching staff)	\$32,817	\$54,694	150%	BLS Preschool Teacher
0.50 Financial Manager (25% if C<30, 50% up to 60, then FT)	\$27,961	\$55,923	90%	BLS EC administrator
0.5 Administrative assistant (50% if <60 children, then 1/60)	\$14,540	\$29,081	80%	BLS office & admin support
Subtotal administration and management staff	\$109,493			
2.0 Lead Teachers (1 per classroom)	\$71,103	\$35,551		See Teacher quality calculation above
2.0 Teachers/Assistant Teachers (1 per classroom)	\$63,736	\$31,868	100%	BLS CC worker
0.0 Teacher Aides (1 per infant room)	\$0	\$28,681	90%	BLS CC Worker
2.0 Teacher Aides (1 per preschool classroom, SF practice)	\$57,363	\$28,681	90%	BLS CC worker
0.8 Floater-Assists. (for % coverage throughout day)	\$25,494	\$31,868	100%	BLS CC Worker
6.8 subtotal teaching staff	\$217,696			
subtotal all staff	\$327,189			
Subs for staff training/PD @ hours/teaching staff/year	21	\$1,856		Substitutes to cover classrooms @ SF min. wage
Subs for staff leave @ days per year		\$7,072	10	paid leave days [plus 8-10 paid holidays per year, no subs needed for holidays]
Subs for staff sick leave @ days/year		\$7,072	10	days of paid sick leave
subtotal substitutes	\$16,000			
Subtotal Wages	\$343,190			
<u>Mandatory benefits @ % salary</u>				
FICA-Social Security	6.20%	\$21,278		
Medicare	1.45%	\$4,976		
Unemployment Insurance (incl ETT)	3.00%	\$2,349.01		
Workers Compensation	5.00%	\$17,159		
State Disability & Family Leave Insurance	0.90%	\$3,089		
Subtotal Mandatory Benefits	16.55%	\$48,851		
<u>Discretionary benefits</u>				
Additional benefits (pool/menu of options):	\$7,500	\$66,750		
Subtotal Personnel	\$458,791			62% of expenses

EXPENSES: Nonpersonnel

Education Program for Children and Staff	\$121,692	
Occupancy	\$67,781	
Program Management & Administration	\$73,684	
Subtotal Nonpersonnel	\$263,157	36% of expenses
Contribution to operating reserve fund	\$14,439	2% of expenses
Total Expense	\$736,387	

Children

48 REVENUE

CACFP (all ages)	\$39,686	
0 Private Tuition (for children all ages >85% SMI)	\$0	
C-WAGES (\$/child/month -- all ages)	\$81,216	
0 City Target Subsidies (infants)	\$0	
0 City Target Subsidies (toddlers)	\$0	
0 City Target Subsidies (3-year-olds)	\$0	
0 City Target Subsidies (4-year-olds)	\$0	
Preschool for All (4-year-olds only, tuition paying)	\$0	@ Enrollment rate
Preschool for All (4-year-olds only, voucher or contract)	\$64,954	@ Enhancement rate
0 State vouchers (infants)	\$0	
0 State vouchers (toddlers)	\$0	
0 State vouchers (3-year-olds)	\$0	
0 State vouchers (4-year-olds)	\$0	
0 State contracts (infants)	\$0	
0 State contracts (toddlers)	\$0	
24 State contracts (3-year-olds)	\$246,300	
24 State contracts (4-year-olds)	\$246,300	
Other income (grants, fundraising, etc.)	\$25,000	
	\$703,456	= Potential Total Revenue
<i>Adjustments to revenue</i>		
Bad debt	3%	\$20,354
Enrollment efficiency (average)	90%	\$65,810
PFA tuition reimbursement		\$0
		\$617,292 = Actual Total Revenue
Annual Revenue less Expenses profit/(loss)		\$119,095 -16.2% of expenses

SAN FRANCISCO Revenue and Expense Model

Pre Voucher PFA revised 2/23/2016

Items in YELLOW shaded cells are for INPUT to model different center 'profiles'. PLEASE DO NOT CHANGE ANY OTHER CELLS ON THIS SHEET

SIZE of CENTER	# Children/Age Age Groups	# of Classrooms	Group Sizes	Ratios/Group BA-QRIS Tier 3	Just FYI: Ratios/Group in NAEYC CA Title 22 regs (maximums)
	0 infants (0-24 mos.)	0	9	1:3 (12) SF 1:3 (9)	1:4 (16) 2:8
	0 toddlers (24 - 36 mos.)	0	12	1:6 (12)	1:6 (18) 2:10
	48 preschoolers (3-5 years)	2	24	1:12 (24) SF 1:8 (24)	1:12 (36) 2:10
	48 TOTAL Children	2 TOTAL Classrooms		Used to match SF center practice	

INCOME MIX of CHILDREN & FAMILIES

CACFP uses Fed Poverty; SF & CA use State Median Income SMI

Choose income mix by entering %s in YELLOW cells only

0%	85% SMI which is \$69,479 and above (PAID rate for CACFP)
25%	70%-85% SMI (PAID rate for CACFP)
25%	55%-70% SMI (above 185% FP = PAID rate for CACFP)
25%	40%-55% SMI (130-185%FP = REDUCED rate for CACFP)
25%	below 40% SMI (equals 130% FP = FREE Rate for CACFP)
100%	TOTAL must equal 100%

WARNING! User must re-enter this data every time changes are made in SIZE or INCOME MIX!

DISTRIBUTION of income-eligible children among State Vouchers, State Contracts, or City Target Subsidies

48 This is the maximum number of children who are income-eligible in this center.

Enter # of children by age receiving each type of subsidy using YELLOW cells only in the table below.

	State Voucher	State Contract	City Target Subsidies	Paying Private Tuition	
Infants			0	0	If negative numbers appear in Tuition column, change your distribution in YELLOW cells
Toddlers				0	
Preschool - Threes	24		0	0	
Preschool - Fours	24			0	
Total =	48	0	0	48	
Total across all subsidies =				48	This total should equal the number in TOTAL Children above If not, change your distribution in YELLOW cells

PFA If site accepts PFA enter 1 in cell below

1

QUALITY Choose quality level of center

ERS scores Enter '1' in one cell below; please leave other cell blank

4.5 - 7.0	1
3.0 - 4.4	

Qualifications of TEACHING STAFF (enter % at various Permit NOTE: BA-QRIS Tier 3 = 75% of lead teachers have Child Dev. Teacher Permit

Qualified to work, no Permit	
Child Dev. Assistant Teacher Permit	
Child Dev. Associate Teacher Permit	25%
Child Dev. Teacher Permit	75%
Master Teacher Permit	
Site Supervisor Permit	
Program Director Permit	
TOTAL must equal 100%	100%

EFFICIENCY Enrollment as % of total staffed capacity 90% 85-95% is typical
Bad Debt as % of revenue not collected 3% About 3% is typical

OCCUPANCY Expense Variation

Rates used match typical lease rates for SF and weighted average across center sample

For higher occupancy costs, enter % increase in the box

Appendix D 0%

PRO-FORMA BUDGET: San Francisco QUALITY CENTER (QRIS Tier 3)

Items in yellow shaded cells may be changed to model different scenarios

DO NOT CHANGE OTHER CELLS

user can change these cells

these cells have data from the Variables sheet. DO NOT change here.

A Typical Center

Note: Tier 3 = 75% of lead teachers w/Child Dev. Teacher Permit (or above)
Wage % of

48 TOTAL Children	Max Grp	Ratios	2 Classrooms	Annual cost per child
0 infants (0-24 mos.)	9	1:3	0	\$0 infant
0 toddlers (24 - 36 mos.)	12	1:6	0	\$0 toddler
48 preschoolers (3-5 years)	24	1:8	2	\$15,341 preschooler

40% = % for daily coverage (need 20% for opening/closing and additional time for assessment/reporting/planning,

Teacher Quality %	% of BLS	BLS PreK Tchr	Wage % of
0% Qualified to work, no Permit	80%	\$29,170	\$36,463 BLS
0% Child Dev. Asst. Teacher Permit	85%	\$30,993	
25% Child Dev. Assoc. Teacher Permit	90%	\$32,817	
75% Child Dev. Teacher Permit	100%	\$36,463	
0% Master Teacher Permit	110%	\$40,109	
0% Site Supervisor Permit	120%	\$43,755	
0% Program Dir. Permit	130%	\$47,402	

EXPENSES: Personnel

8.9 TOTAL Staff	Total Cost	Unit Cost	FTE Wage	Calculated on wages per BLS worksheet
0.5 ECE Program Director (50% if C< 50, then FT)	\$34,175	\$68,350	110%	BLS EC Administrator
0.6 ECE Staff Supervisor (1 per 12 teaching staff)	\$32,817	\$54,694	150%	BLS Preschool Teacher
0.50 Financial Manager (25% if C<30, 50% up to 60, then FT)	\$27,961	\$55,923	90%	BLS EC administrator
0.5 Administrative assistant (50% if <60 children, then 1/60)	\$14,540	\$29,081	80%	BLS office & admin support
Subtotal administration and management staff	\$109,493			
2.0 Lead Teachers (1 per classroom)	\$71,103	\$35,551		See Teacher quality calculation above
2.0 Teachers/Assistant Teachers (1 per classroom)	\$63,736	\$31,868	100%	BLS CC worker
0.0 Teacher Aides (1 per infant room)	\$0	\$28,681	90%	BLS CC Worker
2.0 Teacher Aides (1 per preschool classroom, SF practice)	\$57,363	\$28,681	90%	BLS CC worker
0.8 Floater-Assists. (for % coverage throughout day)	\$25,494	\$31,868	100%	BLS CC Worker
6.8 subtotal teaching staff	\$217,696			
6.8 subtotal all staff	\$327,189			
Subs for staff training/PD @ hours/teaching staff/year	21	\$1,856		Substitutes to cover classrooms @ SF min. wage
Subs for staff leave @ days per year		\$7,072	10	paid leave days [plus 8-10 paid holidays per year, no subs needed for holidays]
Subs for staff sick leave @ days/year		\$7,072	10	days of paid sick leave
Subtotal substitutes	\$16,000			
Subtotal Wages	\$343,190			
<u>Mandatory benefits @ % salary</u>				
FICA-Social Security	6.20%	\$21,278		
Medicare	1.45%	\$4,976		
Unemployment Insurance (incl ETT)	3.00%	\$2,349.01		
Workers Compensation	5.00%	\$17,159		
State Disability & Family Leave Insurance	0.90%	\$3,089		
Subtotal Mandatory Benefits	16.55%	\$48,851		
<u>Discretionary benefits</u>				
Additional benefits (pool/menu of options):	\$7,500	\$66,750		
Subtotal Personnel	\$458,791			62% of expenses

EXPENSES: Nonpersonnel

Education Program for Children and Staff	\$121,692	
Occupancy	\$67,781	
Program Management & Administration	\$73,684	
Subtotal Nonpersonnel	\$263,157	36% of expenses
Contribution to operating reserve fund	\$14,439	2% of expenses
Total Expense	\$736,387	

Children

48 REVENUE

CACFP (all ages)	\$39,686	
0 Private Tuition (for children all ages >85% SMI)	\$0	
C-WAGES (\$/child/month -- all ages)	\$81,216	
0 City Target Subsidies (infants)	\$0	
0 City Target Subsidies (toddlers)	\$0	
0 City Target Subsidies (3-year-olds)	\$0	
0 City Target Subsidies (4-year-olds)	\$0	
Preschool for All (4-year-olds only, tuition paying)	\$0	@ Enrollment rate
Preschool for All (4-year-olds only, voucher or contract)	\$118,800	@ Enhancement rate
0 State vouchers (infants)	\$0	
0 State vouchers (toddlers)	\$0	
24 State vouchers (3-year-olds)	\$336,744	
24 State vouchers (4-year-olds)	\$336,744	
0 State contracts (infants)	\$0	
0 State contracts (toddlers)	\$0	
0 State contracts (3-year-olds)	\$0	
0 State contracts (4-year-olds)	\$0	
Other income (grants, fundraising, etc.)	\$25,000	
	\$938,190	= Potential Total Revenue
<i>Adjustments to revenue</i>		
Bad debt	3%	\$27,396
Enrollment efficiency (average)	90%	\$88,579
PFA tuition reimbursement		\$0
	\$822,215	= Actual Total Revenue
Annual Revenue less Expenses profit/(loss)	\$85,828	11.7% of expenses

SAN FRANCISCO Revenue and Expense Model

Pre Tuition PFA revised 2/23/2016

Items in YELLOW shaded cells are for INPUT to model different center 'profiles'. PLEASE DO NOT CHANGE ANY OTHER CELLS ON THIS SHEET

SIZE of CENTER	# Children/Age Age Groups	# of Classrooms	Group Sizes	Ratios/Group BA-QRIS Tier 3	Just FYI: Ratios/Group in NAEYC CA Title 22 regs (maximums)
	0 infants (0-24 mos.)	0	9	1:3 (12) SF 1:3 (9)	1:4 (16) 2:8
	0 toddlers (24 - 36 mos.)	0	12	1:6 (12)	1:6 (18) 2:10
	48 preschoolers (3-5 years)	2	24	1:12 (24) SF 1:8 (24)	1:12 (36) 2:10
	48 TOTAL Children	2 TOTAL Classrooms		Used to match SF center practice	

INCOME MIX of CHILDREN & FAMILIES

CACFP uses Fed Poverty; SF & CA use State Median Income SMI

Choose income mix by entering %s in YELLOW cells only

100% 85% SMI which is \$69,479 and above (PAID rate for CACFP)

0%	70%-85% SMI (PAID rate for CACFP)
0%	55%-70% SMI (above 185% FP = PAID rate for CACFP)
0%	40%-55% SMI (130-185%FP = REDUCED rate for CACFP)
0%	below 40% SMI (equals 130% FP = FREE Rate for CACFP)

100% TOTAL must equal 100%

WARNING! User must re-enter this data every time changes are made in SIZE or INCOME MIX!

DISTRIBUTION of income-eligible children among State Vouchers, State Contracts, or City Target Subsidies

0 This is the maximum number of children who are income-eligible in this center.

Enter # of children by age receiving each type of subsidy using YELLOW cells only in the table below.

	State Voucher	State Contract	City Target Subsidies	Paying Private Tuition	
Infants			0	0	If negative numbers appear in Tuition column, change your distribution in YELLOW cells
Toddlers				0	
Preschool - Threes	0	0	0	24	
Preschool - Fours	0	0		24	
Total =	0	0	0	48	This total should equal the number in TOTAL Children above If not, change your distribution in YELLOW cells
Total across all subsidies =				0	

PFA If site accepts PFA enter 1 in cell below

1

QUALITY Choose quality level of center

ERS scores Enter '1' in one cell below; please leave other cell blank

4.5 - 7.0	1
3.0 - 4.4	

Qualifications of TEACHING STAFF (enter % at various Permit NOTE: BA-QRIS Tier 3 = 75% of lead teachers have Child Dev. Teacher Permit

Qualified to work, no Permit	
Child Dev. Assistant Teacher Permit	
Child Dev. Associate Teacher Permit	25%
Child Dev. Teacher Permit	75%
Master Teacher Permit	
Site Supervisor Permit	
Program Director Permit	
TOTAL must equal 100%	100%

EFFICIENCY Enrollment as % of total staffed capacity

90%	85-95% is typical
-----	-------------------

Bad Debt as % of revenue not collected

3%	About 3% is typical
----	---------------------

OCCUPANCY Expense Variation

Rates used match typical lease rates for SF and weighted average across center sample

For higher occupancy costs, enter % increase in the box

Appendix D	0%
------------	----

PRO-FORMA BUDGET: San Francisco QUALITY CENTER (QRIS Tier 3)

Items in yellow shaded cells may be changed to model different scenarios
DO NOT CHANGE OTHER CELLS

user can change these cells
these cells have data from the Variables sheet. DO NOT change here.

A Typical Center

Note: Tier 3 = 75% of lead teachers w/Child Dev. Teacher Permit (or above)
Wage % of

48 TOTAL Children	Max Grp	Ratios	2 Classrooms	Annual cost per child
0 infants (0-24 mos.)	9	1:3	0	\$0 infant
0 toddlers (24 - 36 mos.)	12	1:6	0	\$0 toddler
48 preschoolers (3-5 years)	24	1:8	2	\$15,341 preschooler

40% = % for daily coverage (need 20% for opening/closing and additional time for assessment/reporting/planning,

Teacher Quality %	% of BLS	BLS PreK Tchr	Wage % of
0% Qualified to work, no Permit	80%	\$29,170	\$36,463 BLS
0% Child Dev. Asst. Teacher Permit	85%	\$30,993	
25% Child Dev. Assoc. Teacher Permit	90%	\$32,817	
75% Child Dev. Teacher Permit	100%	\$36,463	
0% Master Teacher Permit	110%	\$40,109	
0% Site Supervisor Permit	120%	\$43,755	
0% Program Dir. Permit	130%	\$47,402	

EXPENSES: Personnel

8.9 TOTAL Staff	Total Cost	Unit Cost	FTE Wage	Calculated on wages per BLS worksheet
0.5 ECE Program Director (50% if C< 50, then FT)	\$34,175	\$68,350	110%	BLS EC Administrator
0.6 ECE Staff Supervisor (1 per 12 teaching staff)	\$32,817	\$54,694	150%	BLS Preschool Teacher
0.50 Financial Manager (25% if C<30, 50% up to 60, then FT)	\$27,961	\$55,923	90%	BLS EC administrator
0.5 Administrative assistant (50% if <60 children, then 1/60)	\$14,540	\$29,081	80%	BLS office & admin support
Subtotal administration and management staff	\$109,493			
2.0 Lead Teachers (1 per classroom)	\$71,103	\$35,551		See Teacher quality calculation above
2.0 Teachers/Assistant Teachers (1 per classroom)	\$63,736	\$31,868	100%	BLS CC worker
0.0 Teacher Aides (1 per infant room)	\$0	\$28,681	90%	BLS CC Worker
2.0 Teacher Aides (1 per preschool classroom, SF practice)	\$57,363	\$28,681	90%	BLS CC worker
0.8 Floater-Assists. (for % coverage throughout day)	\$25,494	\$31,868	100%	BLS CC Worker
6.8 subtotal teaching staff	\$217,696			
subtotal all staff	\$327,189			
Subs for staff training/PD @ hours/teaching staff/year	21	\$1,856		Substitutes to cover classrooms @ SF min. wage
Subs for staff leave @ days per year		\$7,072	10	paid leave days [plus 8-10 paid holidays per year, no subs needed for holidays]
Subs for staff sick leave @ days/year		\$7,072	10	days of paid sick leave
subtotal substitutes	\$16,000			
Subtotal Wages	\$343,190			
<u>Mandatory benefits @ % salary</u>				
FICA-Social Security	6.20%	\$21,278		
Medicare	1.45%	\$4,976		
Unemployment Insurance (incl ETT)	3.00%	\$2,349.01		
Workers Compensation	5.00%	\$17,159		
State Disability & Family Leave Insurance	0.90%	\$3,089		
Subtotal Mandatory Benefits	16.55%	\$48,851		
<u>Discretionary benefits</u>				
Additional benefits (pool/menu of options):	\$7,500	\$66,750		
Subtotal Personnel	\$458,791			62% of expenses

EXPENSES: Nonpersonnel

Education Program for Children and Staff	\$121,692	
Occupancy	\$67,781	
Program Management & Administration	\$73,684	
Subtotal Nonpersonnel	\$263,157	36% of expenses
Contribution to operating reserve fund	\$14,439	2% of expenses
Total Expense	\$736,387	

Children

48 REVENUE

CACFP (all ages)	\$0	Zero out CACFP
48 Private Tuition (for children all ages >85% SMI)	\$864,000	
C-WAGES (\$/child/month -- all ages)	\$0	Zero out C-WAGES
0 City Target Subsidies (infants)	\$0	
0 City Target Subsidies (toddlers)	\$0	
0 City Target Subsidies (3-year-olds)	\$0	
0 City Target Subsidies (4-year-olds)	\$0	
Preschool for All (4-year-olds only, tuition paying)	\$138,000	@ Enrollment rate
Preschool for All (4-year-olds only, voucher or contract)	\$0	@ Enhancement rate
0 State vouchers (infants)	\$0	
0 State vouchers (toddlers)	\$0	
0 State vouchers (3-year-olds)	\$0	
0 State vouchers (4-year-olds)	\$0	
0 State contracts (infants)	\$0	
0 State contracts (toddlers)	\$0	
0 State contracts (3-year-olds)	\$0	
0 State contracts (4-year-olds)	\$0	
Other income (grants, fundraising, etc.)	\$25,000	
	\$1,027,000	= Potential Total Revenue
<i>Adjustments to revenue</i>		
Bad debt	3% \$30,060	
Enrollment efficiency (average)	90% \$97,194	
PFA tuition reimbursement	\$138,000	
	\$761,746	= Actual Total Revenue
Annual Revenue less Expenses profit/(loss)	\$25,359	3.4% of expenses

Appendix D: Revenue and Expense Models
Family Child Care Home Model
Introduction and Instructions

Introduction

Revenue and expense models are tools used to understand the relationship between the expense of delivering early care and education and the available revenues. The Excel file *SF_RE_Model_FCC_Home_2016* contains the model illustrating expense compared to revenue in home-based early care and education settings in San Francisco. The model can be used to create family child care home and child financing profiles that represent particular situations or illustrate common conditions. This model includes the current set of funding streams¹ in use to support home-based early care and education in San Francisco. It displays the annual budget, revenue and expense pro forma, for a home at the San Francisco base quality level, defined as Tier 3 of the current Bay Area Quality Rating and Improvement System (BA-QRIS).² For family child care homes to maintain this level of quality, the primary need is for time to do child assessments, health and developmental screening, curriculum planning, recordkeeping and other activities related to higher quality practice.

Characteristics of Family Child Care

The revenue and expense pro forma for a family child care home serving children under age five differs from that of a center. First, homes do not vary widely in size; they are either small or large as defined by state regulations. A small home has 6 or fewer children and the provider/owner works alone. Large homes are those with 7-12 children; the provider must have an assistant. Most family child care homes in San Francisco are small (about 75%).

Homes are small for-profit businesses. The provider is self-employed and works at home; the business is paying for part of the home expenses. The provider's income is the net revenue after expenses. Thus, the provider's 'salary' does not appear in the expense total. The revenue and expense pro forma follows the format of the federal income tax form for self-employment (IRS Schedule C) and the form specifically for family child care providers (IRS Form 8829). Family child care homes have direct business expenses (education supplies and materials, food, office supplies, etc.) and shared business expenses (cost of maintaining their home). Direct expenses are fully deductible; shared expenses are reduced by the time-space percent. Shared expenses are essentially occupancy costs (rent or mortgage costs, lights, heating/cooling, maintenance and repair, etc.) that are based on the portion of the overall home that is used for the FCC business, the space percent. The time percent is calculated by dividing the total hours per year that the home is used for child care by the total hours in a year.

The typical family child care provider in the U.S. works directly with children (usually 50-55 hours per week) plus works on business activities such as purchasing food, planning for children's daily activities, or doing bookkeeping (usually another 4-5 hours per week) for a total of 60 hours. Space used for child

¹ A second simpler model can be constructed that maintains the immutable state/federal sources and combines City sources into as few buckets as feasible (maybe as few as two: one for increasing access/continuity and one for quality support).

² Other quality levels can be added to the model. The current BA-QRIS was the initial QRIS created as part of the CA RTT-ELC project, the BA-QRIS will evolve to represent the best local model.

San Francisco Comprehensive Fiscal Analysis

Revenue and Expense Model Family Child Care Homes: Introduction and Instructions for Use

care means all the rooms that are used for child care; typically providers use about half of their home regardless of how large the home. San Francisco providers reported spending more time on the business (65 hours per week) and using more of their homes than average, closer to two-thirds of the space. This results in a time-space percent of 26% which is applied to the shared expenses.

Instructions for Use

The Variables

The user selects settings for the key variables on the first worksheet in the file [VariablesINPUT-FCC]. By choosing different settings for the variables, the model can represent a wide range of situations. Each variable is explained below.

Size of Home: Size is represented as the number of children by age range. Age ranges are set up as infants (0 to 24 months), toddlers (24 to 36 months), and preschoolers (3 year olds or 4 year olds).

Income Mix of Children and Families: All State and City funding streams use California State Median Income (SMI), while the federal Child and Adult Care Food Program (CACFP) uses federal poverty guidelines to determine the payment amount for meals. For ease of use, the income variables used in this model express the federal poverty guidelines as percentages of California SMI. The income levels in the model match the levels that determine payment (and income eligibility) in the various State and City funding streams. The user distributes the children among the income levels.

Distribution of income-eligible children among State Vouchers or City Target Subsidies: Each of the subsidy types uses different rates. State vouchers use the Regional Market Rate (RMR). City Target Subsidies use the RMR adding increases for quality levels. Each of the subsidy types uses different child age eligibility. Children birth to age five are eligible for State Vouchers. Infants and toddlers are eligible for City subsidies including City Child Care, FCS and ACCESS; preschoolers are only eligible for the City subsidies FCS and ACCESS if they are the sibling of an eligible infant or toddler. The model provides the number of income-eligible children and the user chooses the distribution of those income-eligible children by age among the subsidy types by filling in a table. The table separates preschoolers into 3-year-olds and 4-year-olds to facilitate the revenue calculations for PFA. Completing this table is the most time-consuming part of entering variables. Note that the table must be changed when the income mix or the size of a home are changed.

Two other revenue sources available to family child care homes are Preschool for All and Early Head Start. The user can choose to include these by checking a box for each.

Quality: Two key aspects of quality are variables used to determine payment rates, and eligibility for several types of funding. These are the home's score on the Family Child Care Environment

San Francisco Comprehensive Fiscal Analysis

Revenue and Expense Model Family Child Care Homes: Introduction and Instructions for Use

Rating Scales (FCCERS) and the qualifications of any staff. The user can choose one of the 3 ranges of ERS scores. A large home will have staff. The user can indicate the qualifications and permit levels for the home's teaching staff. BA-QRIS Tier 3 requires that the provider or lead teacher have at least the Child Development Teacher Permit. The model assumes the provider is qualified at this level.

Efficiency: Efficiency has two parts: enrollment and revenue collection. Enrollment efficiency³ is the proportion (percent) of the desired capacity that is filled/enrolled, overall in a home.

Revenue collection efficiency is expressed as the percent of revenue that is uncollectible (% bad debt).

Occupancy: The cost of occupancy (rent/lease/mortgage, insurance, maintenance, repairs, HVAC, etc.) are one aspect of a home's direct costs. The default value in the model is based on costs reported by a range of family child care homes in San Francisco, both renters and owners. However, since space costs can be very high in San Francisco, the user can choose to model a higher cost home by specifying a percent increase for occupancy costs.

On the VariablesINPUT-FCC worksheet, the user enters data for each variable in the cells that are shaded **yellow**. To model different home profiles, the user can change the data entered in these cells.

The Home Profile

Each profile represents a particular set of choices among the variables. The [Quality Home Profile] worksheet displays the results of the variable choices.

Expenses

The expense section is split into Salaries and Wages and Direct and Shared nonpersonnel costs.

Salaries and Wages

The salaries and wages section includes the following positions and assumptions:

- One full-time Assistant Teacher, if the home is large
- One full-time Infant-Toddler Assistant Teacher, if the total number of infants and toddlers is greater than 4
- Substitutes to cover time-off for professional development, sick leave and vacation leave time for the provider and any staff
- Substitutes to allow the provider time for the quality-related activities of maintaining BA-QRIS Tier 3. The default is set at 500 hours per year.

Wages

The wages for assistants are set by converting the Preschool Teacher annual salary to an hourly rate and applying percentages to modify for different qualification levels. These percent adjustments can be changed by the user if desired, on the Quality Home Profile worksheet. The current minimum

³ Attendance also matters. Some public funding sources also consider attendance of an enrolled child as a factor in determining payment. Efficient providers ensure that children's attendance meets these requirements.

San Francisco Comprehensive Fiscal Analysis

Revenue and Expense Model Family Child Care Homes: Introduction and Instructions for Use

wage for San Francisco is used for substitutes. Preschool Teacher uses the most recent (2014) data from the federal Bureau of Labor Statistics (BLS) for ECE occupations in the San Francisco area, inflated by 1.9% to approximate 2016.

Mandatory and Discretionary Benefits

All mandatory benefits are calculated on the Quality Home Profile worksheet. These include federal, state and City requirements. For details, see Wages and Benefits: Requirements for San Francisco in the Appendix. In addition to paid sick leave, paid holidays and paid vacation are included. The user can change the number of days. The cost of substitutes to cover all types of leave days as well as the required 21 hours of annual training/professional development is included (the number of annual training hours can be changed by the user. Other benefits such as paid health insurance, contributions to retirement account, life insurance or other discretionary benefits are represented as a benefit pool of dollars per person (the provider and any full-time staff). The user can change the amount, recognizing that an 80% employer share of health insurance will cost roughly \$6,000 per employee.

Nonpersonnel

Nonpersonnel costs are in two categories.

1. Direct Expenses, which include
 - a. Administration/Office – advertising, vehicle expenses, depreciation (equipment), insurance (liability, accident), interest (paid on business debt), legal & professional fees (accountant, payroll service, tax prep, credit card processing), office supplies, repairs and maintenance (directly for child care including cleaning and exterminating fees), telephone/internet (only if exclusively for business use), license and permits, professional association memberships and subscriptions
 - b. Program – classroom supplies (arts and crafts, toys, books, games, consumable materials for children), health supplies (diapers, wipes, gloves, dental supplies), food (food and food-related supplies, paper goods, etc.), training/professional development, educational supplies for teachers/providers
2. Shared Expenses, which include rent/lease or mortgage interest, depreciation and property taxes, and home owners/renters insurance, repairs and maintenance, utilities (heat, lights, water, sanitation, security, yard service), and supplies (household supplies, paper products, cleaning supplies)

Revenue Sources

The model is set up to use the range of revenue sources available to a typical home in San Francisco. Full-day, full-year rates are used with the exception of Preschool for All for which the part-day rate is used. The following revenues sources are used:

1. The federal Child and Adult Care Food Program (CACFP) is used for children of all ages at the current rates. Family child care homes participate in the CACFP via a sponsoring organization. Homes are paid at two different rates depending on their location.

San Francisco Comprehensive Fiscal Analysis

Revenue and Expense Model Family Child Care Homes: Introduction and Instructions for Use

- a. Tier I homes are those that are located in low-income areas, or those in which the provider's household income is at or below 185 percent of the Federal income poverty guidelines. Sponsoring organizations may use elementary school free and reduced price enrollment data or census block group data to determine which areas are low-income.
 - b. Tier II homes are those family day care homes which do not meet the location or provider income criteria for a Tier I home. The provider in a Tier II home may elect to have the sponsoring organization identify income-eligible children, so that meals served to those children who qualify for free and reduced price meals would be reimbursed at the higher Tier I rates.
 - c. CACFP rates for homes are less than CACFP rates for centers. Tier I rates for homes are about 80% of the free rates for centers; Tier II rates for homes are about 25% of the reduced rates for centers.
2. Private Tuition is used for children of all ages with family incomes above 85% SMI, as directed by the user. Rates are based on average tuition rate data from the Children's Council of San Francisco.
 3. C-WAGES for homes is based on the number of children, the number of infants and toddlers, the quality score of the home and the qualifications of any staff employed in the home.
 4. Preschool for All is used for all 4-year-old preschoolers, based on the rate for the quality of teachers. The PFA Enrollment rate is used for the 4-year-olds not receiving other public funds (the tuition-paying 4-year-olds). The PFA Enhancement rate is used for the 4-year-olds who are also paid by State Vouchers.
 5. Subsidy revenue is split among state vouchers and city target subsidies according to the user's direction.
 - a. State voucher rates are used for the user-entered number of infants, toddlers and preschoolers whose family income is below 85% SMI, with rates based on age of child (CalWORKs stage 1 has a lower exit ceiling than the other vouchers, at <70% SMI).
 - b. City Target Subsidies rates are used for the user-entered number of infants, toddlers and preschoolers whose family income is below 85% SMI, with rates based on age of child and quality level.

Note: certain revenues unique to San Francisco are not listed separately since a child is only eligible for one revenue type and all types not listed separately use the same rates as another City source and would be duplicative of revenue already included, i.e., ACCESS, FCS and City Child Care are all included in City Target subsidies and all use the same rates. PFA Bridge and PFA Plus, while not listed separately, are effectively included since they use rates that are essentially combinations of voucher rates and the base PFA rate.

Appendix

Wages and Benefits: Requirements Applicable in San Francisco

California and San Francisco specific requirements are described in detail below. Sources are the following:

- California http://www.edd.ca.gov/pdf_pub_ctr/de44.pdf
- San Francisco <http://www.sfgov.org/olse/san-francisco-labor-laws-citywide>

California

Unemployment Insurance (UI)

- The 2015 taxable wage limit is \$7,000 per employee.
- The 2015 UI rate varies determined by claims experience. New employers are assigned a rate of 3.4%, which is adjusted after 2 years. Rates vary from 2% to 6.2% for child care centers in SF according to the San Francisco Early Learning Alliance.

Employment Training Tax (ETT)

- The 2015 ETT rate is 0.1 percent (.001)
- The 2015 taxable wage limit is \$7,000 per employee.
- Not all employers are charged for ETT but including it is preferable to not, as the impact is small (\$7/employee/year) compared to other expenses.

State Disability Insurance (SDI)

- The 2016 SDI withholding rate is .9 percent (.009). The rate includes Disability Insurance (DI) and Paid Family Leave (PFL) coverage.
- The SDI taxable wage limit for 2016 is \$106,742 per employee, per year.

Workers' Compensation Insurance

- Required, rates are set by experience and assessed risk of job titles/duties. Rates vary from 2% to 9% for child care centers in SF according to the San Francisco Early Learning Alliance.

San Francisco

SF Paid Sick Leave Ordinance (PSLO)

- An employee accrues one hour of paid sick leave for every 30 hours worked.
- The employee does not start accruing until 90 days after the start of employment.
- There is a "cap" on accrual –
 - 40 hours for small businesses (having fewer than 10 workers) and
 - 72 hours for other businesses.
- The accrual cap is not an annual cap. Whenever an employee's accrued leave drops below the cap due to usage, the employee begins again to accrue. Thus, the PSLO cap is referred to as a "floating" cap.

San Francisco Comprehensive Fiscal Analysis

Revenue and Expense Model Family Child Care Homes: Introduction and Instructions for Use

- For child care centers, any sick leave policy of 2 weeks paid sick leave per year is in excess of the requirements of this ordinance.

Health Care Security Ordinance (HCSO)

Employer Size	Number of Employees	2015 Expenditure Rate	2016 Expenditure Rate
Large	All employers w/100+ employees	\$2.48 per hour payable	\$2.53 per hour payable
Medium	Businesses w/20-99 employees Nonprofits w/50-99 employees	\$1.65 per hour payable	\$1.68 per hour payable
Small	Businesses w/0-19 employees Nonprofits w/0-49 employees	Exempt	Exempt

This SF ordinance has been in effect since 2006.

The minimum Health Care Expenditure for each Covered Employee is determined quarterly by multiplying the total number of Hours Payable to the employee in the quarter by the applicable Health Care Expenditure Rate.

NOTE: Small businesses and not-for-profits that are exempt from the SF Health Security ordinance are still subject to the provisions of the federal Affordable Care Act <https://www.irs.gov/Affordable-Care-Act/Employers> which require insurance plans with defined minimum coverage offered to all employees. Small employers (fewer than 50 employees) can purchase reasonably priced insurance plans for their employees via Covered California <http://www.coveredca.com/>⁴

Minimum Wage Ordinance (MWO)

Prop J passed in November 2014 authorized the San Francisco minimum wage increase annually according to the following schedule:

Effective Date	Minimum Wage Rate
5/1/2015	\$12.25
7/1/2016	\$13.00
7/1/2017	\$14.00
7/1/2018	\$15.00
July 1st Each Following Year	CPI Increase

The cost model uses the \$13.00 rate, which will be in effect as of July 1, 2016.

⁴ There is a modest federal tax credit (refundable so useable by not-for-profits) for employers with fewer than 25 employees that pay at least 50% of employees' insurance premiums; it can be claimed for two years. The maximum credit is 50 percent of premiums paid for small proprietary business employers and 35 percent of premiums paid for small tax-exempt employers. Since the ACA has been in effect for more than four years, it is unlikely that many current SF employers are eligible for this credit.

San Francisco Comprehensive Fiscal Analysis

Revenue and Expense Model Family Child Care Homes: Introduction and Instructions for Use

Federal Insurance Contributions Act (FICA)

FICA has two parts: Social Security and Medicare. The current tax rate for Social Security is 6.2% for the employer and 6.2% for the employee, or 12.4% total. The current rate for Medicare is 1.45% for the employer and 1.45% for the employee, or 2.9% total. The annual wage limit is \$118,500 for Social Security; technically there is no wage limit for Medicare. Medicare tax is paid at the base rate (for both employer and employee) up to \$200,000. Beginning in 2013 the additional Medicare Tax went into effect; the additional employee tax is .9% on wages over \$200,000.

<https://www.irs.gov/taxtopics/tc751.html>

Note that self-employed individuals pay both parts (employer and employee) of the taxes for Social Security and Medicare (FICA).

<https://www.irs.gov/Businesses/Small-Businesses-&Self-Employed/Self-Employment-Tax-Social-Security-and-Medicare-Taxes>

Nonpersonnel Expenses

The nonpersonnel expenses used in the cost model are calculated from data collected from homes in San Francisco. Of the 4 homes, two are small and two are large. The home's revenue sources ranged from all private tuition to all public funding sources including PFA; all participated in the CACFP. The expenses were collected and categorized according to the federal income tax forms (Schedule C and 8829).

Family Child Care Homes

Items in **YELLOW shaded** cells are for INPUT to model different FCC Home 'profiles'.

PLEASE DO NOT CHANGE ANY OTHER CELLS ON THIS SHEET

SIZE of HOME (Number of Children)

Enter # of children by age, paying attention to regulatory limits in box to right!

Age Groups	Small FCC Home (max 6) or Large Home (max 12)
Infants (0-24 mos.)	2
Toddler/Twos (24 - 36 mos.)	2
Preschoolers (3 year olds)	1
Preschoolers (4 year olds)	1
TOTAL Children	6

California Regulations for FCC Homes:

Age of Children	Small Home	Total Children
4 infants	1 provider	4
3 infants; 3 other ages	1 provider	6
	Large Home	
3 infants; 9 others	Provider + Asst	12
No infants; 12 others	Provider + Asst	12

INCOME MIX of CHILDREN & FAMILIES

CACFP uses Federal Poverty; SF & CA use State Median Income SMI

Choose income mix by entering # of children in **YELLOW** cells

2	85% SMI which is \$69,479 and above (PAID rate for CACFP)
1	70%-85% SMI (PAID rate for CACFP)
1	55%-70% SMI (above 185% FP = PAID rate for CACFP)
1	40%-55% SMI (130-185%FP = REDUCED rate for CACFP)
1	below 40% SMI (equals 130% FP = FREE Rate for CACFP)
6	This TOTAL must equal TOTAL of children

WARNING! User must re-enter this data every time changes are made in SIZE and INCOME MIX!

DISTRIBUTION of income-eligible children among State Vouchers and City Target Subsidies

4 This is the maximum number of children who are income-eligible in this home.

Enter # of children by age receiving each type of subsidy using **YELLOW** cells only in the table below.

	State Voucher	City Target Subsidies	Paying Private Tuition
Infants		1	1
Toddlers		1	1
Preschool - Threes	1		0
Preschool - Fours	1		0
Total =	2	2	6
		4	

If negative numbers appear in Tuition column, change your distribution in YELLOW cells

This total should equal the number in TOTAL Children above. If not, change your distribution in YELLOW cells

PFA

If site accepts PFA enter 1 in cell below; if not leave blank

Early Head Start Partner

If site is EHS Partner, enter 1 in cell below; if not leave blank

QUALITY

Choose quality level of home

ERS scores

Enter '1' in **one** cell below; please leave other cell blank

4.5 - 7.0

3.0 - 4.4

Qualifications of Provider & STAFF

NOTE: BA-QRIS Tier 3 = lead teacher/FCC Provider has Child Development Teacher Permit

Enter '1' in the ONE box for each FCC staff position that matches qualifications/Permit

Qualifications & Permit Level

0-5 units of ECE/CD

6 to 11 units of ECE/CD

12 to 23 units of ECE/CD including core courses and exp.

24+ units of ECE/CD w/o Gen Ed

24+ units of ECE/CD w/Gen Ed & experience = *Teacher Permit*

AA w/ 24 units ECE/CD

AA w/24 units ECE/CD + 8 admin units = *Site Supervisor Permit*

	Teacher	Assistant	Infant-Toddler Assistant
0-5 units of ECE/CD			
6 to 11 units of ECE/CD			
12 to 23 units of ECE/CD including core courses and exp.			
24+ units of ECE/CD w/o Gen Ed			1
24+ units of ECE/CD w/Gen Ed & experience = <i>Teacher Permit</i>		1	
AA w/ 24 units ECE/CD	1		
AA w/24 units ECE/CD + 8 admin units = <i>Site Supervisor Permit</i>			

EFFICIENCY

Enrollment as % of desired capacity

Bad Debt as % of revenue not collected

90%	85-95% is typical
3%	About 3% is typical

OCCUPANCY Expense Variation

For higher occupancy costs, enter % increase in the box

Appendix D: Revenue and Expense Models
Family Child Care Home Profiles
Summary Table

Introduction

One of the primary purposes for developing revenue and expense models is to understand the relationship between the expense of delivering early care and education and the available revenues. The models can be used to create profiles of different situations, illustrating expense compared to revenue in early care and education settings in San Francisco.

These Family Child Care profiles were generated using the Home-based Revenue and Expense Model. The Revenue and Expense Model is an Excel-based tool that can be used to create additional profiles with other variations in revenue, expense and enrollment.

The Family Child Care Home profiles cannot be directly compared to the Center profiles. The distinguishing characteristic of family child care is that the provider/owner's 'salary' is the net revenue from the business. The expense amount displayed in the summary table does not include the provider's annual earnings. While the net revenue for a home may appear positive, it is actually the provider's annual earnings (which are subject to self-employment tax). Since providers work 65 hours per week, the most useful way to compare their income is on an hourly basis.

Understanding the Family Child Care Profiles

The most common family child care home in San Francisco is small and enrolls children of all ages, birth to five. The eight homes profiled are all operating at BA-QRIS Tier 3, with the appropriate qualifications, ERS scores between 3.0 and 4.4, efficiency at 90% enrollment and 3% uncollectible revenue ('bad debt'), average occupancy expenses and typical time-space percent of 26%.

The variations illustrated primarily pertain to ages of children, revenue sources, and size of home. The profiles are as follows:

- Small homes serving all ages, with either all public or all private revenue, plus PFA for both
- Small homes serving only infant and toddlers, with either all public (plus EHS) or all private revenue,
- Small homes serving only preschoolers, with either all public or all private revenue, plus PFA for both
- Large homes serving only preschoolers, with either all public or all private revenue, plus PFA for both

For each profile with public funds, the most 'favorable' combination of funding possible was used. For example, choosing City Target Subsidies instead of State vouchers, and placing children in the lowest income levels to maximize CACFP revenue.

Summary Table

The Family Child Care Home Revenue and Expense Profiles Summary Table includes the 8 profiles described above. The table includes the following information for each profile: description of the variation, number and age of children served, total annual expenses, total annual revenue, net annual revenue which is the provider's annual income, and that income expressed as an hourly wage based on 65 hours per week.

San Francisco Comprehensive Fiscal Analysis

Family Child Care Home Revenue and Expense Model: Summary of Profiles

Because the provider's annual income (salary) is not represented in the total expense figure, it is also not included in any calculation of cost per child. Thus, creating "stacked" child revenue and expense profiles to illustrate the revenue-expense gap per child of a given age is not an accurate representation of the cost per child in a family child care home or of the real gap.

Profile Outputs

Each profile presents the revenues and expenses of a home given the variables used. The annual expenses of a small home serving children of all ages or serving only preschoolers are the same. The expenses of a small home serving only infants and toddlers are higher since that home needs an additional staff person. The expenses of large home serving only preschoolers are higher both because an assistant is needed and the program costs are higher for a larger number of children.

While technically all of the 8 home profiles show net positive revenue, only 2 result in the provider making more than the minimum wage. These are the large homes, serving only preschoolers, with either all public or all private funding and PFA. The home with all-public plus PFA revenue yields the highest hourly wage: \$17.71 per hour. This is followed closely by the home with all private plus PFA revenue at \$15.70 per hour.

The worst case profiles in terms of provider earnings are the small homes serving only infants and toddlers. The home with all public revenue including EHS only makes \$2.30 per hour, while the home with all private revenue earns \$2.62 per hour. Family child care homes are a prime source of care for infants and toddlers, which is astonishing given these numbers.

Among the small homes, which are the most common, those serving children of all ages are doing better financially than those that specialize in either all younger or all older children. The small home with all private revenue has somewhat higher earnings at \$12.28 per hour, than the home with all public revenue which earns \$10.85 per hour.

SF Comprehensive Fiscal Analysis

Family Child Care Home Revenue and Expense Profiles Summary Table

Description	Composition/# and Ages of Children Enrolled			Total Annual Expenses	Total Annual Revenue	Net Annual Revenue (FCC provider's earnings)	Equivalent Hourly Wage @ 65 hours/week
	Infants	Toddlers	Preschoolers				
1. Small home – all ages, all public revenue with PFA	2	2	2	\$53,639	\$96,942	\$36,678	\$10.85
2. Small home – all ages, all private revenue with PFA	2	2	2	\$53,639	\$102,647	\$41,509	\$12.28
3. Small home – infants and toddlers only, all public revenue	3	3		\$101,355	\$110,541	\$7,781	\$2.30
4. Small home – infants and toddlers only, all private revenue	3	3		\$101,355	\$111,802	\$8,849	\$2.62
5. Small home – preschoolers only, all public revenue, with PFA			6	\$53,639	\$94,905	\$34,952	\$10.34
6. Small home – preschoolers only, all private revenue, with PFA			6	\$53,639	\$90,770	\$31,450	\$9.30
7. Large home – all preschoolers, all public revenue with PFA			6	\$120,028	\$190,938	\$60,061	\$17.77
8. Large home – all preschoolers, all private revenue with PFA			6	\$120,028	\$182,668	\$53,056	\$15.70

Appendix E: Center-based Stacked Child Finance Profiles

- Tier 3 Expense
- With 85th percentile, local market rate tuition
- Tier 3 and Tier 4 Expense

San Francisco Comprehensive Fiscal Analysis

Center-based Per Child Revenue and Expense Stacked Charts

Introduction

San Francisco early care and education stakeholders have previously used stacked bar charts to understand variances in state funding for children from birth to five years. These stacked charts focused on comparing the potential annual revenue available from a different funding sources (e.g., voucher system compared to contract system). As part of the CFA process, the stacked chart concept was expanded to include both revenue information, on a per child basis, and information on expenses per child.

Chart Inputs

The Per Child Revenue and Expense Stacked Charts are organized by age groups. There is a set of stacked bar charts for infants (0-24 months), for toddlers (24-36 months) and for preschool children (3-5 years).

Per Child Expense

The Per Child Revenue and Expense Stacked Charts were built using the Revenue and Expense Model created for SF early care and education services to determine per child expenses. All Charts include a cost per child expense line, which was calculated using the expenses of a center at a base quality level, defined as Tier 3 of the current Bay Area Quality Rating and Improvement System (BA-QRIS).

The most commonly occurring size center and composition of children (in SF) was used to run the Revenue and Expense Model. The center size and composition for all the Charts is 69 total children from birth to five years of age: 9 infants, 12 toddlers, 48 preschoolers. The expenses for this program are driven by Tier 3 quality level, but have been adjusted for SF practice of a smaller group size for infant rooms (9 children instead of the 12 allowed at Tier 3) and 1 teacher to every 8 children in preschool rooms (instead of the 1:12 allowed at Tier 3.)

Per Child Revenue

The potential per child revenue is based off the current set of funding streams in use to support early care and education in San Francisco. Each stacked bar displays a different combination of potential revenue sources. The potential revenue source combinations covered on the Charts are:

Infant (0-24mos):

- CACFP, Voucher/City Subsidies, C-WAGES
- CACFP, Contract, C-WAGES, Operating Grants
- Tuition, C-WAGES
- Tuition

Toddler (24-36 mos):

- CACFP, Voucher/City Subsidies, C-WAGES
- CACFP, Contract, C-WAGES, Operating Grants
- Tuition, C-WAGES
- Tuition

Preschooler (3-5 yrs):

- CACFP, Voucher/City Subsidies, C-WAGES
- CACFP, Contract, C-WAGES, Operating Grants
- Tuition, C-Wages
- CACFP, Voucher/City Subsidies, PFA, C-WAGES

San Francisco Comprehensive Fiscal Analysis

Center-based Per Child Revenue and Expense Stacked Charts

- CACFP, Contract, PFA, C-WAGES
- Tuition, PFA
- Tuition, PFA, C-WAGES
- CACFP, PFA Full day Voucher Bridge, C-WAGES
- Tuition

Chart Outputs

These stacked bar charts provide one way to compare the revenue funding a child’s early care and education and the actual cost of those services. The Charts do not consider the funding composition of the center, the fact there is likely a mix of funding combinations that support the program in covering gaps in revenue. The Charts plot each potential combination of revenue for a child against a set cost per child, thus demonstrating the gap between revenue and expense presented by each funding combination.

On the infant and preschool charts, the largest gap between per child revenue and expense is found with Title 5 Contract revenue as the main source. Even combined with C-WAGES, Operating Grants and federal Child and Adult Care Food Program (CACFP), and Preschool for All for the 3-5 year olds, this funding combination presented the largest gap between the revenue earned and the expenses related to the infant, toddler or preschooler at Tier 3. For toddlers, the largest gap between per child revenue and expense is found with voucher revenue as the main source, combined with C-WAGES and CACFP. Across all three age groups, the gap between the state funding, which is targeted at serving families below 85% of State Median Income (SMI) and designed to support working families, presents the largest gap between the potential income and the cost to serve a child at a Tier 3 quality level.

For an infant, there is not a potential funding combination that will fully cover the per child expenses. The combination that has the smallest gap between revenue and expense is a child funded by tuition, privately paid by the family, and C-WAGES. For toddler and preschool children (non PFA funded), the funding combination of tuition and C-WAGES generates revenue that exceeds the annual per child expense. For preschool children who are also PFA funded, there are three funding combinations which exceed the annual per child expense: tuition and PFA; tuition, C-WAGES and PFA; and, vouchers, C-WAGES, CACFP and PFA.

A second set of Charts with the same tier 3 expense information and the per child revenue combinations has been included with the addition of a line for the 85th percentile of local market rate, tuition. This line provides additional context by illustrating the tuition level that 85% of private paying parents are paying in San Francisco.

A third set of Charts comparing the per child expense at a Tier 3 versus Tier 4 quality level are also included. Again, the per child expense line on these charts was calculated on the most commonly occurring size and composition of children (69 total children from birth to five years: 9 infants, 12 toddlers, and 48 preschoolers). The same set of potential funding combinations are used on these Charts to demonstrate the gap between the funding and per child expenses at a Tier 4 quality level. The differences in per child cost Tier 3 compared to Tier 4 breaks down as follows:

Age	Tier 3 Cost Per Child	Tier 4 Cost Per Child
Infant	\$27,496	\$30,280

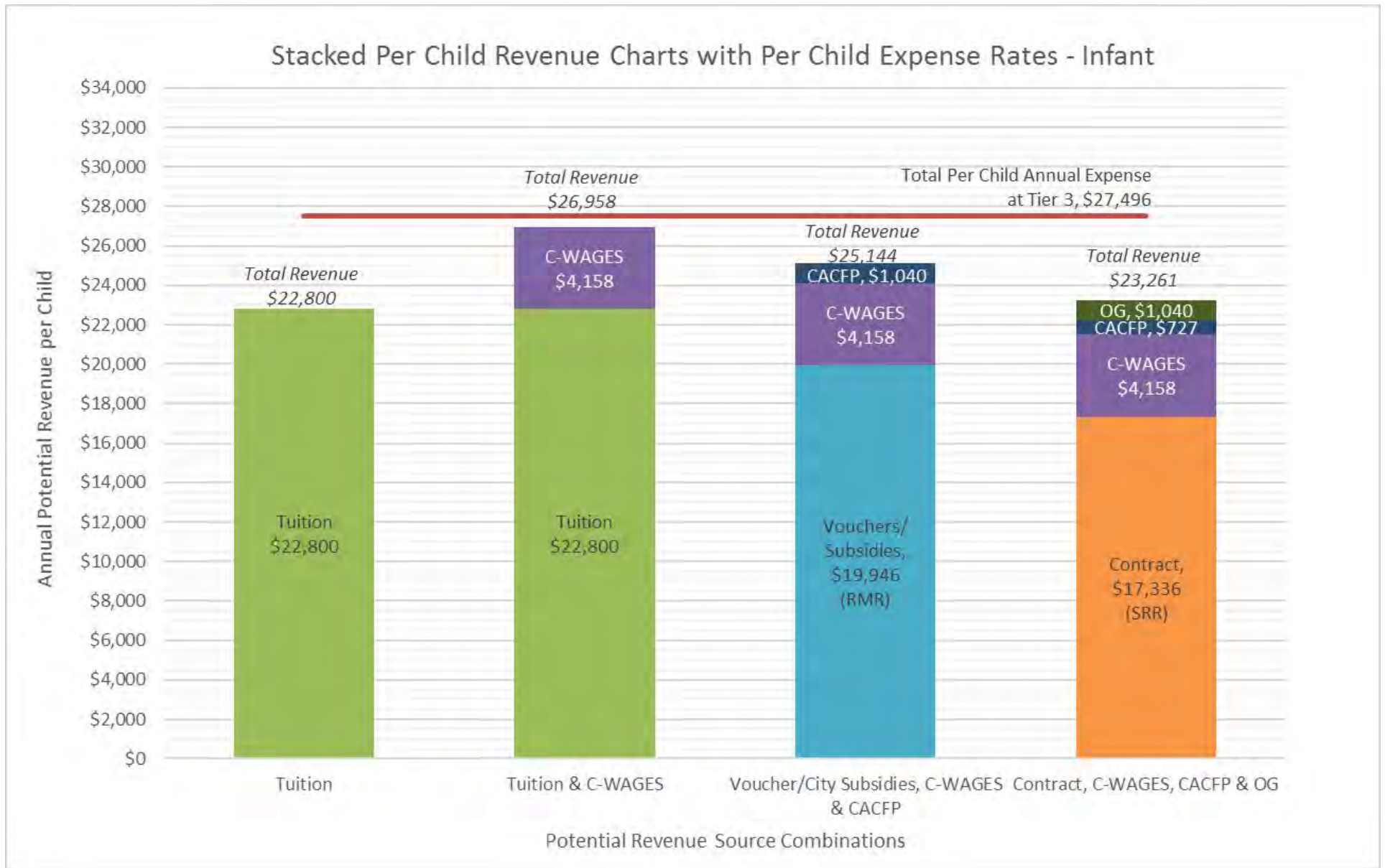
San Francisco Comprehensive Fiscal Analysis

Center-based Per Child Revenue and Expense Stacked Charts

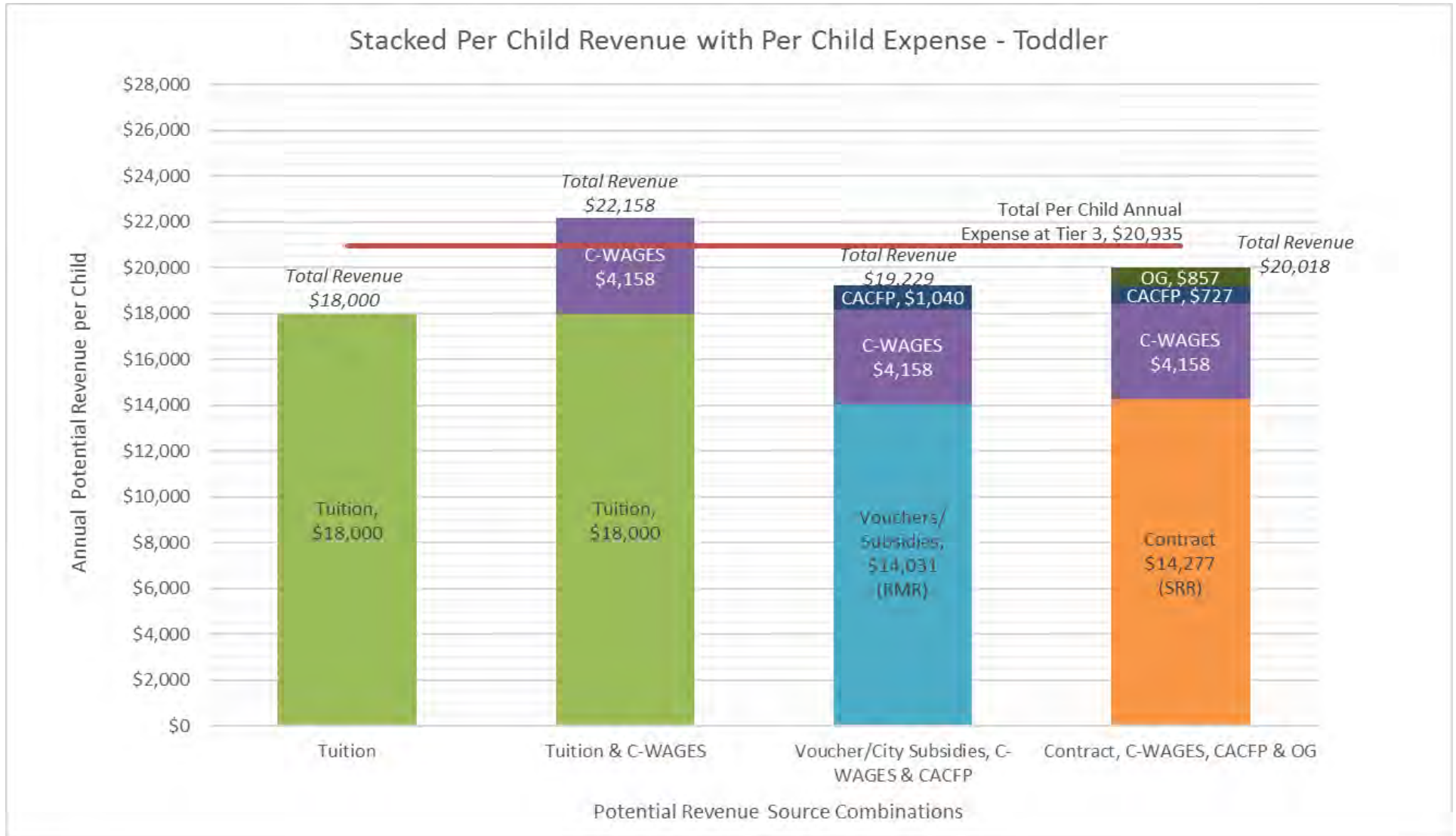
Toddler	\$20,935	\$25,132
Preschooler	\$17,069	\$18,719

There are no funding combinations for infants or toddlers that reach the Tier 4 quality level expenses. For a preschool child, there are three funding combinations that exceed the per child expenses at Tier 4: tuition and C-WAGES; tuition, C-WAGES and PFA; and, voucher, C-WAGES, CACFP and PFA.

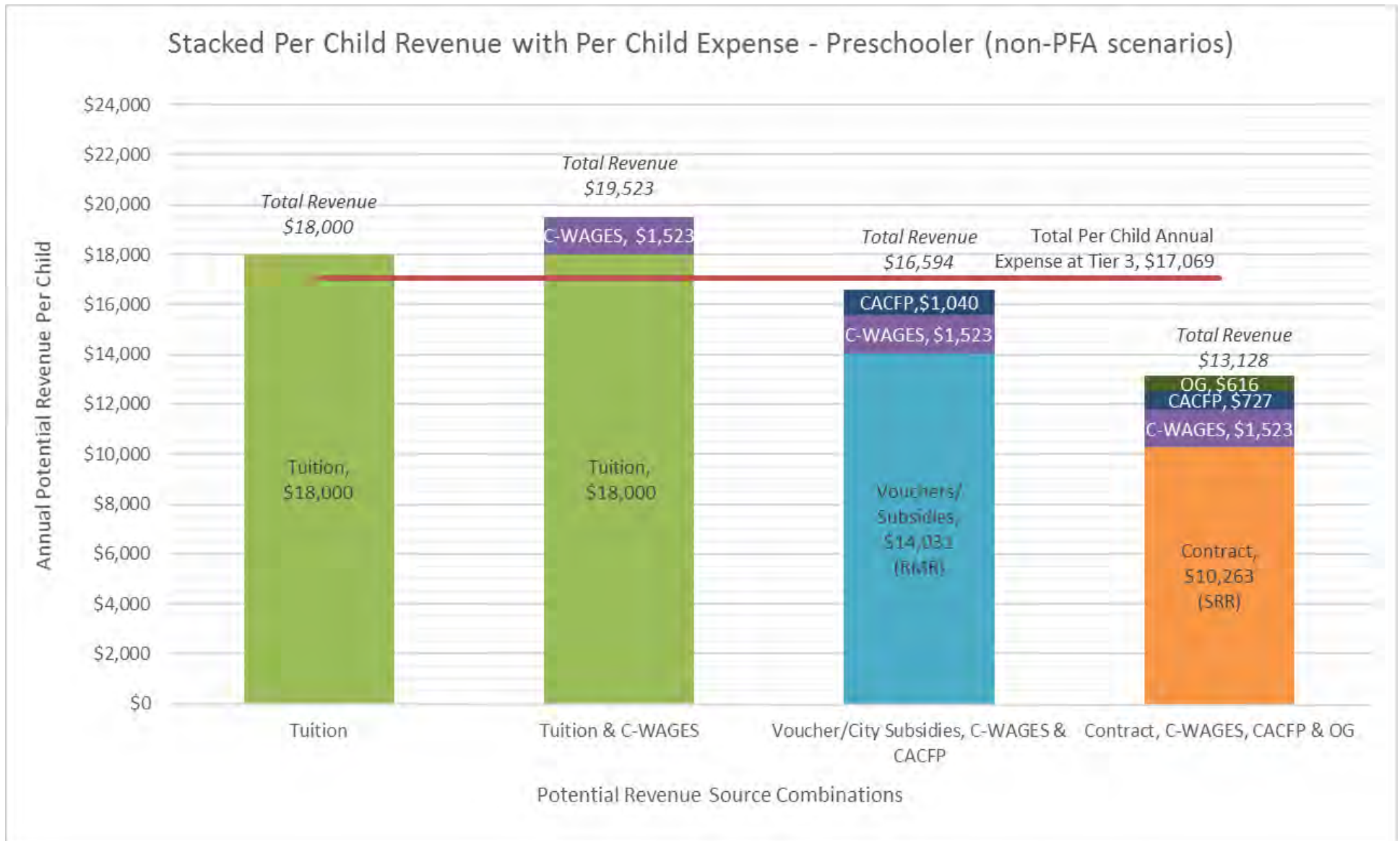
Center-based Per Child Revenue and Expense Stacked Charts



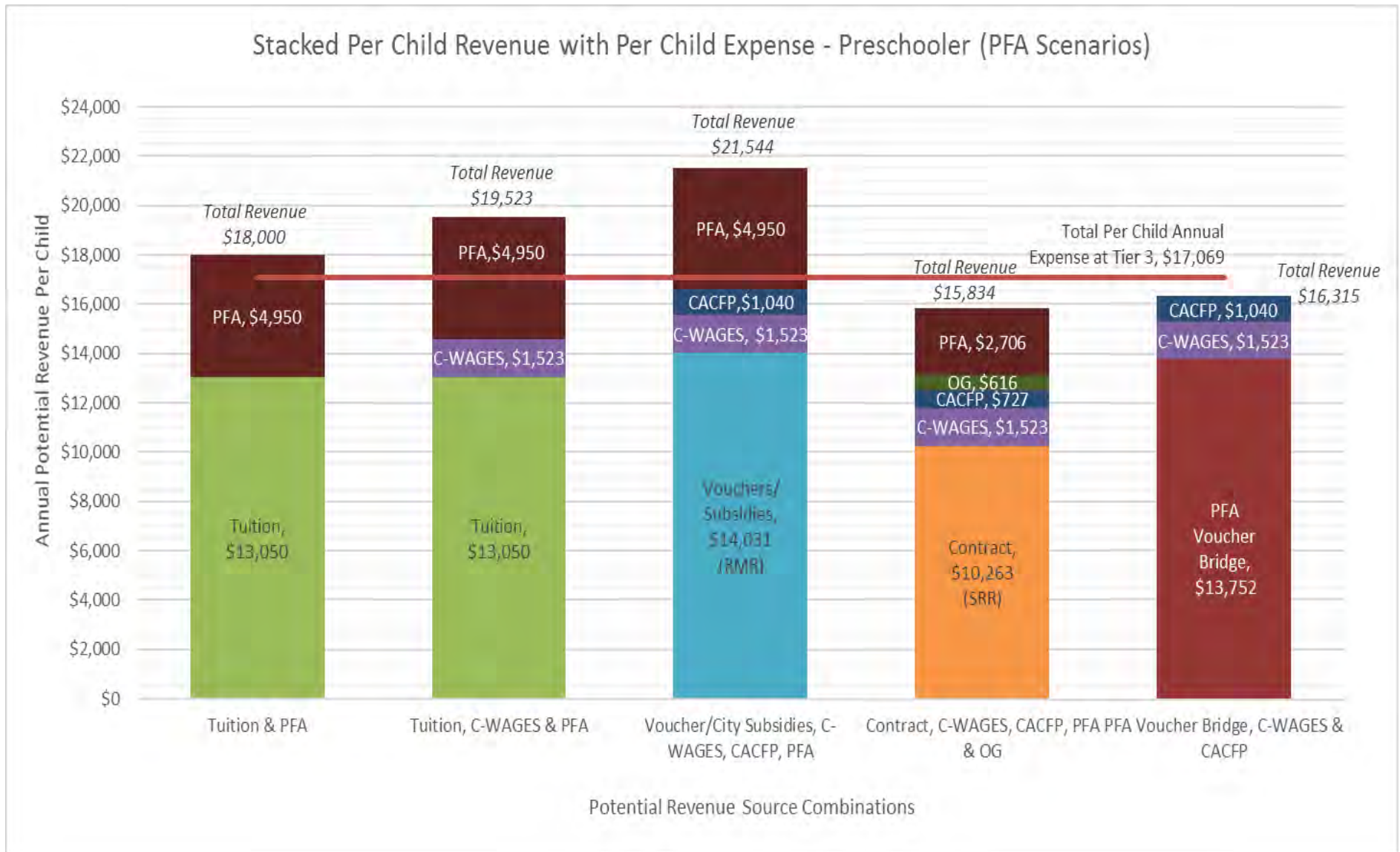
Center-based Per Child Revenue and Expense Stacked Charts



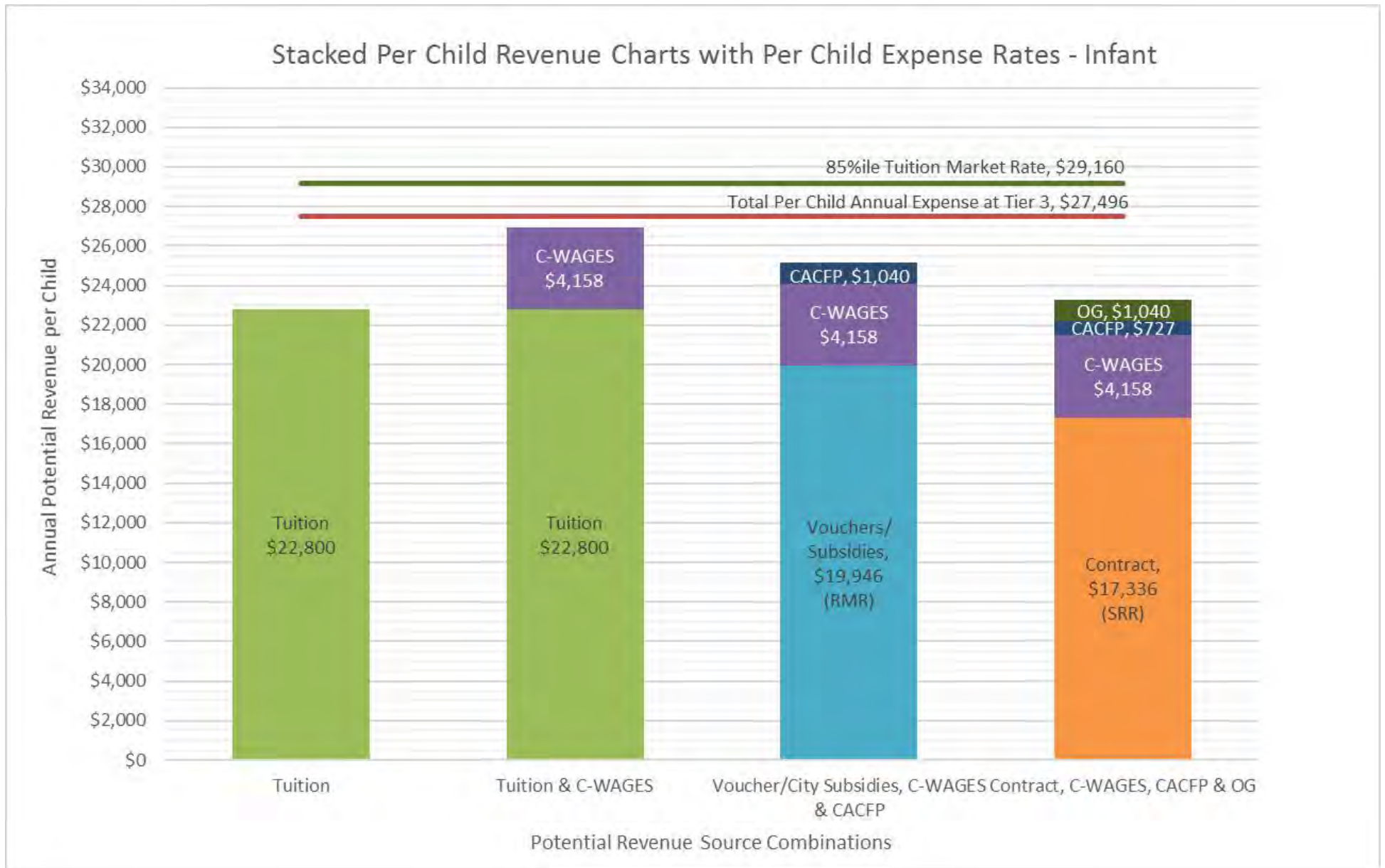
Center-based Per Child Revenue and Expense Stacked Charts



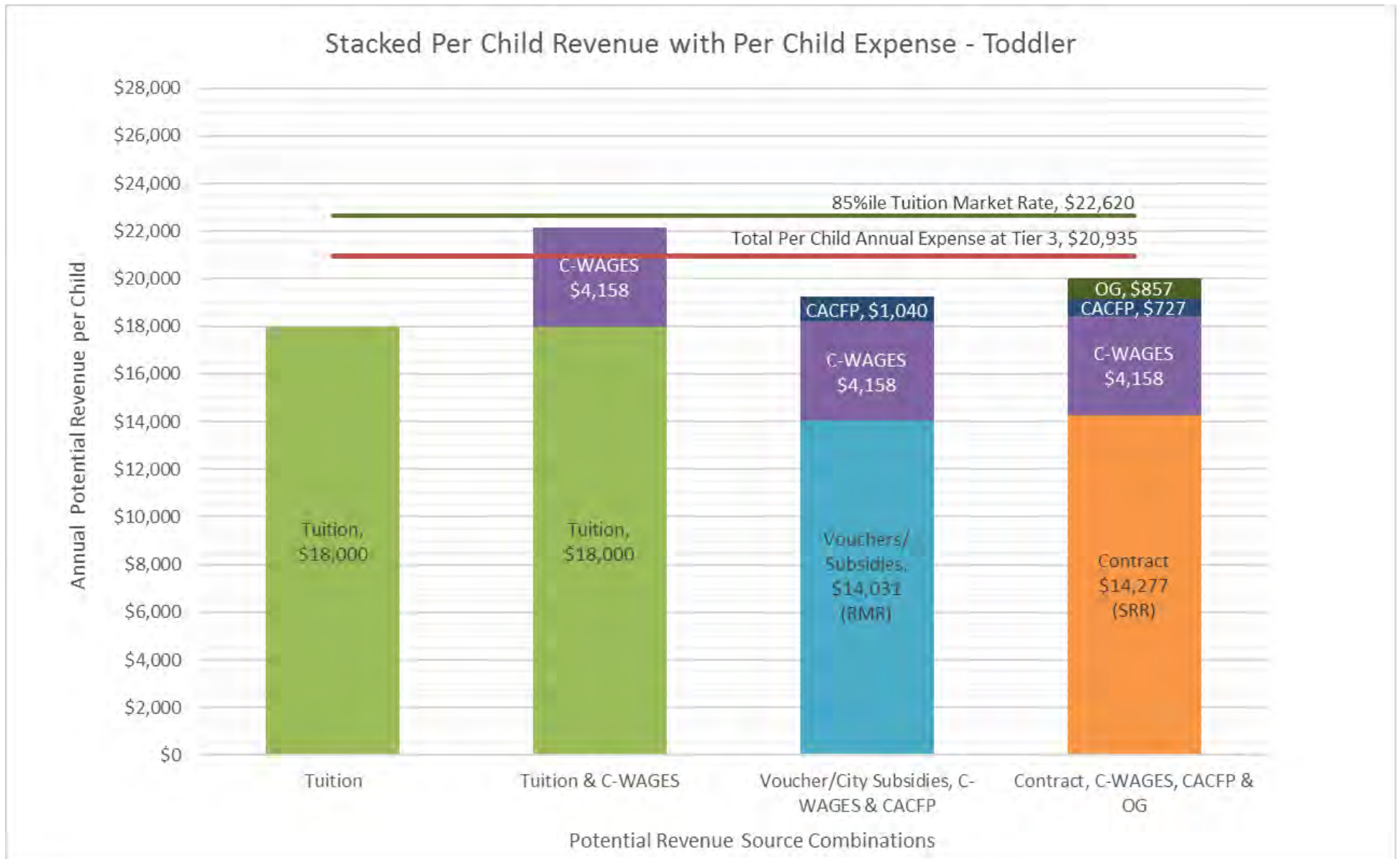
Center-based Per Child Revenue and Expense Stacked Charts



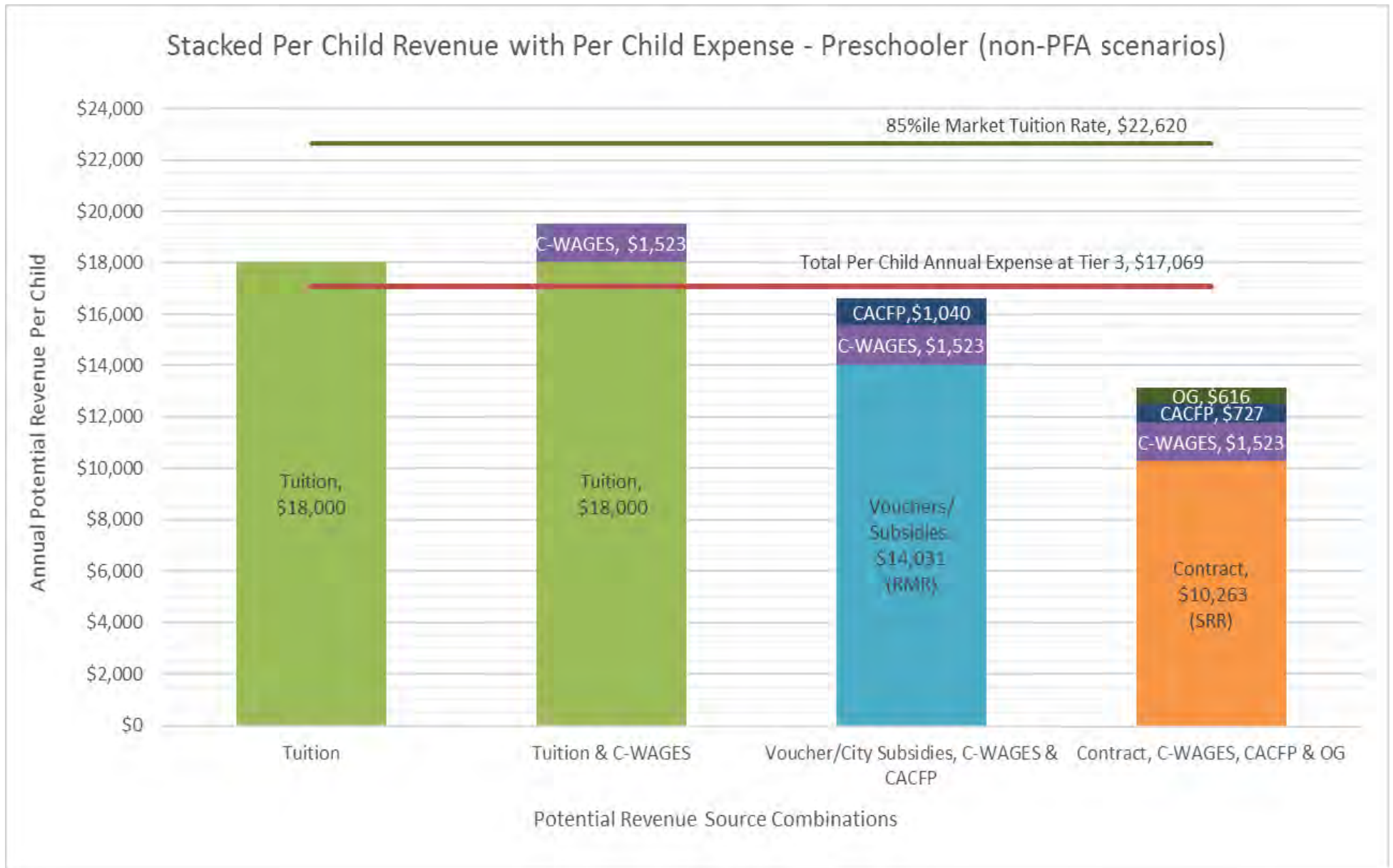
Center-based Per Child Revenue and Expense Stacked Charts



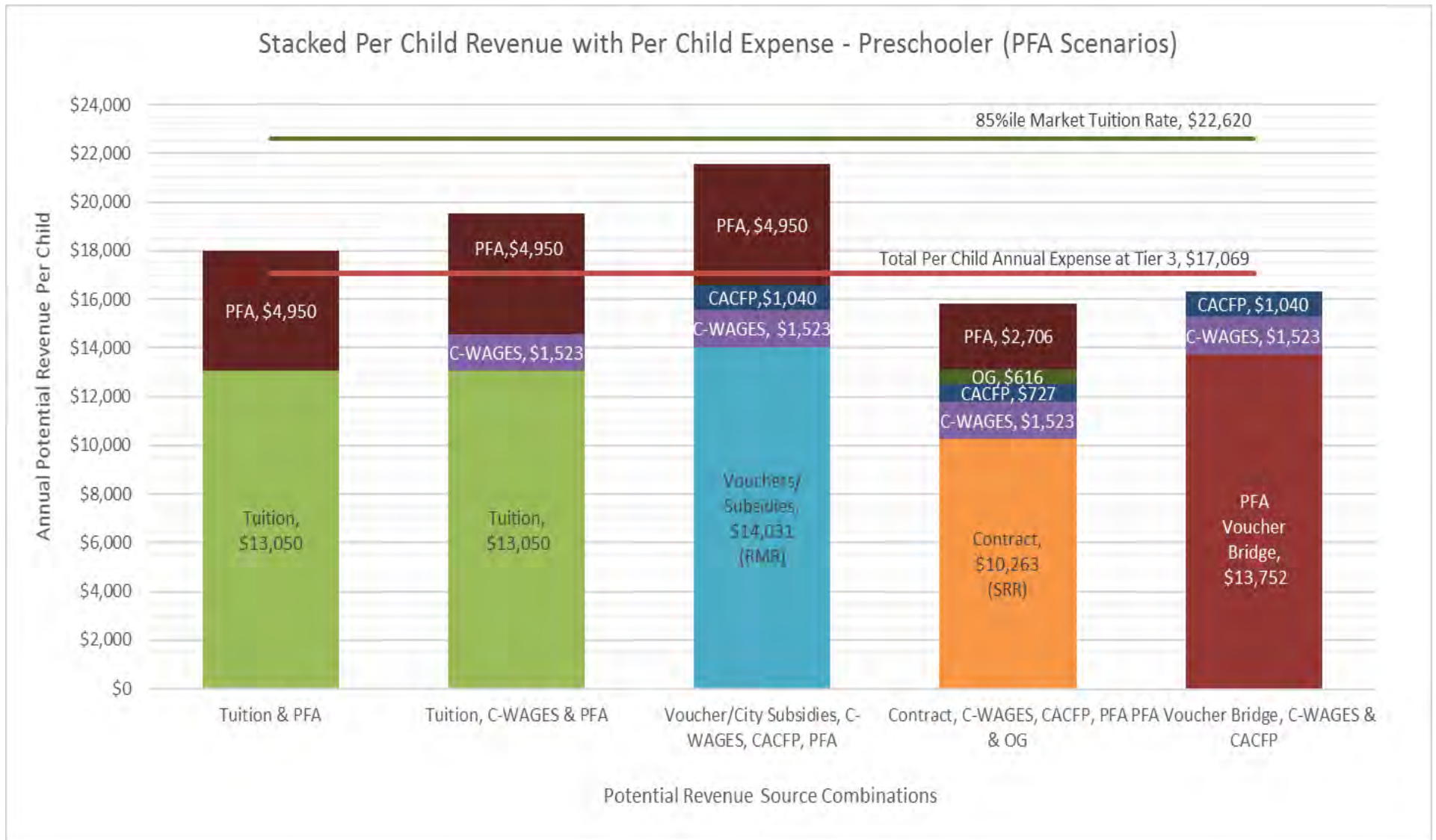
Center-based Per Child Revenue and Expense Stacked Charts



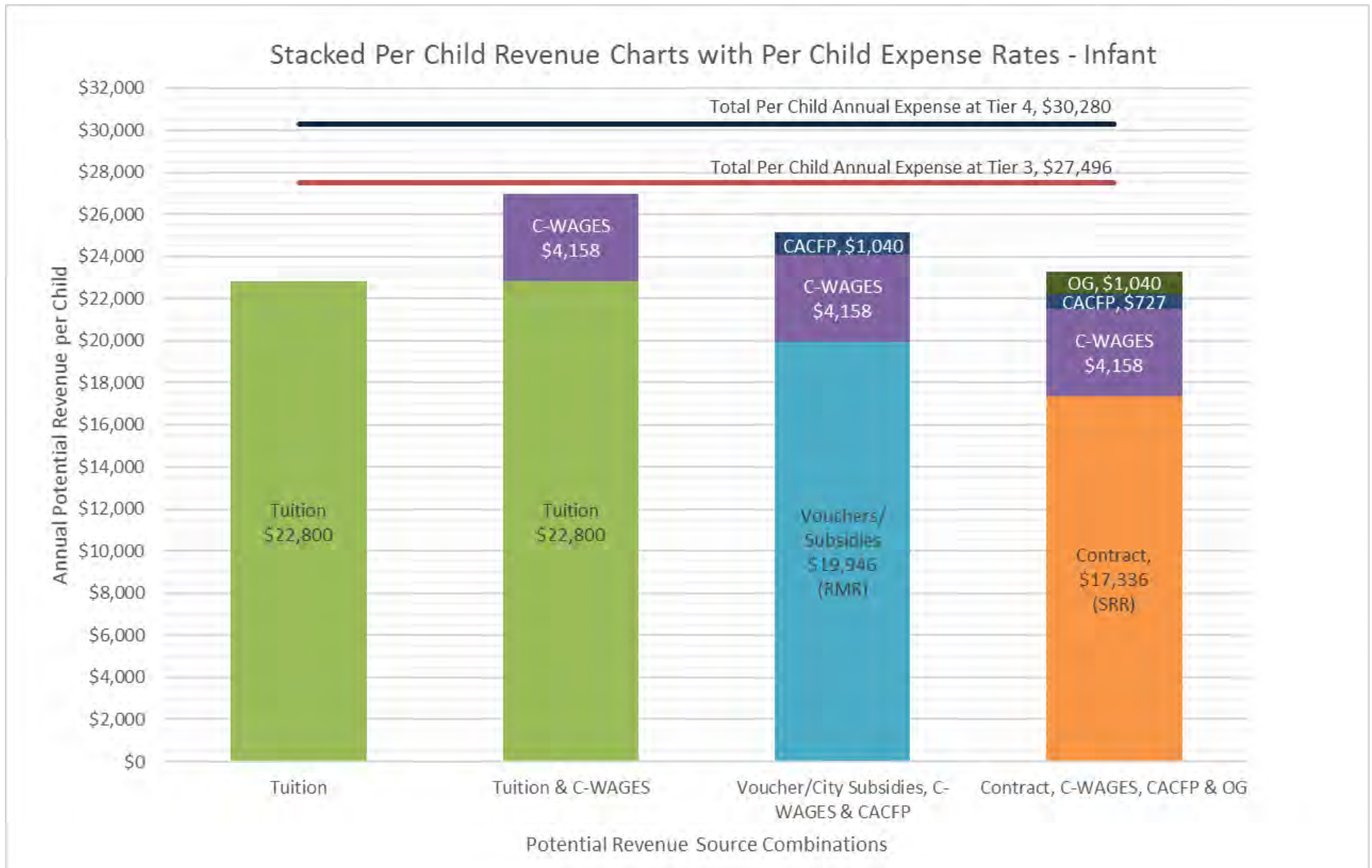
Center-based Per Child Revenue and Expense Stacked Charts



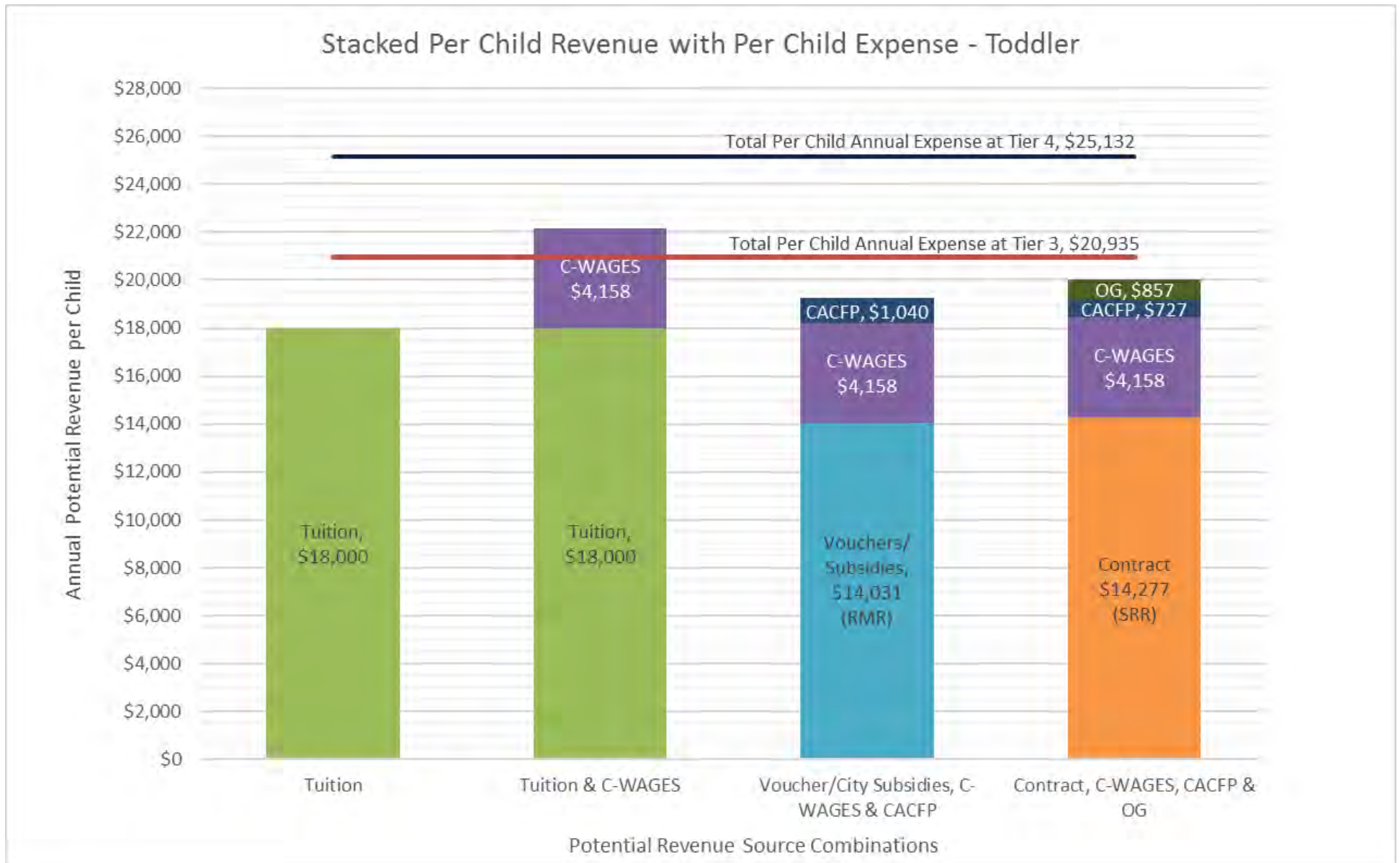
Center-based Per Child Revenue and Expense Stacked Charts



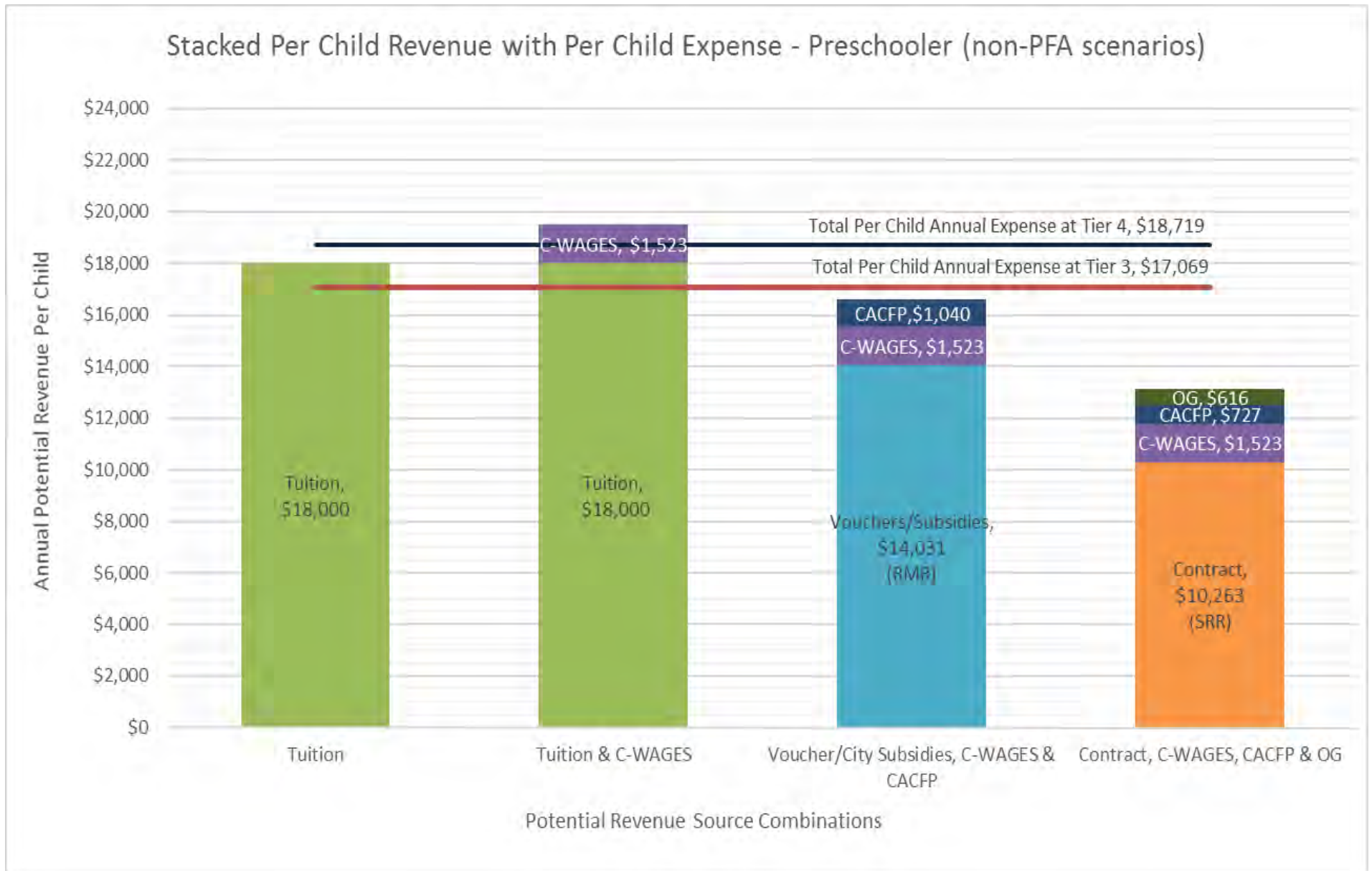
Center-based Per Child Revenue and Expense Stacked Charts



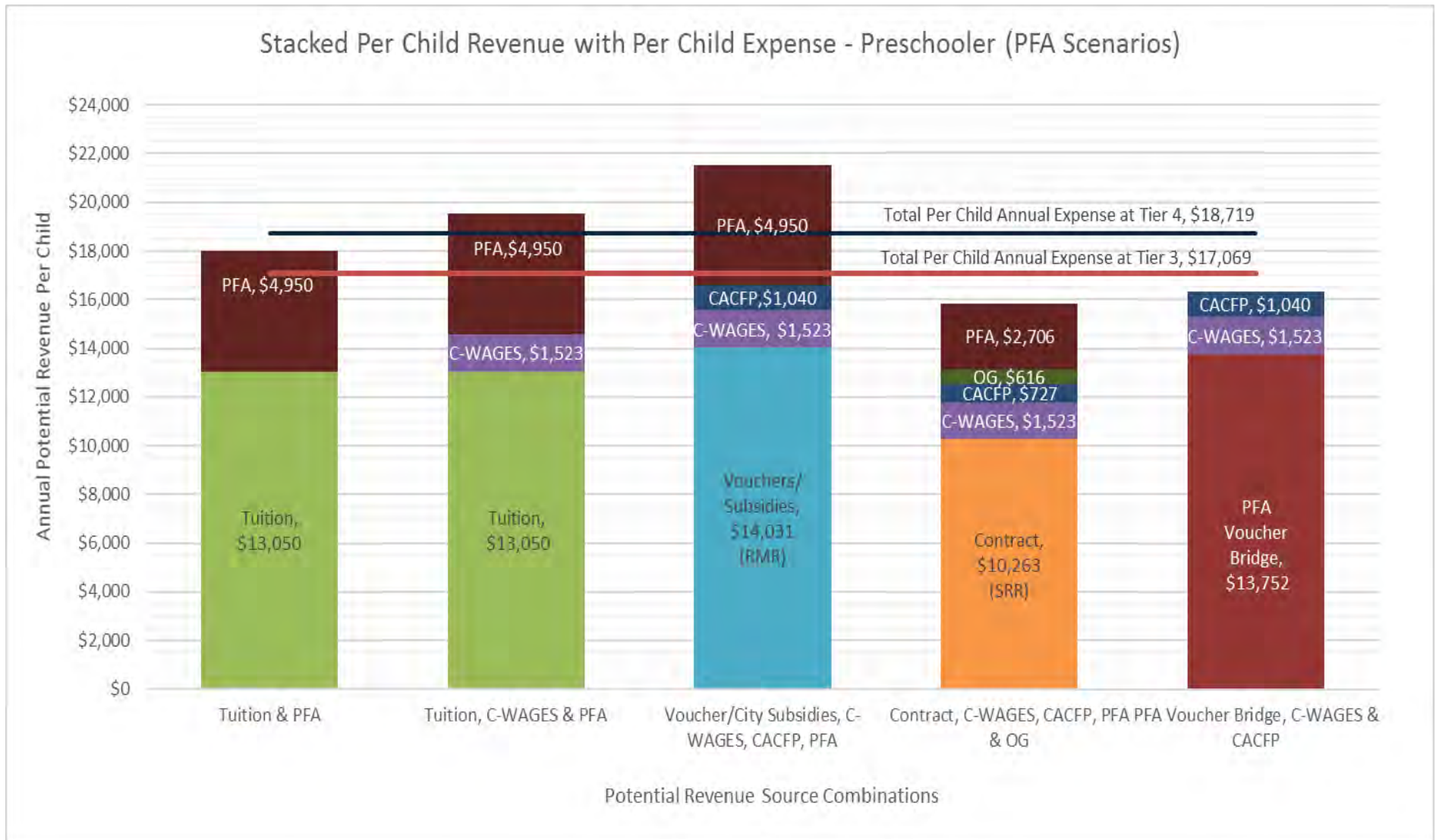
Center-based Per Child Revenue and Expense Stacked Charts



Center-based Per Child Revenue and Expense Stacked Charts



Center-based Per Child Revenue and Expense Stacked Charts



Appendix F: City Comparisons

Chicago

New York

Seattle

Chicago Demographics and Early Childhood Programming

Chicago is 237 square miles with a total population of 2,713,174. The total child population, birth through five years of age, is 213,724.

Chicago Demographics ¹	Percentage of Federal Poverty Level		
	100%	135%	185%
Child Population birth through five years of age	69,713	93,367	115,961

Illinois Early Childhood Programming

Illinois' Preschool for All Initiative is funded through the Illinois State Board of Education (ISBE) Early Childhood Block Grant. Districts receive funding for this program on a competitive application process with the exception of the Chicago Public School (CPS) system. Annually, Chicago Public Schools receives 37% of the funding appropriated in the Early Childhood Block Grant state budget line to administer.

CPS administers the Preschool for All program at schools and community based sites throughout Chicago, along with administering the birth to three set aside, which accounts for at least 11% of the funding in the Early Childhood Block Grant. Chicago has long supplemented state funds with additional federal and local funds to meet the substantial needs of the City.

Since 1967, Chicago Public Schools have funded, now nationally recognized, Child-Parent Centers (CPCs). While initially funded through federal Title I dollars, currently, CPCs are funded through a mix of federal I3 grants as well as more recently established social impact bonds. The CPCs provide a preschool model that emphasizes aligned education and services in high needs communities, for children from pre-kindergarten through the primary grades. The CPCs are a family centered program, focused on the needs of the students and their families to ensure their success in school and beyond. A hallmark of the CPC program is a collaborative team that includes the head teacher, parent resource teacher and the school community representative that aligns and coordinates services and education for students and their families. Additionally, the CPC program promotes aligned curriculum, intensive family supports and services, parent involvement and engagement, effective learning experiences, and a professional development system for teachers.

In 2013, the City launched a new effort to streamline early learning services provided through both the Chicago Public Schools and the Chicago Department of Children and Family Services as well as to shift publically funded early childhood spaces to match changing demographics from communities with less need to those where vulnerable young children and families are located. The new initiative called *Chicago: Ready to Learn!* brings CPS and the Department of Family and Support Services (DFSS) together to manage resources under one early education system. *Chicago: Ready to Learn!* coordinates early learning programs across the city, expanding access to school- and community-based early learning opportunities while improving the quality of early childhood programs. While previously some schools in the district provided tuition-based Prekindergarten, this initiative also created classrooms throughout the city that included both tuition-based and publically funded slots. Tuition-based slots are on a sliding scale depending on the families' income.

¹ Illinois Early Childhood Asset Map, 2014 data.

San Francisco Comprehensive Fiscal Analysis

City Comparison: Chicago

Illinois Department of Human Services administers Illinois' Child Care Assistance Program and the CCDF child care funding using both vouchered and contracted slots. Vouchers travel with the family, contracts are site based. The site contract rate is higher than the voucher rate. The IL CCAP program is the only subsidy program in Chicago, there is no local investment in subsidizing care for young children.

In 2014, the Illinois Governor's Office of Early Childhood Development applied for and won a federal Preschool Expansion Grant. The City of Chicago is one of the communities that will be expanding comprehensive, full day preschool to the most vulnerable children in Chicago. Grant funds will flow from the Illinois State Board of Education to the Chicago Public Schools.

In early 2016, the mayor's office announced additional changes in the administration of early childhood programs and services. The city will fully transition administration of all birth to five community-based program management (funded by ISBE) from CPS to the Department of Family and Support Services. This transition is expected to save more than \$6 million by eliminating redundancies that exist because the two agencies are administering similar programs to many of the same community-based programs. Chicago Public Schools will continue to oversee administration of preschool programs located in elementary schools including programs funded through all sources: Federal Title I and Preschool Expansion, state Early Childhood Block Grant (state Preschool), as well as Head Start programs that are school-based. These savings will support extending full-day pre-kindergarten to a total of approximately 1,000 additional children by the 2017-18 school year.

City of Chicago – Head Start Grantee

Established in 2009, the City of Chicago Department of Family & Support Services is dedicated to supporting a continuum of coordinated services that enhance the lives of Chicago residents, particularly those most in need, from birth through the senior years. DFSS works to promote the independence and well-being of neighborhoods by providing direct assistance and administering resources to a network of community-based organizations, social service providers, and institutions. DFSS' Children Services Division (CSD) administers the City's Head Start, Early Head Start, and Child Care funding, providing high quality comprehensive early childhood programming to children ages birth to twelve years of age. The city of Chicago is the third largest EHS/HS grantee in the country.

Chicago receives just over \$142 million in Head Start funding, which breaks down to \$121 million for Head Start, \$6.8 million for Early Head Start, and \$14 million in Early Head Start-Child Care Partnerships funding. The funded enrollment for these Head Start grants is 18,831 children including 16,808 Head Start children (3-5 year olds); 923 EHS pregnant women, infants and toddlers (prenatal – 3 years); and 1,100 EHS-CCP infants and toddlers (birth – 3 years)².

Head Start and Early Head Start (HS/EHS) are highly regulated federal-to-local child development programs. The city of Chicago, through DFSS, uses a delegate agency model to provide HS/EHS services for children and families. These delegate agencies include community based organizations and Chicago Public Schools, which are delivering HS/EHS through several approved program options, including center-based, licensed family child care homes, and home-based options. All HS/EHS services to the 18,831 children and families are delivered by 68 delegate agencies.

² August 2015 City of Chicago Program Information Report data

San Francisco Comprehensive Fiscal Analysis

City Comparison: Chicago

The relationship between a Federal Head Start grantee (i.e., the City of Chicago) and its delegate agencies is regulated by the Head Start Act of 2007 and Head Start Performance Standards, as well as other federal and local law, rules, and regulations. Through the administration of a HS/EHS delegate agency model, DFSS and delegates work together to achieve the following program goals:

- Provide high quality, comprehensive Head Start and/or Early Head Start child development services that allow children and families to flourish;
- Promote children and families' physical and social-emotional well-being and children's learning and development so that children are ready to succeed in school when they begin kindergarten;
- Allocate resources in a manner that is consistent with federal cost principles and responsive to community and family need;
- Ensure financial accountability and sustainability by following fiscal best practices; and
- Promote reflective management practices and data-driven decision making.

Grantee - Delegate Relationship

DFSS/Chicago has many expectations of delegate agencies providing HS/EHS services, several of which are outlined here.

- Delegates must meet all the programmatic, fiscal, and operational requirements of the Head Start Act, Program Performance Standards, and Grants Administration rules.
- For each type of program (child care, family child care or home-based), delegates are required to have teachers, providers, and home-visitors that meet DFSS Head Start teacher and staff qualification standards.
- Delegates must properly staff program management functions, according to HS/EHS standards, which includes a Head Start (Early Head Start) Director, Education Coordinator, Health Coordinator, Family Services/ Parent Engagement Involvement Coordinator, and Disabilities Coordinator.
- Delegates must have qualified fiscal staff (or qualified contractors) and sufficient staff to keep data systems up-to-date.
- Delegates are required to perform annual community and self-assessments to ensure that they are meeting the needs of their immediate communities and the families they serve.
- Program staff should be representative of the community they serve, and programming should be sensitive to and fluent in local cultures.
- As part of their communities, delegates are expected to have linkages and partnerships with other locally-based organizations that also serve, or can be a resource for, local families.

As the grantee, Chicago must administer the program, ensure adherence by delegates, and continually develop the capacity of the providers who serve the children and families. Administering the program and ensuring adherence to requirements includes active ongoing monitoring by DFSS staff, such as onsite DFSS and federal monitoring visits, annual grantee-delegate meetings, and triennial, federally-conducted program reviews.

San Francisco Comprehensive Fiscal Analysis

City Comparison: Chicago

DFSS staff include a management level position for each HS/EHS content area: education; health, mental health, oral health, and nutrition; disabilities; family and community engagement; recruitment, intake, enrollment and attendance. These management positions work closely with delegate agency executive directors and directors, and participate in visits to sites and capacity building as appropriate. Each of these content area teams have monitoring staff who have the day-to-day responsibility of working directly with the delegates on their program implementation and adherence to HS standards. DFSS staff work closely with delegate agencies to ensure that all program standards are met, including but not limited to providing mandatory and optional training and professional development opportunities and providing delegates with content area consultants on an as-needed basis.

DFSS uses content area consultants across all the HS areas in order to be able to fluidly respond to delegate needs for training and technical assistance. These supports are linked to the ongoing, previously identified, professional development needs of each delegate's staff and program (annual professional development planning is a requirement of HS/EHS). Through the contractor approach, consultants are responsible for supporting delegates in all areas of program implementation with activities, program enhancements, trainings, and onsite technical assistance. Additionally, these consultants identify training and professional development needs shared across delegate sites and participate in an annual calendar of trainings made available to all delegate staff. The large grantee model offers significant benefit in the area of professional support and training. Without the central administration of this programming across the nearly 70 delegate sites, training and technical assistance needs would not be coordinated. Programs would duplicate efforts seeking out trainings on topics of common interest. As new initiatives, or requirements, are launched, the content area consultant is tapped to create and implement training and technical assistance needed for each site.

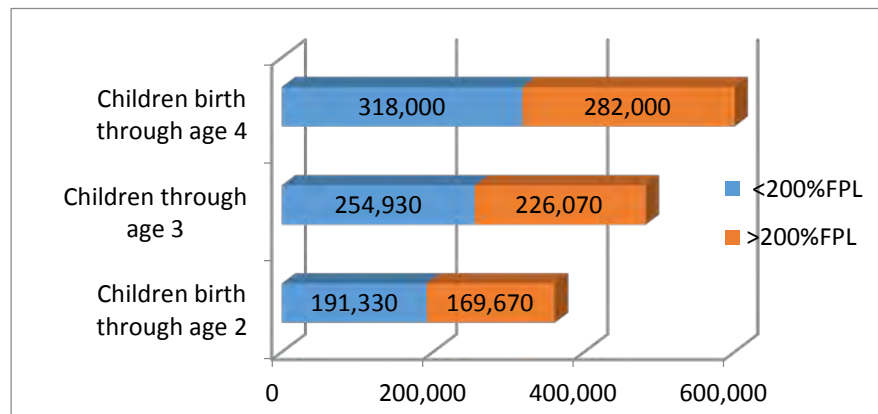
DFSS believes they are able to support better access for children and families with a centralized intake approach. Intake is consistently managed across the delegates, which supports families in accessing the program they qualify for within the early care and education system (in the case they do not qualify for HS). Additionally, better coordination for families is supported by the slot re-allocation approach allowed under a single grantee. DFSS is able to move open center-based slots around the city as the demographic needs of the city change. Further, funding follows children, particularly important for a transient population of families. A child does not lose their place in the HS or EHS program if their family moves to a different neighborhood, which is served by a different delegate. Instead, the funding follows the child and will allow the child to be transferred to the delegate serving their new community (as capacity allows).

All the content area enhancements and supports are focused on the delegate provider's status on the Illinois Quality Rating and Improvement System, ExceleRate. DFSS staff and consultants use ExceleRate as a frame to organize their training and technical assistance and provide the expertise and support providers need to meet ExceleRate standards. In this respect, the HS/EHS program believes it has a responsibility to support delegates in moving providers to a higher rating on ExceleRate, to demonstrate the provision of high quality early care and education.

New York City Demographics and Early Childhood Programming

The City of New York encompasses 300 square miles with a population of over 8 million. New York City (NYC) is home to 600,000 children under six. Most (61%) of these young children live in households where all available parents are working. More than half (53%) of children under age 18 in NYC live in households with income at or below 200% of the federal poverty level (FPL) which is currently \$24,250 (\$23,550 for 2013) for a family of four.³ Families with incomes below 200% FPL are eligible for subsidized child care in NYC.⁴

NYC Young Children by Family Poverty Level (2013)



NYC agency structure and programs

Programs and services for young children are arrayed among several agencies in NYC and the City has been allocating local funds for child care since at least the 1940s. The City has been regulating child care centers for children under age six since the early 1900s. The City is one school district, the largest in the nation with over 1 million students.

Regulation

The City's regulations pre-date state rules and are stricter than the state's in terms of staff qualifications, requiring teachers to meet the same qualifications as a public school kindergarten teacher. A portion of teachers meet this through time-limited study plans to complete degrees and certification. The Division of Environmental Health Services in the NYC Department of Health & Mental Hygiene (DOHMH) licenses centers for children 0-5 under City rules, and is contracted by New York State to regulate family child care homes (small and large) and school-aged child care settings in NYC using state rules.

Child care

The Administration for Children's Services (ACS) Division of Early Care & Education is a major federal Head Start grantee⁵, manages child care funds (federal, state and local), and developed EarlyLearn NYC which

³ All data for 2013 from KidsCount <http://datacenter.kidscount.org/data#NY/3/0>

⁴ The child care subsidy system in New York State is largely locally determined and local funds are required as match to the state-federal funds. The State sets regional market rates but nearly all other subsidy policy decisions are made at the county level including income eligibility, co-pays, extent of contracting, etc. NYC is considered one county.

⁵ There are dozens of other HS and EHS grantees in NYC.

San Francisco Comprehensive Fiscal Analysis

City Comparison: New York City

combines Head Start, state PreK funds and child care funds (federal, state and local) into a high-quality program for children under 5 in centers and family child care homes. All Head Start and EarlyLearn funding is contracted. Vouchers are used by some families on public assistance, but most use them in regulated settings (only about 20% of vouchers for children 0-5 are used for informal care). The Human Resources Administration manages public assistance and determines family eligibility for vouchers, while ACS manages the voucher funding.

Prekindergarten

The NYC Department of Education (DOE) Division of Early Childhood Education is responsible for preschool special education and universal prekindergarten. NY has several state-funded prekindergarten programs, which more or less function as one in NYC. The recent NYC Pre-K for All expansion blends these funds into one program, for all 4-year-olds whose parents want them to enroll, regardless of family income. More than half the providers of Pre-K for All were community organizations that already had EarlyLearn contracts with ACS. To ease the contracting process for providers, ACS managed the PreK for All contracts. The City is exploring moving all Pre-K contracting to DOE. The roughly 60/40 split between community and school settings for Pre-K for All will likely continue as potential school space for PreK was identified and used in the first 2 years of implementation.

The total investment in all early care and education programs, regardless of quality, for children under five in New York City is roughly \$2.3 billion.

Young children and Access to Quality Programming

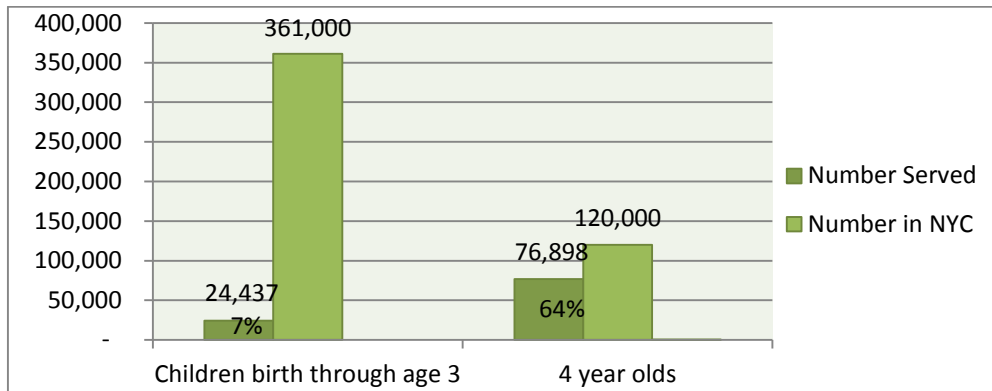
Quality early learning and development programs are ones that establish and meet quality standards, above and beyond ensuring basic health and safety. In 2015, publicly funded quality programming is reaching all 4-year-olds and a portion of NYC's younger children. Between Pre-K for All (\$659M), EarlyLearn (\$522M) and the DOHMH home visiting programs (Nurse Family Partnership \$8.9M and Newborn Home Visiting \$2M), a total investment of \$1.2 billion is supporting 101,300 children. The source of funding varies widely among programs: PreK for All is 80% state/20% local while EarlyLearn is 52% federal. The total investment is roughly split 25% federal, 50% state and 25% local.

The chart below illustrates the reach of publicly funded quality programming. Note that Pre-K for All is exceeding its goal for offering Pre-K to any child whose family wants to have it. The estimated demand for Pre-K is approximately 90% of public kindergarten enrollment. Since not all age-eligible children attend public kindergarten, the capacity target for Pre-K for All is 73,250.

San Francisco Comprehensive Fiscal Analysis

City Comparison: New York City

Access: NYC Children Currently Served in Quality Early Learning and Development Programs



NYC Early Care and Education Taskforce

The Mayor appointed a diverse group of stakeholders from government, the provider community, intermediary organizations and advocacy groups. Through spirited deliberation over its four meetings from October 2014 through February 2015, the Task Force considered a wide range of opinion, data, experience, theory and best practice to develop its recommendations and strongly urged the Mayor to enact a multi-year plan to achieve them.

The NYC effort mirrors in many respects San Francisco’s commitment to young children and families along with highlighting similar challenges. As the Task Force report stated,

NYC can ensure that every child has access to quality early care and learning. To do so, we strongly believe that NYC must move as rapidly as possible to a coordinated and aligned early care and education system that is good for children, easy for families to navigate, and efficient and streamlined for providers of services and for City agencies. By expanding the capacity of that system, we can reduce and ultimately eliminate inequality of access to quality programs for NYC’s young children.

The NYC recommendations in summary⁶

WORK TOWARDS A HIGH QUALITY SYSTEM FOR CHILDREN NOW
1. Continue to develop and expand Common Quality Assurance (QA) system
a. Establish a common QA System to provide efficient monitoring and effective quality improvement
b. Identify common quality indicators that can be reported
c. Incorporate into the QA System effective methods of program quality improvement for all types of settings
d. Phase in QA System by focusing first on all contracted sites
e. Plan expansion of QA System to include all settings that receive public funds

⁶ <http://www1.nyc.gov/assets/home/downloads/pdf/reports/2015/nyc-ece.pdf>

San Francisco Comprehensive Fiscal Analysis

City Comparison: New York City

f. Immediately (FY15) expand current effort to create a multi-agency “quick response” team to ease regulatory burdens
2. Cultivate and compensate a high-quality ECE workforce in all settings
a. Align existing professional development resources
b. Address compensation, including benefits
c. Develop plan to address compensation in all settings receiving public funds within a reasonable timeframe
3. Increase financial stability of contracted settings (EarlyLearn)
a. Revise rate structure to better reflect costs
b. Work toward full utilization of contracted settings
c. Work toward a reimbursement rate that rewards higher quality programs.
4. Strive for ‘every parent an informed parent’
a. Communicate clear and consistent information to all families
b. Establish a common interactive searchable database of all ECE options accessible to all NYC families
c. Review existing research to better understand parent choice behavior
d. Revise marketing practices to align with parent preferences and behavior
WORK TOWARDS A HIGH QUALITY SYSTEM FOR CHILDREN IN THE FUTURE
5. Expand access to quality
a. In the upcoming EarlyLearn RFP – establish an accurate rate structure
b. Consider revising subsidy co-pays to reflect quality to encourage families to choose higher quality.
c. Set annual targets for expansion of quality capacity
6. Expand the City’s common Quality Assurance System
a. Reach all early care and education settings in which low-income children are served
b. Expand to reach any setting in which NYC’s young children are served, regardless of income
7. Continue to grow a high-quality ECE workforce
a. Continue to accelerate completion of study plans
b. Expand higher education access
8. Report progress
a. Develop metrics to be reported annually on progress toward the actions described above.

Seattle Demographics and Early Childhood Programming

Seattle is a coastal seaport city and the seat of King County, in Washington State. With an estimated 668,337 residents as of 2014, Seattle is the largest city in the Pacific Northwest and has a population slightly less than 10% of that of Washington State (7,061,530). The Seattle-Bellevue-Tacoma metropolitan area of around 3.6 million residents is the 15th largest metropolitan area in the United States.

According to Census data, there are approximately 33,636 children under 5 in Seattle, comprising around 5.3% of the city's population. While the number of children under 5 is very similar to San Francisco, the percentage of the total population that the under 5s make up is higher in Seattle than San Francisco (5.3% versus 4.5%).

Department of Education and Early Learning

ECE programming in Seattle is organized under the City of Seattle Department of Education and Early Learning (DEEL), which was created in 2015. DEEL is responsible for all early learning programming in the City, blending and braiding resources from the multiple ECE funding streams available to Seattle residents, to ensure all families have the opportunity to prepare their children to enter school ready to succeed. DEEL partners with Seattle Public Schools and other city organizations to ensure successful implementation of programming and is made up of resources from the Office of Education (now dissolved) and the Human Services Department. Among DEEL's goals are two related directly to ECE:

- Align the various [city] education and early learning programs and initiatives to provide the best learning outcomes for children;
- Prepare for implementation of a voluntary, high-quality, universal preschool program for the city's three and four-year-olds.

DEEL administers the City's tax levy funded programs and child care assistance programs, as detailed below:

Families and Education Levy

The Families and Education Levy, a property tax levy initially passed in 1990, was approved again by Seattle voters in 2011 for a 6-year period. The levy is administered by DEEL and is accountable to a special Levy Oversight Committee and the Seattle City Council. The goals of the Families and Education Levy are that all children will (1) enter kindergarten prepared to succeed, (2) achieve academically and the achievement gap will be reduced, and (3) graduate from high school prepared for college or career. The levy supports 11 different programs, including health services/centers, home visiting programs, family support, professional development for teachers, and preschool for low income 3 and 4 year olds (Step Ahead program). The Levy will invest \$235 million over 7 years, with \$61 million specifically assigned for early learning.

Seattle Preschool Program

In November 2014, Seattle voters approved a property tax levy to create the Seattle Preschool Program (SPP). SPP is approved for a four-year demonstration phase which will build to serve 2,000 children in 100 classrooms by the 2018. SPP funds full day preschool, defined as 6 hours per day for 5 days per week. SPP does not charge tuition to children from families earning less than 300% of the federal poverty level, and tuition is on a sliding scale for families above this threshold, with at least some level

San Francisco Comprehensive Fiscal Analysis

City Comparison: Seattle

of subsidy for all families. In the first year of operation (school year 2015-16), 78% of participating children are from families at or below the 300% threshold and therefore pay no tuition. SPP is funded by the SPP levy, parent tuition, child care assistance program, and the Families and Education Levy (Step Ahead program funds).

Child Care Assistance Program

There are three primary child care assistance programs available to low- and moderate-income working families in Seattle: Working Connections Child Care (WCCC), Early Childhood Education and Assistance Program (ECEAP), and the City of Seattle Child Care Assistance program (CCAP).

- Working Connections Child Care (WCCC) is a Washington state program that helps low income families (at or below 200% of federal poverty level) pay for child care while they work. Parents pay a copayment, based on income and family size.
- Early Childhood Education and Assistance program (ECEAP) is a Washington state program that provides free preschool services to three- and four-year olds from low income families (at or below 100 % of FPL), or with developmental or environmental risk factors. ECEAP includes preschool education, health services coordination, and family support services. The city of Seattle provides supplemental funds to non-profit, community-based organizations operating ECEAP classrooms in the city.
- The Seattle Child Care Assistance Program (CCAP) provides vouchers to low- and moderate-income working families to pay for child care for children ages 1 month to 13 years. Families can use their voucher at a participating child care center or family child care home in the city. The amount of the payment varies according to family income, child age, and hours of care needed. The city typically pays between 25% and 70% of a standardized rate. The family is responsible for the difference between the voucher and the provider's regular tuition rate.

Streamlining to Ensure Access to Quality Programming

Centralized Department of Education and Early Learning

Seattle created DEEL in order to centralize the City's early learning and education investments into a single department. Integrating the City's investments allows for programmatic alignment, including streamlining contracting; creating consistent expectations and metrics for provider performance; and leveraging multiple program investments for improved outcomes. Integrating childcare programs with education programs is important because, in many cases, the same provider offers both childcare and early education. Additionally, childcare programs can act as conduits for engaging children and families in early education opportunities.

DEEL's 2015-16 budget is approximately \$48.7 million, with 66% coming from the Families and Education Levy, 26% from the general fund, and 8% from state grants. Within this budget, the Early Learning budget is approximately \$18.3 million.

Seattle Preschool Program

As noted above, the Seattle Preschool Program was created by a tax levy in November 2014 and began enrolling its first children in the 2015-16 school year. SPP provides tuition support on a sliding scale, based on family income, with the lowest income families paying no tuition. All families receive some level of subsidy. SPP requires providers to operate at a specific level of quality. Specifically, providers

San Francisco Comprehensive Fiscal Analysis

City Comparison: Seattle

must hold a rating of Level 3 or above on the state's QRIS (Early Achievers), lead teachers must have a bachelor's degree in early childhood education or a BA with a state teaching credential, and assistant teachers must have an associates degree in early childhood or two years of coursework in ECE. SPP provides funds to ensure teachers in SPP classrooms can be paid at a K-12 wage. In addition, programs must follow either the Creative Curriculum or High/Scope curriculum and must engage in a universal family engagement approach.