



Doing Business with DCYF

A Guidebook to Partnering with the Department
of Children, Youth & Their Families
2018-2023 Funding Cycle

First Edition: February 2018

INTRODUCTION

Congratulations on being awarded a grant from the Department of Children, Youth and Their Families! Over the 2018-23 funding cycle we expect our partnership to make many positive changes for young people in our City.

As we have done in prior cycles, DCYF has prepared this manual, *Doing Business with DCYF*, as a guide for our partners to understand all the expectations and responsibilities of being a grantee. Adherence to these procedures will contribute to our shared goal of improved outcomes for children, youth and their families. DCYF recommends that fiscal staff and relevant program staff read this guide, and that you refer to it first should you encounter any questions. Whether this is your first grant with us, or if you have been with us for many years, we hope you will take time to review this document carefully and share it with your staff.

Please note that DCYF reserves the right to change its policies at any time in the grant cycle. We will be sure to notify grantees of any changes via email or through updates to this handbook.

On behalf of the entire staff, welcome to the DCYF family. We look forward to working with you to make San Francisco a great place to grow up.



Maria Su, Psy.D.
Director

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SECTION I: THE DCYF GRANT AGREEMENT



CONGRATULATIONS! You have been awarded a grant from DCYF! Whether this is your first award or your 100th, you will enter into negotiations with DCYF and together we will create a Grant Agreement that defines the relationship between you and the City and County of San Francisco. The Grant Agreement is a complex document, but it is important you take the time to digest it because your organization will be responsible for living up to the responsibilities it outlines.

THE DCYF GRANT AGREEMENT, IN PLAIN ENGLISH

As DCYF is a department of the City and County of San Francisco, our grants are governed through a contract that has been developed for use throughout the city. We call this contract a Grant Agreement, which distinguishes it from other kinds of contracts the City may enter into. A Grant Agreement is used exclusively for nonprofits entering into compacts allowing the City to support services and programs with public benefit. Many departments coordinate on the language contained in the grant agreement, including the City Attorney's Office, Office of Contract Administration, Controller's Office, Risk Management, and the Contract Management Division of the City Administrator's Office.

The grant agreement is divided into 17 sections (called Articles), plus a set of appendices. Below are some of the key sections that you should pay particularly close attention to.

The contract begins with a few paragraphs of general language that give your organization's name, the effective date of the grant agreement, and a brief description of the program the grant will support (this is called the Grant Plan). Though it is written very broadly, make sure the Grant Plan reflects the program description found in your DCYF workplan.

ARTICLE 3 Term

Article 3 is one of the most important sections as it defines the time frame of the grant. In most cases, our full funding cycle grant agreements begin on July 1, 2018, and end five years later on June 30, 2023. Some strategies may see slightly different dates, as will grants made outside of the 2018-23 RFP. Regardless, the cardinal rule is that DCYF funds can only be used to reimburse for expenses incurred during the grant term.

ARTICLE 4 **Implementation of Grant Plan**

Article 4 outlines some key responsibilities of being a DCYF grantee. An important one is your organization's participation in our formal evaluation activities, such as program observations, surveys, and fiscal visits (Article 6 also contains language about making your financial documents available for City review, a key component of fiscal monitoring). It also states that DCYF must be listed as a supporter of your program in any publications.

ARTICLE 5 **Use and Disbursement of Grant Funds**

Article 5 is probably the most important section. It states the amount of funding you will be receiving under your grant agreement. You will notice that Section 5.1 breaks down the total funding into two parts:

(1) **Maximum Amount of Grant Funds** – This is the amount of your grant over the entire term listed in Article 3. We refer to this as your base award, and in most cases it will be distributed evenly over all the fiscal years in the term.

(2) **Contingent Amount** –DCYF includes in all grant agreements a contingency of 10% of the base award. The contingency allows DCYF to incorporate a small amount of additional funds into annual workplans without requiring a formal grant modification. One reason for this would be to include any cost of doing business increases over the course of the grant.

The maximum amount possible to disburse under the grant agreement is the sum of the base award and the contingency. However, the contingency can only be added to grant agreements by DCYF and cannot be requested by grantees. Other provisions of Article 5 are the requirement to submit monthly invoices for payment, and the conditions for advances on the grant. (Advances are described more detail in Section 6).

ARTICLE 8 **Representations and Warranties**

Article 8 contains a clause regarding conflicts of interest. Section 8.4 states that our grantees cannot employ or have on their board two or more members of the same family without DCYF giving written consent. This includes spouses, domestic partners, siblings, children and parents. If you believe your organization is in this situation, please contact your Program Specialist immediately to discuss it.

ARTICLE 10 **Insurance**

Article 10 provides specific guidance about the types of coverage required by the City. See Section 11 below for more information on these requirements.

ARTICLE 13 **Assignments and Subcontracting**

Article 13 (Assignments and Subcontracting) states that if you require the use of a subcontractor to fulfill the activities outlined in the Grant Plan, then you must get written permission from DCYF. You must also include them in your workplan. Note that subcontractors are held to all the same contractual obligations as the grantee, and cannot themselves utilize subcontractors.

ARTICLE 16 **Compliance**

Article 16 contains a great deal of information on practices required for our grantees to remain compliant with City standards. Please review this section carefully, as it contains important guidelines on issues such as nondiscrimination, the Americans with Disabilities Act, minimum compensation, hiring practices, criminal background checks for staff and volunteers that supervise minors, and political activity.

OTHER DCYF CONTRACTS

Over the course of your grant with DCYF you may encounter other kinds of contracts. The most common is a Grant Agreement Modification, often referred to as a mod. This brief contract is used to make formal changes to the existing Grant Agreement. There are two primary situations that require a mod. The first is if DCYF chooses to change the grant term, in most cases adding more time to the grant period. The second is if DCYF chooses to add more funds to the grant.

A less common contract is a Grant Assignment. This contract is used when an existing Grant Agreement needs to be moved from our original grantee to another entity. This is mostly seen when a grantee merges with another nonprofit, or if the program supported with our grant moves from one organization to another.

If you believe you need to enter into a mod or a Grant Assignment, please contact your Program Specialist.

SECTION II: THE GRANT APPROVAL PROCESS



DCYF takes great care to make sure that our Grant Agreements are complete, accurate, and compliant with all City regulations. All DCYF contracts go through a rigorous approval process that involves many different individuals and departments. This process can sometimes take longer than one would hope, but the end result is a Grant Agreement that all parties have agreed on. Once a Grant Agreement is in place there may be other events for which DCYF needs to create documents for approval, such as a mod or annual workplan. This section will describe the process for approving all of these core documents.

GRANT AGREEMENT APPROVAL

Once a Request for Proposals (RFP) has been completed and an award decision made, DCYF will begin the Grant Agreement process. This five step process is outlined below.



Step 1 Award Letter

Grantees will receive a letter from DCYF's executive director that will indicate the amount of the award, the grant term and the program being funded. The letter will also include any necessary instructions on how to work with the department throughout the approval process.

Step 2 Workplan Negotiation

Grantees will receive notice from DCYF when workplans are open for review in DCYF's online Contract Management System, or CMS. Grantees will then enter their agency, program, and budget data into the system. Once the workplan is submitted, your executive director must sign off on it electronically in CMS before DCYF can review it. Your Program Specialist will work with you to ensure that all elements of the workplan reflect the agreed upon Grant Plan, and will approve it in CMS once this process is complete. The workplan itself then becomes part of the formal Grant Agreement (as Appendix B).

WORKPLAN DEADLINES:

For OST grants with summer programming, workplans must be submitted by **May 1**.

For all other grants, workplans are due by **July 1**.

Grantees are encouraged to submit their workplans as early as possible in order to avoid any delays in processing.

Step 3 **Grant Agreement Created**

Once the workplan is approved (or in many cases simultaneously with this process), DCYF's Contracts & Compliance Team will generate a Grant Agreement using the City's Financial System Project, often referred to as F\$P (more information on F\$P is below in Section 9). Grant agreements are no longer created on paper. Rather, the process is entirely electronic, including signatures. At this point in the approval process you may also receive a request for insurance certificates, City supplier certification, or other required documents. Please respond to these requests promptly, as this can often delay the approval process.

Step 4 **Grant Agreement Signed**

Once DCYF has created the contract in F\$P, the system will send an e-mail to the grantee's executive director for e-signature using the DocuSign service. Note that the signer does not need to have a DocuSign account in order to execute the contract. Following the executive director's signature, the Grant Agreement will be routed for internal City signatures from the City Attorney and department. Once all signatures are collected, DocuSign will e-mail all parties a fully executed contract with all signatures. The Grant Agreement will also be accessible using the F\$P Supplier Portal.

Step 5 **Fiscal Processing**

With the Grant Agreement now complete, DCYF's Fiscal Office will work with the Controller's Office to encumber the grant funds for the first fiscal year. The Controller must certify all funds before DCYF can complete the approval process. Once Controller approval is received, the DCYF Fiscal Office assigns each grant a unique purchase order (PO) number, which is recorded in both F\$P and CMS. Once a PO number is assigned, the agency will receive notice indicating that the approval process is complete, and that invoicing can begin.

The Grant Agreement approval process takes approximately four to six weeks to complete. The process can be delayed beyond this by several factors, including delayed submission of your workplan or expiration of insurance. DCYF strives to complete this process as quickly as possible. However, as some of the approval steps are outside of our control, there is often little we can do to make it go faster. If you feel there has been an extraordinary delay in approving your Grant Agreement, please contact your Program Specialist.

GRANT AGREEMENT MODIFICATION APPROVAL:

Since Grant Agreement Modifications (mods) are contracts that require all the same signatures as the original Grant Agreement, the approval process for mods is the same as for Grant Agreements. An award letter or other formal notification will be sent, a workplan will be negotiated and a mod will be created and signed electronically using F\$P and DocuSign. A new PO number is generally not assigned with a mod.

WORKPLAN-ONLY APPROVAL:

Most DCYF grants are awarded for a multi-year grant cycle with the grant agreement covering the entire period. After the first year, each subsequent year requires only the review and approval of a new workplan. The workplan-only approval process is much more streamlined, as it does not generate a formal contract that requires signatures.



Step 1 **Award Letter**

DCYF will send a formal notice at the beginning of each fiscal year with the award amount for that period as well as other important information.

Step 2 **Workplan Negotiation**

Your first action is to complete the workplan in CMS. Much of the data will be pre-populated using the prior year's entry, grantees will need to make sure that they review all sections to make sure they reflect expectations for the current year. Once the workplan is submitted and signed by the agency's executive director, DCYF will review it for accuracy. You may be asked to make revisions at that time.

Step 3 **Fiscal Processing**

Once your Program Specialist approves the workplan, the Contracts & Compliance Team will work with DCYF's Fiscal Office to assign funds and create a new PO number. This information will be entered into the new workplan. You will receive an electronic notice once the process is complete.

SECTION III: BUDGET



This section details the various categories that appear in the workplan budget, as well as examples of allowable and disallowable expenses. If you have any questions about a specific expense, please contact your Program Specialist before filing the workplan.

ALLOWABLE/DISALLOWABLE EXPENSES & ACCEPTABLE DOCUMENTATION:

Use the information presented in this section to determine which expenses incurred by a program are appropriate to include in your DCYF grant. This section will also highlight which budget category an expense should be included under. The list of acceptable documentation can be used to help grantees ensure that all expenses are appropriately documented throughout the term of the grant. Maintaining acceptable documentation for each expense will increase the likelihood of a smooth Fiscal & Compliance Monitoring Visit.

The following items are disallowable across all grants, and cannot be paid for with DCYF funds:

Expenses that merely benefit children and youth incidentally (e.g., expenses for general community programming, not specific to youth; for example, an event at a public park intended for all audiences.)

Expenses related to fundraising

Expenses for religious workshops, instruction or proselytization

Expenses for political activities – See Section 16.11 of the Grant Agreement for more information

Any excluded activities described in the San Francisco Charter, Section 16.108 (g)



Budget Category

PERSONNEL (Adult and Youth Staff)

The PERSONNEL category is used to list all supervisory, line staff and support/clerical staff that work directly on the funded program. Hourly youth interns supporting program operations are also included under this category as youth staff, who like all staff must be compensated at the San Francisco minimum wage.

Category Instructions:

Adult staff are identified by role, title and name. All salaries must be provided as an hourly rate; DCYF reviews this information to ensure grantees are in compliance with San Francisco minimum wage laws.

ALLOWABLE EXPENSES	DISALLOWABLE EXPENSES
Salaries for direct program staff providing services to children	Stipends for adult or youth workers (these are classified under Other Program Expenses)
Salaries for managers who supervise direct program staff	Salaries for administrative staff not providing direct program service or supervision of program staff (these are classified under Administrative)
Salaries for executive and clerical staff, limited to only the time allocated to the program	Performance bonuses paid to staff
Salaries for youth workers	Severance payments to former staff
Salaries for staff on vacation or using earned compensatory time	
Salaries for staff on paid medical or family leave	
Overtime, holiday pay, and other temporarily increased salaries when earned in support of the funded program following grantee policy	

Acceptable Documentation for This Budget Category:

DCYF will accept payroll records as appropriate documentation, including internal records and/or those provided by a payroll service. All payroll records should have associated timesheets that match the hours and salary paid. Records must also show withholdings for payroll taxes. Timesheets are required for all staff that are paid with DCYF funds, including all exempt or salaried staff. If a staff member's hours are shared between multiple programs, timesheets should reflect this.



Budget Category

FRINGE BENEFITS

The FRINGE BENEFITS category is used to list expenses directly related to employment. Fringe expenses must be for specific items, not expressed as an overall fringe rate or percent of Personnel expenses.

Category Instructions:

Each expense must be described in a separate line item. Provide the mathematics used to calculate the item, and if applicable explain if the benefit is available to all staff or only those who qualify.

ALLOWABLE EXPENSES	DISALLOWABLE EXPENSES
FICA and SUI	Vacation, sick time, overtime, or compensation time accruals
Workers Compensation	Taxes or other amounts withheld from wages or salaries which have not actually been paid by grantee during the term of the Grant Agreement or which relate to periods before or after the term of the Grant Agreement
Health benefits	
Retirement benefits	
Payout for unused staff vacation or compensatory time earned while working on the program	
Overtime, holiday pay, and other temporarily increased salaries when earned in support of the funded program following grantee policy	

Acceptable Documentation for This Budget Category:

DCYF will accept payroll records, including internal records and/or those from a payroll service, to review FICA and SUI. Other expenses require invoices or other statements from the benefit provider, such as a health insurance plan, as well as proof of payment.



Budget Category

SUBCONTRACTORS

The SUBCONTRACTORS category is used to list services provided directly to program participants by non-staff individuals, another nonprofit organization or for-profit company, in support of the Grant Plan. Subcontractors are held to the same contractual obligations as grantees. Under no circumstances can a subcontractor utilize another subcontractor to provide its services.

Category Instructions:

Each subcontractor must submit its own budget. Subcontractors may use some of the funds for administrative costs however these funds must be added to the overall administrative cost of the grant which may not exceed 15% of the total grant amount.

ALLOWABLE EXPENSES	DISALLOWABLE EXPENSES
Services provided to program participants by an external party	Services provided to agency or program staff in support of the program, such as evaluation (these are categorized under Other Program Expenses, and cannot exceed 10% of the total grant amount)
	Services provided in support of agency administration, operations or finance (these are categorized under Administrative)

Acceptable Documentation for This Budget Category:

DCYF will accept invoices from the subcontractor along with proof of payment. DCYF requires all grantees have a signed contract or Memorandum of Understanding (MOU) in place with all subcontractors containing a clear scope of work, definition of roles, rate of compensation, and defined process for subcontractor to request and receive funds.



Budget Category

MATERIALS AND SUPPLIES

The MATERIALS AND SUPPLIES category is used to list items used in the operation of the funded program. These items are generally considered consumable and to be used during the course of the fiscal year. This category includes both program and office supplies.

Category Instructions:

Detailed explanations are required for each individual expense item. Grantees may be asked to explain how costs are related to program service and how often costs will occur (monthly, annually, etc.).

ALLOWABLE EXPENSES	DISALLOWABLE EXPENSES
Program supplies that are consistent with the type of services provided by the program (e.g.: art supplies, baseballs, food for cooking classes)	Supplies used in general agency operations, not by youth or in operation of the program (these may be classified under Administrative)
Office supplies used by staff in the operation of the program	Durable goods for the program or agency (these are classified under Other Program Expenses or Administrative, depending on their purpose)

Acceptable Documentation for This Budget Category:

DCYF will accept invoices or receipts for all expenses, along with proof of payment.



Budget Category

OTHER PROGRAM EXPENSES

	ALLOWABLE EXPENSES	DISALLOWABLE EXPENSES
General 	<ul style="list-style-type: none"> › Expenses directly related to program service 	<ul style="list-style-type: none"> › Expenses not directly related or allocated to the funded program (these may be allowed under Administrative)
Communications 	<ul style="list-style-type: none"> › Postage, telephone, cell phone, internet cost for youth computers › Outreach materials (design and printing) 	
Equipment 	<ul style="list-style-type: none"> › Durable good purchases such as computers, printers, furniture, and kitchen equipment to be used by or in direct benefit of program participants › Office equipment rental for direct use by the program 	<ul style="list-style-type: none"> › Items not for primary and direct use by the program
Fees 	<ul style="list-style-type: none"> › Bank charges, such as monthly cost for having a checking account if applicable. 	<ul style="list-style-type: none"> › Bank late/overdraft fees › Credit cards penalties, late charges or interest on any late payments › Penalties, fees or interest resulting from late payments
Field Trips 	<ul style="list-style-type: none"> › Rental of vehicles for field trips › Direct costs for youth and adult staff/chaperones to attend program-related events, such as conferences, workshops and trainings. These expenses can include registration fees, transportation, lodging, and food. Grantees must receive prior approval from their Program Specialist to ensure the expense is directly related to program activity and is reasonable. › Field trip expenses including admission to amusement parks, movies, overnight camp, etc. 	
Food 	<ul style="list-style-type: none"> › Snacks and meals provided to youth as part of the program and in compliance with DCYF nutrition policy (see Section 14 below) 	<ul style="list-style-type: none"> › Youth meals in excess of \$2.50 per youth, per meal (see Section 14) › Staff meals at restaurants at occasions other than professional development or program events › Alcoholic beverages
Human Resources Costs 	<ul style="list-style-type: none"> › Job posting fees to fill program positions › Fingerprinting fees for program staff background checks › Payroll processing fees for program staff 	
Insurance 	<ul style="list-style-type: none"> › Premiums for general liability, automobile, and workers' compensation insurance, as required by DCYF for the funded program. Costs should be consistent with the agency's cost allocation plan. 	
Maintenance 	<ul style="list-style-type: none"> › Building maintenance › Office equipment maintenance › Janitorial service 	<ul style="list-style-type: none"> › Capital expenses such as major building renovations › Depreciation of building and equipment › Property taxes

The OTHER PROGRAM EXPENSES category is used to list all other expenses a program may incur, such as rent, utilities, staff training, staff transportation, special events, field trips, food, etc. These expenses must be directly linked to the funded program.

Category Instructions:

Detailed explanations are required for each individual expense category item. Grantees may be asked to explain how costs are related to program service and how often costs will occur (monthly, once a year, etc.).

	ALLOWABLE EXPENSES	DISALLOWABLE EXPENSES
Occupancy 	<ul style="list-style-type: none"> › Rent for program space › Cost recovery in lieu of rent for programs housed in property owned by grantee (only with written approval from DCYF) 	<ul style="list-style-type: none"> › Rent for administrative staff space (this is allowed under the Administrative category) › Security deposits › Costs for loans against owned property › Acquisition of real property (excluding leases) › Cost recovery greater than \$25 per square foot or 10% of the total award amount
Participant Incentives 	<ul style="list-style-type: none"> › Cash incentives › Gift cards or other non-cash item incentives 	<ul style="list-style-type: none"> › Incentives for adults older than 24
Professional Development 	<ul style="list-style-type: none"> › Conference/workshop expenses for adult program staff, including registration fees, transportation, lodging, and meals while offsite. Grantees are encouraged to speak with their Program Specialist prior to making professional development arrangements to ensure the event is appropriately aimed at building capacity for the funded program and that expenses are reasonable. 	
Special Events 	<ul style="list-style-type: none"> › Food and supplies for holiday parties, parent meetings, year-end celebrations, etc. DCYF expects grantees to purchase food at the most reasonable and economical prices and to follow DCYF nutrition policy › Rental fees for event space, tables, chairs, or equipment 	<ul style="list-style-type: none"> › Staff recognitions and/or similar non-program celebrations › Events attended by staff only
Stipends 	<ul style="list-style-type: none"> › Stipends for youth up to \$599 (see Section 5 below for more information on stipends) › Fees paid to AmeriCorps staff 	<ul style="list-style-type: none"> › Stipends of \$600 or greater. Participants receiving this amount should be paid as hourly youth staff. DCYF may make an exception to this policy in cases of program participants engaged in bona fide educational or training activities. Contact your Program Specialist to request a waiver of this policy. › Stipends for adults older than 24.
Transportation 	<ul style="list-style-type: none"> › Local travel, public transportation, fuel reimbursement, parking fees, and bridge tolls for staff when working in support of funded program › Travel outside of the City in support of the funded program. Grantees must receive prior approval from their Program Specialist to ensure the expense is directly related to program activity and is reasonable. Grantees should always use the most efficient, direct and economical form of transportation possible. › Purchase of a vehicle for direct use by the funded program with prior approval of DCYF › Standard maintenance of program vehicle 	<ul style="list-style-type: none"> › Parking/moving violations, tickets and penalties for infractions of any laws, or towing charges › Cost of purchasing a vehicle without prior DCYF approval
Utilities 	<ul style="list-style-type: none"> › Electricity › Gas › Water › Garbage/Sanitation 	

Acceptable Documentation for This Budget Category:

For most expenses, an itemized invoice or receipt combined with proof of payment will provide the necessary documentation. Exceptions to this include:

- Fees: A bank statement showing fees associated with the agency's account is acceptable documentation
- Field Trips: A sign-in sheet showing all attendees is required. If available, copies of each entrance ticket should be retained as well.
- Occupancy:
 - › Rent: A lease must be in place for any rented space, and be made available to DCYF upon request. As ongoing documentation proof of payment must be maintained. If available, monthly invoices from landlord clearly stating address, rate and month of invoice must be provided as well.
 - › Cost Recovery in Lieu of Rent: A plan must be provided to DCYF prior to submission of a workplan indicating the amount allocated to the program (expressed in dollars per square foot) and the rationale for setting this rate. DCYF requires agencies request cost recovery to complete an informational worksheet available from your Program Specialist. The information provided on the worksheet will aid in setting the appropriate rate for cost recovery. DCYF will not approve cost recovery above \$25 per square foot or 10% of the total grant amount.
- Special Events: A sign-in sheet showing all attendees and/or a flyer for the event is required.
- Transportation: If reimbursing staff for mileage, DCYF requires a log with amount paid per mile and total reimbursement, along with proof of payment.



Budget Category

ADMINISTRATIVE

The ADMINISTRATIVE category is used to list expenses incurred in the general administration, operations and fiscal management of the agency. These expenses are distinct from those directly linked to the funded program, though they may stem from the same source. For example, an agency may have a single monthly rent expense, but part of the rent is a program expense (for rent of the space where the program operates) and the rest is administrative (for rent of spaces not directly affiliated with programs, such as a shared lobby or the finance director’s office). In the latter case, a cost allocation plan should be implemented to assign agency costs fairly and correctly.

Category Instructions:

Detailed explanations are required for each cost. Each expense must be described in a separate line item, rather than expressed as a percent of the total grant. **Grantees may not exceed a total of 15% of total budget for administrative costs.** If subcontractors have administrative costs in their budgets, the allowable 15% must include those amounts as well.

ALLOWABLE EXPENSES	DISALLOWABLE EXPENSES
Agency administrative fees for grantees operating under and receiving central services from a larger institution, such as the YMCA	Costs directly related to the funded program (these should be categorized elsewhere)
Audit expense	
Contractors providing services to the agency (bookkeeper, accountant, etc.)	
Fiscal sponsorship fees for grantees operating under a fiscal sponsor	
Salary and fringe for executive director (for time not spent directly on program), finance director, bookkeeper, controller or other fiscal staff	
Tax preparation	
Rent, utilities, payroll processing and other expenses for administrative activity	

Acceptable Documentation for This Budget Category:

For most expenses, an itemized invoice or receipt combined with proof of payment will provide the necessary documentation. Exceptions to this include:

- Agency Administrative Fees: No separate documentation is required if the issuance of such fees is part of normal operating practice.
- Fiscal Sponsorship Fees: A contract or MOU between the sponsor and the fiscal agent must be in place prior to the beginning of the grant term, and must be made available to DCYF upon request.

A NOTE ON PROOF OF PAYMENT

When proof of payment is required, agencies must provide a check request form and copy of the bank statement showing the cleared payment. If the payment was made using a bank-affiliated debit card, a copy of the bank statement showing the expense is sufficient. For payment made on a credit card, agencies must provide both a copy of the credit card statement and proof of payment on the full balance of the credit card.

DCYF reserves the right to request back up documentation at any time for any reason outside of the formal Fiscal and Compliance Monitoring visit. More information on DCYF invoice review is below in Section 8.

SECTION IV: USE OF GRANT FUNDS



A basic tenet of DCYF funding is that grants are made on a reimbursement basis. This means that grantees are expected to file invoices detailing the prior month's expenses as related to the funded program. After review of these invoices DCYF will issue payment to the agency.

The implication of reimbursement-based funding is that grantees must maintain a level of cash reserves adequate to sustain operations until funds are received. DCYF expects grantees to hold at least one month of expenses in reserve, and strongly recommends a minimum of three to six months as a best practice. This allows your programs to continue smoothly in the event of a delay in processing your Grant Agreement or invoice. DCYF cannot release funds until all approvals are received, regardless of a potential cash shortfall for a grantee. Careful cash flow management will allow agencies to continue making payroll and paying the bills until reimbursements can begin.

In addition, grant funds are provided for specific programs. While an agency may have multiple DCYF grants across several strategies, the department does not allow funds to transfer from one grant to another. Grantees are allowed to reallocate funds within a single grant using the Budget Revision process, which will be covered in a Section 7.



SECTION V: STIPENDS AND INCENTIVES



Many grantees offer one-time payments to youth in the form of either a stipend or an incentive. DCYF encourages this practice.

DCYF uses the term **stipend** very specifically. It is defined as a relatively small amount of money paid to someone for engaging in limited periods of work in support of a funded agency or organization. Some examples of this might include:

- A youth receiving \$300 for helping oversee other young people in a funded program. They perform work comparable to a staff program associate, though on a limited scale.
- A young person getting \$500 for serving as a summer intern. They make copies, do data entry, run errands, etc.

The key determining factor of when DCYF considers a payment to a youth as a stipend is this: who is receiving the benefit of the young person's work? If it is the agency, then it is a stipend. In both of the above examples that is the case – the work being done is primarily in direct benefit of the agency or program. Said another way, the young person is doing work that would otherwise be done by a staff member. When grantees have people serving in this capacity, then payments to them should be labelled as stipends in the workplan under Other Program Expenses.

PAYMENTS THAT ARE NOT STIPENDS

It is a normal and acceptable practice for our grantees to provide nominal payments to youth for participating in their programs, or for reaching certain goals. Sometimes this is done in cash, other times through a gift card or other similar method. Some examples of this might include:

- A young person receiving \$250 for attending all nine weeks of her program.
- A youth receiving a \$50 gift card for completing a specific task as part of a program.

DCYF does not define these as stipends, as in these cases the youth – not the agency – is the one receiving the primary benefit of their participation. The activity being done here is part of the program. It has educational, training, or other direct benefits to the young person. In these cases we call these payments incentives, not stipends. That is the term that should appear in workplans in these situations, again under Other Program Expenses.

DCYF Program Specialists will review the use of stipends and incentives in a grantee's workplan, and may ask for clarification from you to ensure that the correct terminology is used.

STIPEND POLICY

As a matter of policy DCYF will approve stipends up to \$599. It is DCYF's position that anyone receiving a stipend greater than this – again, because they are working in benefit of an organization and generally for an extended period of time – should be paid an hourly wage rather than a flat stipend.

This policy applies only to stipends, not incentives. There is no cap on the amount a grantee can offer as a program incentive. However, DCYF reserves the right to review all payments to youth and may request additional information regarding incentives as well.

REQUIREMENT FOR USING STIPENDS OR INCENTIVES

DCYF requires grantees making any direct payments to youth – either stipends or incentives – to have a written policy in place that describes four basic elements of the payment:

- Requirements for youth to receive payment: what are the expectations, tasks or duties to be completed or amount of participation required? What documentation is given to youth to ensure that they are aware of these policies?
- Amount of payment
- Process for payment: How is participation documented (e.g. sign-in sheets)? How and when are checks generated and how is payment given to participants?
- Documentation: How are records maintained for youth receiving a stipend or incentive? What documentation do you keep on file (e.g. tax information)?

DCYF will review an agency's stipend policy during the Fiscal and Compliance Monitoring Visit.

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SECTION VI: GRANT ADVANCES



DCYF expects that its grantees will maintain sufficient cash reserves to allow the time necessary for grant processing, including workplan negotiation and contract approval. We recommend as a best practice maintaining 3-6 months of operating cash for this purpose.

However, we understand that this is not possible in every case, and DCYF is committed to supporting our grantees to maintain continuity of their operations while the administrative process of setting up an annual grant plays out. Therefore we have a policy of all grantees being eligible to request an advance of up to 10% on their grant each year. It is our hope that this will provide sufficient working capital to our grantees and avoid any potential cash strains at the beginning of a fiscal year.

Requests for a cash advance must be made to your Program Specialist in writing, and will be reviewed by Senior Staff. The request must include the advance amount (not to exceed 10% of the annual grant amount) and a justification for the advance. DCYF has the right to refuse any requests for cash advances.

The deadline to request a cash advance is July 1 each fiscal year. In addition, advance requests must be received and approved prior to completion of the fiscal year's workplan.

To repay the advance, deductions of 1/6 of the advance amount will be taken from all invoices from November to April. For example, a grantee receiving a \$12,000 advance will have deductions of \$2,000 taken from the six invoices filed from November to April.



SECTION VII: BUDGET REVISION REQUESTS



Grantees may need to modify their budget during the fiscal year to react to program needs in real time. Budget revisions occur when an agency must reallocate funds from one budget category to another. For example, an agency may realize that due to an unfilled staff position there are surplus funds in the Personnel budget category, and that those funds could be transferred to Materials and Supplies to purchase needed items. The overall intent of a Budget Revision is to allow agencies the flexibility to adjust grant budgets for current program needs. Please note that DCYF receives 80-100 budget revision requests per year, so processing takes on average one to two weeks. DCYF cannot process invoices while a budget revision is pending.

Note that budget revisions are not mandatory, but are highly encouraged so that grantees are not left with unspent funds at the end of a fiscal year.

BUDGET REVISION TYPES:

DCYF allows two types of budget revisions:

1. Movement of unspent funds from one budget category to another. This type of budget revision involves the formal process outlined in this section.
2. Movement of funds within a budget category (i.e., from Occupancy to Field Trips, but still within the Other Program Expenses budget line). This revision is less formal, and can be handled through a conversation with your Program Specialist and workplan revision.

BUDGET REVISION DEADLINES:

DCYF allows grantees to file up to two budget revision requests per fiscal year, per grant. Programs with only summer programs are allowed one budget revision per year, due to the shortened term of these awards.

1. December 31st for the first revision request
2. March 31st for the second and final revision request
3. Summer-Only Programs: July 1st

Budget revision requests made after March 31st will not be accepted. DCYF recommends that agencies regularly review their grant budgets to make sure that funds are allocated properly.

MORE INFORMATION ABOUT BUDGET REVISIONS:

- Budget revisions can only be retroactive no more than one month prior to the submission of the revision. For example, a request submitted in March can be effective no earlier than February.
- Grantees must be up to date on invoicing in order for the request to be reviewed. (for example, to submit a request in December, the October invoice must be submitted and paid.
- Grantees can submit a budget revision request that includes reasonable program related costs (line items) that were not included in the originally-approved budget.
- Budget revision requests can be made before the deadlines listed above, but no program can submit more than two requests in a fiscal year. Grantees can request a budget revision any time before March 31st (July 1st for summer-only programs).
- DCYF reserves the right not to approve a budget revision request.

DCYF BUDGET REVISION FORM

Department of Children, Youth, and Their Families Budget Revision Form, Fiscal Year 2018-2023

Organization Name:		Telephone:	
Program Name:		E-mail:	
Prepared by:		PO:	
Contract Period:	July 1, 2018 - June 30, 2019	Today's Date:	
Executive Director Approval	<input type="checkbox"/> Check box to indicate ED approval: <input type="checkbox"/> Approved by Executive Director	Revision Effective Month:	

Instructions: This form is used to request revisions to your approved Workplan budget. Complete Column 3 below by marking budget line increases with positive numbers and decreases with negative numbers. Since this form will not add any money to your grant, but will instead reallocate money between categories, the total of Column 3 must equal 0. **Note: DCYF requires that you be current in your invoicing before submitting a revision request.**

Budget Categories	1. Approved Budget	2. Budget Remaining	3. Increases/ Decreases	4. Revised Budget	5. Revised Budget Remaining
A. Personnel			\$0.00	\$0.00	\$0.00
B. Fringe Benefits			\$0.00	\$0.00	\$0.00
C. Subcontractors			\$0.00	\$0.00	\$0.00
D. Materials and Supplies			\$0.00	\$0.00	\$0.00
E. Other Program Expenses			\$0.00	\$0.00	\$0.00
F. Administrative			\$0.00	\$0.00	\$0.00
Total	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

Justification For Budget Revision: Provide specific detail for each budget line that will be changed. For example, what Materials/Supplies will you be purchasing? In what quantity? Which Personnel will be affected? Why is this revision necessary? Why do you require less funds in the decreased budget line?

For DCYF Use Only			
DCYF Program Specialist	_____	<input type="checkbox"/> Approved	Date Approved: _____
Grants Manager	_____	<input type="checkbox"/> Approved	Date Approved: _____

To request a Budget Revision Form, contact your Program Specialist.

STEP BY STEP GUIDE TO BUDGET REVISION REQUESTS:

DCYF utilizes a paperless process to record and approve budget revisions. Once begun, DCYF will not be able to approve invoices until the process is complete and a new budget is finalized in CMS.



Step 1 Request Made

Grantee requests a budget revision from its Program Specialist. This can be done by e-mail or phone, and will generally involve a brief conversation about program needs.

Step 2 Budget Revision Form Created

The Program Specialist will prepare a Budget Revision Form and e-mail it to the Grantee.

Step 3 Budget Revision Form Completed

The agency completes the Budget Revision Form, providing specific detail on the budget categories that will be affected and the program priorities that will be addressed by the changes. The agency's executive director must approve all requests. Once this approval is recorded on the form, it is e-mailed back to the Program Specialist.

Step 4 Request Approval

The Program Specialist will review the Budget Revision Form for clarity, specificity, and accuracy. The Specialist will then forward the form to the Contracts & Compliance Team for final approval. At either point DCYF may request more information from the grantee or decline the request outright. Once approved, the grantee will receive official notice via e-mail from Contracts & Compliance, including a fully executed Budget Revision Form for its records.

Step 5 Budget Updated

DCYF will create a new budget version in CMS. The grantee is responsible for entering the new budget information into the system prior to submitting its next invoice. This revision must match the approved budget as reflected in the Budget Revision Form.

Once the budget revision approval process is completed, the Program Specialist will be able to process invoices for reimbursement.

SECTION VIII: INVOICES



DCYF grants are administered on a cost-reimbursement basis. This means that rather than receive their full award at the beginning of the term, grantees must first incur program expenses, then file an invoice with the department seeking reimbursement. Invoices are filed monthly, with payment generally following one to two weeks later following DCYF approval. The reimbursement process is entirely electronic, using the online Contract Management System (CMS) to draw down grant funds.

GENERAL GUIDELINES FOR INVOICING:

- Grantees are required to submit monthly invoices each fiscal year throughout the grant term. When creating their annual workplan grantees indicate the months in which they will be invoicing. For example, some afterschool programs are only active 10 months out of the year, so may only file 10 invoices in the months they list in their workplans.
- Invoice Deadlines: All invoices are due 45 days after the close of the month. DCYF must receive timely monthly billings in order to manage its grantmaking process. In addition, grantees that submit their invoices regularly and on time receive reimbursement in a timely fashion. As the fiscal year ends on June 30, this means that the last day to file an invoice for the year is August 15. After this date, grant accounts are closed and any unclaimed funds will no longer be available to the grantee.
- Failure to Submit Invoices on Time: Persistent failure to submit invoices in a timely manner could result in delay in reimbursement, financial penalties, or placement on a performance improvement plan. In serious cases a grantee could be found in default per Section 11.1 of the Grant Agreement. In addition, a history of delinquent or inaccurate billings will weigh against the grantee when DCYF considers future funding requests.
- Bi Monthly or Quarterly Invoicing: programs may request to invoice on a bi-monthly or quarterly basis but must do so in writing and prior to the start of the fiscal year. DCYF has the right to deny such requests.
- Program Narrative: Grantees are required to provide a narrative that highlights the services/activities that occurred during the month including: a description of ongoing activities completed during the month, information about upcoming events or happenings, challenges faced by the program, as well as any changes to program staff. Program Specialists encourage grantees to provide a concise narrative that offers enough information without providing a detailed daily account of every activity.
- Participant & Activity Data: Grantees are required to regularly enter program and activity data in CMS. The entry of program data is one way that DCYF verifies that programming is occurring and determines that a program is meeting performance measures. DCYF reserves the right to delay the processing of invoices if a grantee has not entered participant and activity data for more than two months (if the program is not on a scheduled break).
- Invoices & Their Relation to Program Budgets: DCYF staff will be able to compare invoice expenses to the items included in the original workplan budget. Only expenses included in the workplan will be eligible for reimbursement. Generally speaking, grantees should not change a grant budget allocation at any time of the year unless it has been approved through a budget revision (see Section 7).

- **Invoice Processing Timeline:** Please allow time for DCYF staff to process invoices. To process an invoice DCYF follows these steps: Program Specialists review the invoice (program and fiscal information) and approve it. Then the invoice is sent to the DCYF Fiscal Office to process the payment. The DCYF Fiscal Office works with the Controller's Office to create the payment. In most cases funds are electronically deposited in grantee accounts. Assuming there are no issues along the way, the average processing time for an invoice is two to five business days. At times, additional information from the grantee may be requested and this may slow down payment. Typical reasons may include but are not limited to: expiration of insurance coverage, inaccurate amounts on invoice, insufficient program data or questions on narrative responses.

REVIEW OF SUPPORTING DOCUMENTATION

When submitting invoices to DCYF using the online CMS system, grantees are not required to provide any supporting documentation. However, as part of its due diligence the department requires supporting documents on certain occasions during the course of each fiscal year. This allows DCYF to confirm that the expenses presented for reimbursement are in fact accurate and allowable. Regardless of whether DCYF requests backup for a specific invoice, grantees should always maintain all records of their expenditures in a manner consistent with applicable laws, standard accounting practices, and their own fiscal policies.

DCYF will review supporting documentation for invoices on the following occasions:

- **Fiscal and Compliance Monitoring Visit** – As part of the fiscal visit, grantees are asked to provide supporting material for two invoices selected at random. This review will take place in person during the visit, and any situations observed will be discussed and resolved as part of the monitoring process.
- **Year End Invoice Review** – All grantees will be required to submit supporting documentation for at least one invoice submitted in the final quarter of the fiscal year (April – June). The specific month will be selected at random, and grantees will be given a limited time period in which to file their response electronically with the department. This year-end review will take place following the August 15 deadline to submit final invoices.
- **Monthly Invoice Review** – Some grantees that demonstrate significant issues with the accuracy of their invoicing, as observed through fiscal monitoring, may be asked to submit invoices to their Program Specialist every month. This requirement will stay in place until the following year's fiscal visit, when staff will make a new assessment of the agency's invoicing practices.

In addition, DCYF reserves the right to request supporting documentation for any invoice during the grant cycle.

For grantees whose awards are partially or entirely funded by federal or state money, monthly invoices may be required to be accompanied by supporting documentation for all expenses. Grantees should expect their Program Specialist or the DCYF Fiscal Office to request both program and fiscal documents throughout the grant period. Program Specialists will provide details to each grantee about what documentation will be required.

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SECTION IX: FINANCIAL SYSTEM PROJECT (F\$P)



The Financial System Project (FSP) is a Citywide initiative to implement a new enterprise financial and procurement system that launched in July 2017. DCYF participates in certain functions in FSP, which affects how DCYF does business with grantees.

More information on this system is available on **DCYF's FSP Resources** webpage, at <http://dcyf.org/index.aspx?page=229>

FSP CHECKLIST FOR DCYF GRANTEES:

STEP 1 Activate Your FSP Account

All grantees must have an account in FSP. If you have not already done so, visit the Supplier Portal to log in: <https://sfsupplierportal.sfgov.org/psp/supplier/SUPPLIER/ERP/h/?tab=DEFAULT>. If you need to activate your FSP account, please contact the Help Desk at sfcitypartnersupport@sfgov.org or call (415) 944-2442.

STEP 2 Confirm Addresses

Once you have access to your FSP account, please confirm your mailing and remittance addresses. This will ensure that any check payments and other correspondences are sent to the correct location. This is particularly important for large organizations that have multiple office or branch locations. Grantees with multiple addresses in their account should confirm all of them, particularly the remittance address where checks are mailed.

Review the Maintain Supplier Account Information training online at: <https://sfcitypartner.sfgov.org/Training/TrainingGuide>.

STEP 3 Confirm Paymode-X Account

FSP uses Paymode-X to provide direct deposit for grantee payments. Paymode-X is an Automatic Clearinghouse (ACH) provider and provides benefits such as remittance information printed on your payment stub and an email notification each time you receive a payment. If you opt out of Paymode-X, you will receive paper check payments from FSP.

Visit the Paymode-X website to log in: http://www.paymode.com/city_countyofsanfrancisco.

Should you have any questions, please contact the Help Desk at sfcitypartnersupport@sfgov.org or call (415) 944-2442.

STEP 4 **Check Payment Status**

Grantees do not need to ask their Program Specialist about their payment status. They can now check it directly by logging into your F\$P account. Payments sent via Paymode-X (direct deposit) will show as “EFT” and payments sent via paper check will show as “Check.” If the payment was sent by Paymode-X, you can also access your payment details on the Paymode-X website: http://www.paymode.com/city_countyofsanfrancisco.

It is important to note that DCYF grantees will not invoice in the F\$P system for payment at this time, and DCYF will communicate any system access updates accordingly. In addition, DCYF does not have access to your bank account information due to supplier confidentiality. If you have inquiries about your bank account, payments from other departments or payment information, you must contact the Help Desk and create a ticket by sending an email to sfcitypartnersupport@sfgov.org. The F\$P Supplier Management Team has agreed to work collaboratively with DCYF Fiscal Office staff to best help grantees.

Review the Check Payment Status training for instructions online at:
<https://sfcitypartner.sfgov.org/Training/TrainingGuide>.

STEP 5 **Get to Know F\$P**

DCYF encourages grantees to review the various trainings available on how to navigate the F\$P system. As a reminder, DCYF is participating in some functions of the system. Grantees who do business with multiple City departments that use more system functions may find these trainings helpful.

- Grantees can review online self-service trainings at <https://sfcitypartner.sfgov.org/Training/TrainingGuide>.
- Grantees may also register for in person trainings at <https://sfcitypartnersupport.sfgov.org/support/home>
- The City also provides open lab sessions where grantees can ask questions and walk through their actual problems on a computer with an F\$P staff person. DCYF strongly recommends that grantees that have system access and are having trouble completing tasks or finding information attend open labs.

If there are questions related to the trainings and open labs, you can contact the Help Desk at sfcitypartnersupport@sfgov.org or call (415) 944-2442.

FAQs:

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What is F\$P?

F\$P is a citywide financial and procurement system. Please keep in mind that DCYF uses only certain functionalities of the new system. Grantees may receive different information on the new system if they do business with other City departments. See the links below to learn about the citywide system.

- Frequently Asked Questions: <https://sfcitypartner.sfgov.org/FAQ/FAQ>
- SF Vendor Flyer: <http://dcyf.org/modules/showdocument.aspx?documentid=4849>
- Where is my data going?: <http://dcyf.org/modules/showdocument.aspx?documentid=4851>

What has stayed the same for DCYF grantees?

DCYF grantees will continue to use the Contract Management System (CMS) run by Cityspan for workplan management, submitting invoices, and recording programmatic activities. DCYF's grantees will not use F\$P for these key functions.

What has changed for DCYF grantees?

Grantees must have an F\$P account with a primary point of contact. This contact person will be able to update the organization's banking account and other pertinent information in the system.

Grantees who do business with other City departments may be using additional F\$P functionalities and may receive different information on the new system. For example, some other departments will conduct RFPs and receive electronic invoices from their contractors through F\$P, while DCYF will be using CMS for these functions for the indefinite future for our work with community based organizations.

Who should I contact with any questions?

Please use the resources below before reaching out to your program specialist.

- Visit the official F\$P website at <https://sfcitypartner.sfgov.org/>
- Visit the F\$P Supplier Login Page: <https://sfsupplierportal.sfgov.org/psp/supplier/SUPPLIER/ERP/h/?tab=DEFAULT>
- Review the online trainings: <https://sfcitypartner.sfgov.org/Training/TrainingGuide>
- Review the step-by-step job aides: <https://sfcitypartnersupport.sfgov.org/support/solutions/>
- Create a ticket with your questions at: https://sfcitypartnersupport.sfgov.org/support/tickets/new/?form_1=true
- Call the F\$P Help Desk at (415)944-2442

SECTION X: GRANTEE EXPECTATIONS & PERFORMANCE IMPROVEMENT PLANS



In order to meet the expectations of the department and City, DCYF has prepared a list of required compliance items that all grantees must follow. These are meant to set the general guidelines for being a DCYF grantee.

Item	Purpose	Criteria	Tracking
CMS Data Quality	To ensure that programs are entering quality data into the DCYF Contract Management System (CMS) to track program performance.	<ul style="list-style-type: none"> • Program enters complete demographic information into CMS for at least 90% of active participants by last invoice submission deadline. • Program enters attendance data into CMS for at least 90% of scheduled days by last invoice submission deadline. 	CMS
Timely Workplan Submission	To ensure timely workplan processing and reduce delays.	Program submits initial workplan to DCYF for review by deadline (May 1, 2018 for Summer programs, July 1, 2018 for all other programs).	CMS
Timely Invoice Submission	To ensure timely submission of invoices and reduce delays in invoicing.	On average, program submits each invoice within the 45 days that follow the month for which the invoice is being prepared (e.g. October invoice is submitted by November 30).	CMS
Survey Administration	To ensure that programs administer surveys to obtain feedback from participants on their experiences.	<ul style="list-style-type: none"> • Program administers surveys according to DCYF guidelines and submits data to DCYF for processing by annual deadline. • At least 65% of program participants take surveys submitted to DCYF. 	Surveys
Program Curricula & Activities	To ensure that programs utilize curricula that meet strategy requirements and, if applicable, are administering assessments and creating individualized service plans in accordance with requirements.	Program curricula and activities meet DCYF requirements.	Program Specialist Site Visits
Family Partnership Activities	To ensure that programs create opportunities for families and caregivers to be connected to the program.	Program creates opportunities for families to be connected to program.	Program Specialist Site Visits
Required Events & Meetings	To ensure that programs attend DCYF required gatherings, implement events and other required program components and are coordinating with partners.	Program staff administers DCYF required events and attends meetings as required.	Program Specialist Site Visits & DCYF Meeting Logs

Item	Purpose	Criteria	Tracking
Health and Nutrition	To ensure that programs serve health snacks/meals and water in accordance with DCYF policy.	Program offers healthy snacks/meals and water in accordance with DCYF policy.	Program Specialist Site Visits
Attendance Tracking Sheets	To verify the accuracy of CMS records and ensure that participants are being served.	Program shows evidence of tracking participation using paper or electronic files.	Program Specialist Site Visits
Consent Forms	To ensure that programs collect consent forms that authorize data sharing with DCYF and SFUSD.	Agency staff make consent forms available for review during site visits.	Program Specialist Site Visits
Participation in Fiscal & Compliance Monitoring	To review the financial health of DCYF grantees.	<ul style="list-style-type: none"> Agency staff prepares requested documents and attends visit on scheduled date. Agency submits response to any findings by deadline. 	Fiscal & Compliance Visits
Payment of Taxes	To ensure DCYF grantees meet required tax obligations.	Agency is current on all federal, state and local taxes.	Fiscal & Compliance Visits
Compliance with City Regulations	To ensure DCYF grantees meet City standards.	Agency is in compliance with all applicable City and County of San Francisco ordinances and regulations.	Fiscal & Compliance Visits
Background Checks and Fingerprints	To ensure compliance with State laws on background checks and fingerprints.	Agency maintains criminal background check records for all staff and volunteers exercising supervision of minors.	Fiscal & Compliance Visits

These areas will be reviewed during the program and fiscal visits, and through ongoing conversations with your Program Specialist, over the course of the Funding Cycle.

PERFORMANCE IMPROVEMENT PLAN

In situations where a grantee is found out of compliance with one or more of these measures, DCYF will work with it to research the cause of the issue, and collaboratively work on solutions. This process may resolve in the grantee being placed on a Performance Improvement Plan, a guided set of actions required to regain compliance.

A plan will be formulated through input with grantee leadership and staff, as well as department representatives. The final plan will include the expectations not being met, the actions required to meet them, the timeline to complete the plan, and the consequences of not meeting these expectations. These consequences may include temporary suspension of grant payments, mandatory participation in capacity building initiatives, or in extreme cases termination of a grant.

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SECTION XI: INSURANCE



Grantees are required to maintain insurance coverage for the entire term of the grant agreement. Should any coverage expire during the term, invoice payments will be delayed until a new insurance certificate is received. Grantees are required to provide DCYF with updated insurance certificates and policy endorsements in a timely manner. A lapse of insurance shall constitute a material breach of the Grant Agreement (see Section 10.6 of the agreement). In these cases, DCYF may change the term of the Grant Agreement to exclude the period of lapsed insurance, and the Grantee will not be reimbursed for expenses incurred during the lapse in coverage.

REQUIRED INSURANCE COVERAGE:

The following are the three types of insurance required by the City and County of San Francisco and DCYF:

1. Commercial General Liability (including Abuse & Molestation coverage)
2. Workers' Compensation
3. Commercial Automobile Liability

Workers' Compensation and Automobile insurance can be waived if they do not apply to the funded program. To request a waiver, submit a written affidavit to your Program Specialist stating the coverage you wish to waive and the reason you believe it should not be required. The City's Risk Manager will review the waiver and make a final determination.

REQUIRED LANGUAGE FOR INSURANCE CERTIFICATES:

Certificates must state the following:

- DCYF name and address listed as certificate holder
- Insurance holder must match name of agency on grant agreement
- City and County named as additional insured – see correct wording below
- All policies must provide at least 30 days advance written notice to City of cancellation

Coverage Type	Limits of Liability	Necessary Language For Insurance Certificates	Conditions for a Waiver
Commercial General Liability, including Abuse and Molestation coverage	\$1,000,000 (one million)	The City and County of San Francisco, its officers, agents, and employees to be named as additional insured.	Waiver not available
Workers' Compensation	\$1,000,000 (one million)		Grantee has no employees
Commercial Automobile Liability	\$1,000,000 (one million)	The City and County of San Francisco, its officers, agents, and employees to be named as additional insured.	Agency does not use cars for its program

OTHER INFORMATION ABOUT INSURANCE COVERAGE:

- **Subcontractors:** All subcontractors must have the same insurance coverage as the lead agency. These documents are required as per the grant agreement (see Section 10.9 for more information). The lead agency is responsible for obtaining insurance certificates and must be named as an additional insured party. DCYF will not collect insurance certificates for subcontractors. Grantees are responsible for collecting and maintaining all insurance coverage documents. DCYF review all insurance certificates at time of the Annual Fiscal & Compliance Monitoring visit.
- **More Details:** For more information on the types and amount of required insurance coverage, see Article 10 of the Grant Agreement.
- **While not required,** DCYF recommends grantees and their boards consider policies other than the three basic ones required for a grant. Other common types of insurance include fidelity, directors and officers, property, and accident. Your insurance carrier can provide more information and price quotes for these and other available policies.

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SECTION XII: EQUIPMENT/ SUPPLIES OF PROGRAM NOT FUNDED



When a program is no longer funded, the grantee is responsible for informing DCYF of all equipment and supplies purchased using its public funds. DCYF will have sole responsibility to decide what will happen to all equipment and supplies purchased with its grant funds. In most cases, the department expects that these items will remain available for public use, and may instruct the grantee to make arrangements to transfer the items to another nonprofit. Written notification can be requested if necessary from DCYF.

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SECTION XIII: DCYF AUDIT POLICY



DCYF has developed a formal policy outlining when an organization receiving grant funds will be required to undertake independent financial oversight in the form of an audit or review. These events must be undertaken by a CPA firm or other qualified organization or individual, and follow generally accepted nonprofit accounting principles.

There are three instances in which an agency will be required to get a financial audit or review. The first is based on the organization's total budget size, the second on the total amount of DCYF funds it receives, and the third on the amount of DCYF funds as compared to the total budget size of the organization. The details of the requirements in each of these three categories are as follows:

BUDGET SIZE:

- All agencies with budgets of \$750,000 or more must receive a full audit.
- All agencies with budgets between \$500,000 and \$750,000 must receive a financial review.

FUNDING – TOTAL AMOUNT:

- All agencies receiving \$250,000 or more in DCYF funds must receive a full audit. This can be from one award or cumulative over several DCYF grants.
- All agencies receiving \$100,000-\$250,000 in DCYF funds must receive a financial review. This can be from one award or cumulative over several grants.

FUNDING – RELATIVE TO BUDGET SIZE:

- All agencies receiving DCYF funds equal to 75% or more of its entire operating budget must receive a financial review.

If an organization falls into multiple categories, then the default requirement will be to get an audit. In addition, DCYF reserves the right to require a financial audit or review from any grantee based on special circumstances.

SECTION XIV: DCYF NUTRITION STANDARDS & POLICY GUIDELINES



In an effort to promote health and nutrition, DCYF has adopted the following nutrition standard for food and beverages made available to children and youth in all funded programs. This standard applies to any grantee offering food or snacks as part of its program.



DCYF NUTRITION STANDARD

Program makes healthy food and beverages available to participants, limits unhealthy foods, emphasizes appropriate portion sizes, and encourages staff to model healthy eating behaviors. Program encourages youth to drink water, and avoids serving sugar-sweetened beverages such as soda or sports drinks.

DCYF's nutrition standard is not intended to restrict food resources, but instead support nutrition and create healthier environments for children, youth and families. DCYF's policies are intended to support programs as they adopt the DCYF nutrition standard.

POLICY GUIDELINES FOR NUTRITION STANDARD IMPLEMENTATION

For the 2018-23 grant cycle, all programs serving food to youth must have in place a formal, written nutrition policy. This policy must describe the type of food and beverage that will be provided to youth and the program's approach to how and when these items will be served. All policies must be submitted to DCYF no later than January 1, 2019.

In order to be compliant with the DCYF Nutrition Standard, all policies must include the following basic elements:

- Healthy foods must be made regularly available, while unhealthy foods are limited.
 - › For purposes of the DCYF Nutrition Standard, healthy foods include fruits and vegetables, foods low in added salt or sweeteners, foods that are minimally processed without unnecessary preservatives, foods made with whole grains, and foods made with low fat dairy and/or lean sources of protein.
 - › For purposes of the DCYF Nutrition Standard, unhealthy foods include foods with trans fat, whole-milk dairy products and non-lean protein, fried snacks (such as chips and fries), foods high in added sugar and/or added sodium, candy and baked goods (such as pastries or cookies).

- Water must be available at all times, and youth are encouraged to drink water. Youth must have regular access to tap water.
- Per San Francisco law, under no circumstances can programs serve sugar-sweetened beverages. A sugar-sweetened beverage includes any beverage with added sugar (not naturally occurring). Sugar can be listed under a variety of names, which may include: sugar, high-fructose corn syrup, corn sweetener, corn syrup, dextrose or fruit juice concentrates. Sugar-sweetened beverages include soda, sports drinks and fruit punch. 100% fruit or vegetable juice and low-or non-fat milk are acceptable alternatives to water. Chocolate milk is allowed if it contains no more than 40 grams of total sugar (naturally-occurring and from added caloric sweetener) per 12 ounces. Programs must provide a healthy snack if operating for two hours or more. The snack can be served at a time designated by the program.
- All food must be served in a safe, clean environment.
- Any food served in a program must be properly stored, including both perishable and nonperishable items. Sites serving snacks that require refrigeration, such as milk or cheese, must have appropriate equipment on site.
- Healthy nutrition must be embedded in program content and actively promoted by staff.

Listed below are some additional suggestions for creating an environment that supports healthy food and beverage choices:

- Program must emphasize appropriate portion sizes. Appropriate portion sizes vary greatly for youth and can depend on many factors, such as age, body composition, and physical activity level. Generally, youth should be provided with enough food to avoid hunger, but will not encourage over eating or excessive portion sizes. For more information about how to communicate appropriate portion sizes, visit http://teamnutrition.usda.gov/Healthy/nc_portions.html or <http://www.cdc.gov/nutrition/everyone/index.html>
- Program staff model healthy eating behaviors. One of the most important ways staff can model healthy behaviors is simply by not consuming unhealthy foods or beverages around youth. In addition, staff can model healthy behaviors by eating the same snacks as youth eat and sitting down with youth during snack or meal time. If staff bring in any outside beverages or food, it should fit within the overall nutrition standards; staff may even want to encourage youth to try some of their food or snack (if program allows).
- Programs should serve a variety of foods with a goal of offering a diverse range that reflects their participants' culture and traditions whenever possible. Youth should be exposed to new and different foods.
- Families should be engaged with program's healthy food and beverage efforts. Families should receive a copy of the program's nutrition policy and consider hosting events such as a healthy family night.
- When unhealthy food is served at celebrations or special events, make sure that healthy food items are also available. Ideally, these foods should be presented together so that they look equally appealing and give youth the opportunity to make healthy choices.
- To the extent possible, food should never be used as a prize or punishment. Limit using food as a way to reward youth success or good behavior; conversely, do not limit or take away food as a punishment or form of behavior management.

LIMITATION ON SPENDING FOR FOOD

DCYF encourages grantees to provide healthy food and beverages while making responsible financial decisions about how to source their items. The department has set as a maximum amount a program can spend on a single meal at **\$2.50 per youth**. To meet this cap programs should consider buying food in bulk whenever possible. Grantees offering food should reflect in their workplans the amount per youth, per meal they are budgeting.

DCYF NUTRITON PROGRAM

Programs participating in a DCYF-sponsored nutrition program, such as the Summer Lunch Program or School Year Supper and Snack program, will automatically be considered in compliance with the department's nutrition policy. These programs have been fully vetted by the department and have been found to meet our standard.

Grantees are strongly encouraged to participate in these programs in order to provide youth access to healthy foods at no cost to the agency. DCYF, in partnership with the USDA, pays for all food and delivery fees to bring summer lunches and school year suppers and snacks directly to programs. The cost savings to a program can be significant. For example, if providing snacks to 20 youth three times a week during the school year a program will pay over \$5,000 for food, not to mention staff time to purchase and prepare the items. Participation in the DCYF nutrition program will eliminate this expense and free the funds for other program use.

If you are interested in DCYF's nutrition programs, contact your Program Specialist for more information.

NOTES

SECTION XV: PRIVACY POLICIES & PRACTICES



This section describes DCYF's policies and practices related to the collection, use, and management of personally identifiable information and anonymous survey data. In order to monitor grants and evaluate funded services, the department collects a variety of information from grantees about the services they provide and the clients they serve. DCYF recognizes that the California Constitution enshrines privacy as an inalienable right and is committed to protecting the confidentiality of the information with which it is entrusted in accordance with local, state, and federal law.

Purpose

DCYF requires grantees to report to the department a variety of information about the services they provide for the purposes of monitoring and evaluating funded services. The data collected by grantees and reported to DCYF includes personally identifiable information, such as names, dates of birth, and addresses, as well as anonymous and voluntary participant surveys. DCYF uses the information reported by grantees to understand the populations served by DCYF-funded programs and to ensure that San Francisco's most vulnerable children, youth, and families have access to services.

COLLECTION OF PERSONALLY IDENTIFIABLE INFORMATION

DCYF Contract Management System

Contractors report information to DCYF using a secure, electronic invoicing and reporting system known as the DCYF Contract Management System (CMS). DCYF contracts with Cityspan, a cloud-based provider of data management systems for tracking social services programs, to manage and administer the CMS. Access to the CMS is limited to individuals with CMS user accounts, and permissions to read the personally identifiable information entered into CMS are restricted further (see the "Use and Disclosure of Personally Identifiable Information" section below for more details).

Data Sharing with the San Francisco Unified School District

DCYF has entered into a partnership with the San Francisco Unified School District (SFUSD) to facilitate CMS reporting for the 2018-23 funding cycle. This partnership will help DCYF and SFUSD track student participation in DCYF-funded programs and understand the impacts that programs have on students' educational outcomes. Additionally, the partnership will help to streamline CMS data entry for DCYF's grantees. The terms of the partnership are documented in a data sharing agreement executed by DCYF, SFUSD, and Cityspan in December 2017.¹

¹ A copy of the signed agreement is available on the DCYF website.

Given the terms of the DCYF-SFUSD-Cityspan agreement, DCYF requires each of its grantees to execute a Memorandum of Understanding (MOU) with SFUSD before accessing personally identifiable student data imported into CMS from SFUSD systems. DCYF may restrict CMS access until the grantee has an active and executed MOU in place with SFUSD.

Collection of Consent Forms to Authorize Data Sharing

Given the terms of its agreement with SFUSD and Cityspan, DCYF requires each of its grantees to collect written consent forms that authorize the sharing of the following information with DCYF and SFUSD:

- Personal information, such as name, date of birth, and address;
- Demographic information, such as race/ethnicity and gender identity;
- Education information, such as school name and grade level;
- Participation in activities and services, such as attendance dates and hours attended; and
- Anonymous and voluntary youth experience surveys.

DCYF has developed a sample consent form for grantees to modify and administer to parents/guardians and youth participants over the age of 18 during program registration that includes the necessary language for consent to be obtained.² DCYF expects grantees to maintain signed consent forms on file, either in electronic or paper format, for periodic review and inspection.

DCYF does not expect nor require its grantees to report any personal information for which the disclosure of such information to DCYF is not authorized or is prohibited by law. For example, DCYF does not request that its grantees report into the CMS any protected health information specific to an individual and regulated by the Health Insurance Portability and Accountability Act of 1996 (HIPAA).

USE AND DISCLOSURE OF PERSONALLY IDENTIFIABLE INFORMATION

DCYF is committed to protecting the confidentiality of the personally identifiable information with which it is entrusted and employs practices to restrict access to the data, limit use of the data to the purposes specified above, and ensure that any reports or summaries of the data are prepared such that the underlying individuals may not be identified. Additionally, given DCYF's agreement with SFUSD and Cityspan, any records in CMS that are associated with an SFUSD student are owned and controlled by SFUSD. Federal law, including but not limited to the Family Educational Rights and Privacy Act (FERPA), and state law, including but not limited to California Education Codes sections 49073 et seq., govern the disclosure, use, and re-disclosure of such data.

Access to Personally Identifiable Information

DCYF restricts access to the personally identifiable information maintained in CMS and in DCYF's internal file systems to a small number of staff in the department's Data and Evaluation and Information Technology units. These staff may access and analyze personally identifiable information for the purposes of ensuring data quality and reliability and providing technical assistance and information technology support. Other DCYF staff do not have access to personally identifiable information maintained in the CMS nor in DCYF's internal file systems. Any DCYF staff with access to personally identifiable information must review and sign a confidentiality agreement prior to receiving access to the data.

² For a copy of the sample form and further instructions regarding the collection of consent forms, see the DCYF website.

As system administrators for the CMS, Cityspan staff maintain the confidentiality and security of the CMS. Cityspan implements safeguards to ensure that only DCYF contractors with an executed and current MOU with SFUSD are permitted access to students' personally identifiable information in CMS. Cityspan policies bar the unauthorized disclosure of the personal information maintained in its systems on behalf of its customers and prohibit any use of the information for commercial purposes.

Beyond the DCYF and Cityspan staff described above, only grantee staff that require access to CMS to comply with DCYF's reporting requirements have access to the personally identifiable information therein. DCYF allows agency signatories (generally executive directors) to create and manage CMS user accounts on behalf of their respective agencies. Agency signatories have the ability to designate the user accounts that have permissions to report and view personally identifiable information in CMS. DCYF expects grantees to manage their user accounts such that access to personally identifiable information in CMS is limited to those staff that are authorized to view and report such data.

Limits on Use and Reporting

DCYF regularly analyzes the data maintained in CMS and in the department's internal file systems to monitor and evaluate funded services. In preparing analytical reports describing funded services and the children, youth, and families that are served, DCYF is careful to prepare only aggregate-level, anonymous reports, charts, and tables that exclude any personally identifiable information of an individual participant in services. This includes any information that a reasonable member of an individual's school or community could use, in conjunction with other available information, to identify the individual.

DCYF's agreement with Cityspan and SFUSD places limits on grantees' use of SFUSD student data in CMS. Student information may only be used by grantees to enroll students in DCYF-funded programs in CMS and to enter related participation information into the system. Any CMS reports generated by grantees from CMS that include personally identifiable information may only be used for the purpose of service delivery, and the reports may only include students currently enrolled in programming.

Disclosure of Personally Identifiable Information

All CMS records associated with SFUSD students are owned and controlled by SFUSD and thus protected by federal and state laws that govern the use, disclosure, and re-disclosure of student education records. DCYF will not disclose any personally identifiable information in CMS to third parties unless DCYF has obtained prior written consent authorizing such disclosure or the third party has received proper authorization from SFUSD.

DCYF regularly contracts with third party research and evaluation firms to monitor and evaluate DCYF-funded services. Prior to accessing personally identifiable information from CMS, these third party firms shall have an agreement in place with SFUSD that permits access to the data for

research and evaluation purposes. All other third parties, such as other City agencies, who seek access to personally identifiable information in CMS but have not obtained prior written authorization shall follow SFUSD policies and procedures for gaining access to the data.³ Further disclosure of any personally identifiable information by third parties with access to data from CMS shall be subject to federal and state laws that govern student education records.

COLLECTION OF PARTICIPANT SURVEYS

Content and Administration

DCYF may require grantees to administer anonymous participant surveys throughout the funding cycle to help the department understand youth experiences in DCYF-funded programs and how programs are working. The surveys, which vary based upon the service area and/or strategy under which a grantee is funded, take approximately 15 minutes to complete and are comprised of questions designed to gauge participants' experiences and skills as they relate to program participation.

While DCYF expects grantees to encourage participants to complete the survey, participant responses are voluntary. Survey respondents may choose to answer all, some, or none of the questions that are posed. DCYF has designed the survey questions such that completing the survey should carry little to no risk to participants. Participants are not asked to write their names on the survey nor provide information that may be used to individually identify them.

Reporting and Disclosure of Results

DCYF is careful to prepare only summary reports, charts, and tables of the survey results to protect the privacy of respondents. To minimize the risk of respondent identification, DCYF withholds summary-level survey results for programs for which the number of respondents is small (generally under 10 respondents).

Third parties that are interested in the anonymous survey data must complete a Data Request Application and execute a Data Use Agreement with DCYF that places limits on their use of the data.⁴ DCYF shall not release individual survey responses to any third party that has not followed these procedures or obtained prior written authorization to access the data.

³ For more information, refer to SFUSD's website: http://web.sfusd.edu/Services/research_public/default.aspx.

⁴ For more information, see the DCYF website.

NOTES

SECTION XVI: USE OF A FISCAL SPONSOR



DCYF supports the use of fiscal sponsors by its grantees. The limitations of the traditional 501(c)(3) nonprofit model, coupled with the challenges of operating any kind of organization in San Francisco, make fiscal sponsorship a beneficial choice for many organizations serving the community.

There are two instances in which a grantee is allowed to use a fiscal sponsor. The first is when the organization does not have its own 501(c)(3) status with the IRS. Without this designation an organization is generally unable to build a contributed revenue base, and will be significantly disadvantaged. A fiscal sponsor can greatly level the playing field and allow a wider array of projects to compete for support.

The second instance is any situation in which the program is likely to enjoy significant benefit from entering into a fiscal sponsorship. One example could be a nonprofit agency that has determined that it would be better off unburdening itself from the administrative strain of maintaining its own 501(c)(3), and would prefer to enter into a relationship with another agency. It may also be that DCYF makes this determination itself, and works with a grantee to secure a sponsor.

Outside of these cases DCYF will not consider the relationship a valid fiscal sponsorship, and will not provide support to an organization under such circumstances. Some specific instances under which DCYF, as a matter of policy, will not provide funds to community programs are:

1. Pass Through Grants – DCYF does not provide funds to otherwise unaffiliated third parties by them “passing through” current grantees. All recipients of DCYF funds will need to contract directly with the department through approved means, which may include fiscal sponsorship. Note that this does not disallow the use of subcontractors, which by definition are affiliated with the main grantee through the provision of services.
2. Failure to Participate in a Competitive Process – As per Sec. 16.108(i) (3) of the City Charter, “DCYF shall conduct competitive solicitations for services to be funded from the [Children and Youth] Fund.” The practice of the department is to hold an open, transparent and competitive Request for Proposal event for all granting opportunities. DCYF does not allow the use of a fiscal sponsor by organizations that did not file an application during such a procurement event but wish to receive public funds regardless. That is, a non-applicant cannot use as a fiscal sponsor a nonprofit that did apply to an RFP, simply to benefit from the sponsor’s existing grant agreement. All department grantees must take part in RFPs, either directly or through the use of a valid fiscal sponsor that meets all requirements.
3. Avoidance of City Policies – Recipients of department grants are expected to abide by all requirements set forth in City legislation and regulations. The use of a fiscal sponsor to avoid any such obligation is not allowed. For example, the use of a fiscal sponsor not located in the City would not forgive the requirement to pay a San Francisco minimum wage.

REQUIREMENTS AND RECOMMENDATIONS FOR FISCAL SPONSORS

As the formal contractor with the City and County of San Francisco, a fiscal sponsor is expected like any grantee to follow all requirements set forth in the City Charter, Administrative Code, grant agreement, and DCYF policy guide. In addition, a fiscal sponsor must meet the following requirements in order to be considered valid:

- Hold active 501(c)(3) nonprofit status with the Internal Revenue Service
- Maintain adequate fiscal staff and systems to support the sponsored program
- Hold operating reserves sufficient to support the sponsored program
- Receive a financial audit by an independent certified public accountant annually
- File a Form 990 with the Internal Revenue Service annually
- Provide upon request a current budget, balance sheet, and statement of cash flows for both itself and the sponsored program
- Have a signed Memorandum of Understanding in place with the sponsored program describing expectations and responsibilities for both parties. This agreement should define which model of fiscal sponsorship is being entered in to.

DCYF's Contracts and Compliance team shall determine the adequacy of the fiscal sponsor's infrastructure prior to the issuance of a grant.

While the above actions are mandatory, best practices of fiscal sponsorship are encouraged and supported by the department, though not necessarily required. These practices include:

- Holding shared values with the sponsored program
- Having a concrete intake policy in place for new sponsored programs
- Having a formal ratification by its board of directors of all new sponsorships
- Conducting an annual review of the sponsored project's fiscal and programmatic performance
- Providing technical assistance and capacity building to sponsored program

REQUIREMENTS AND RECOMMENDATIONS FOR FISCALLY SPONSORED PROGRAMS

While they are not technically department contractors, fiscally-sponsored programs are full-fledged grantees, with all due rights and responsibilities. These programs are expected to operate under the same terms and conditions as any funded organization. This leaves only one core requirement:

- Adherence to all standard DCYF grantee requirements

As mentioned earlier, a set of best practices for fiscally sponsored grantees is encouraged and supported by the department. They are not formal requirements. These recommendations include:

- Holding shared values with the fiscal sponsor
- Maintaining sufficient operating funds to support the funded program
- Empaneling a formal Advisory Board to inform project performance, where appropriate

If your agency is considering transferring to a fiscal sponsor during the grant term, please contact your Program Specialist immediately.

NOTES

SECTION XVII: ANNUAL ECONOMIC STATEMENT



Every grantee receiving funds from DCYF shall file with the City Administrator an Annual Economic Statement on or before April 1st of each year. For more information on this requirement grantees should contact the Office of the City Administrator at (415) 554-4851 or city.administrator@sfgov.org, or visit <http://www.sfgsa.org/index.aspx?page=4698>.

NOTES



SECTION XVIII: FISCAL & COMPLIANCE MONITORING VISIT



Each funded agency will receive an annual Fiscal and Compliance Monitoring visit from DCYF staff. The fiscal review is NOT an audit but an opportunity to improve the quality and consistency of fiscal and other compliance procedures.

DCYF is one of nine city departments that participate in the Citywide Nonprofit Monitoring and Capacity Building Program (also known as Joint Monitoring). On a yearly basis a group of representatives from participating departments determines which grantees will receive an onsite fiscal review, a self assessment, or be waived from monitoring. The grantees included in this process must receive funding from two or more city departments. These grantees will be visited by City staff from each funding department at the Annual Fiscal and Compliance Monitoring visit.

If a Grantee only receives funding from DCYF they will not be part of the Joint Monitoring efforts but will receive a Fiscal and Compliance review using the citywide Fiscal and Compliance Monitoring form, and upholding the same standards.

GENERAL GUIDELINES FOR INVOICING:

- a. Agency wide budget (global budget)
- b. Cash flow projection
- c. Cost allocation plan
- d. Most recent audited financial statement
- e. Most recent IRS Form 990
- f. Fiscal Policies and Procedures manual
- g. Most recent agency wide balance sheet
- h. Most recent agency wide profit and loss statement
- i. Back up documentation for all expenses including payroll
- j. Timesheets for staff listed on invoices
- k. Tax form DE6 and 941 filings
- l. Current board of directors, board meeting minutes, board handbook, by-laws
- m. Sunshine documentation (if applicable)
- n. Subcontractor documentation (if applicable)
- o. License (if applicable)
- p. Personnel Policy manual
- q. Staff personnel files
- r. Emergency Operations plan
- s. Americans with Disability Act documentation
- t. DUNS number
- u. Other documents as requested by the assigned Department staff

All fiscal visits are completed by DCYF's Contract and Compliance staff. They will review all documents and determine any findings that will need to be remedied in a timely manner. A formal letter detailing the Specialist's findings will follow all site visits.

FISCAL VISIT STEPS



Step 1 **Notification**

A DCYF Contract and Compliance staff member (or Joint Monitoring lead from another funder department) will contact appropriate staff to set a date and time for the visit.

Step 2 **Documents Sent**

The staff member will send a confirmation letter of the site visit or self assessment with agreed upon date and time for visit and overview of documents to be reviewed in advance and on site.

Step 3 **Grantee Preparation**

Grantee should review the list and gather all documents in advance. Many documents can be sent to DCYF in advance of the visit. On the day of the visit all other documents should be available for review. Invoices are always reviewed on site.

Step 4 **Fiscal Visit**

The grantee's fiscal staff should be available during the visit to answer questions. DCYF strongly recommends that the executive director attend the visit. A member of the board may also wish to be present.



Step 5 **Monitoring Report Letter**

Within two weeks of the monitoring visit DCYF will send formal notice to the grantee detailing any findings observed. The grantee will have 30 days to respond to this letter. If an action plan is required to remedy larger fiscal issues, the grantee may be required to participate in technical assistance, be placed on Elevated Concern or, in the most serious cases, Red Flag status, which may lead to being defunded. In some cases, if proper invoice documentation is not provided, the grantee may be required to reimburse DCYF for any unverified expenses. If there are no findings from the visit a Verification of Conformance letter will be sent to the grantee, and no further response is required.

Step 6 **Grantee Response Letter**

If there are findings from the visit the grantee will be required to submit a written response to all findings within 30 days of receipt of the Monitoring Report Letter.

Step 7 **Final Status Letter**

This letter is sent when the grantee has submitted a plan to the City. This letter will indicate either full conformance or a lack of conformance.

More Information: for more information including the Standard Monitoring Form, please visit the Controller's website at: <http://www.sfgov.org/controller/nonprofit>.

APPENDIX A: SCHEDULE OF FISCAL DUE DATES, 2018-23 FUNDING CYCLE

MONTH	ITEM	DUE DATE	NOTES
July	Deadline for submission of workplans	July 1	
	Deadline for advance requests	July 1	Written requests can be submitted to your Program Specialist
	Invoice: May	July 15	
August	Invoice: June	August 15	This is the final deadline to submit an invoice for the prior fiscal year
September	Invoice: July	September 15	
October	Invoice: August	October 15	
November	Invoice: September	November 15	
December	Invoice: October	December 15	
	Budget Revision Request	December 31	1st budget revision of fiscal year
January	Invoice: November	January 15	
February	Invoice: December	February 15	
March	Invoice: January	March 15	
	Budget Revision Request	March 31	Final budget revision of fiscal year
April	Annual Economic Statement	April 1	Must file with Office of the City Administrator
	Invoice: February	April 15	
May	Deadline for submission of workplans for grants with summer programming	May 1	Workplans to be submitted in CMS
	Deadline for advance requests for grants with summer programming	May 1	Written requests can be submitted to your Program Specialist
	Invoice: March	May 15	
June	Invoice: April	June 15	

OTHER ITEMS WITH VARYING DEADLINES:

Annual Fiscal and Compliance Monitoring Visits will occur approximately between November and May. Responses are due to DCYF within 30 days of receipt of the Monitoring Report Letter.

NOTES

SF DEPARTMENT OF



CHILDREN YOUTH
& THEIR FAMILIES