Doing Business with DCYF

A Guide for Partnering with the Department of Children, Youth & Their Families

2024-2029 Funding Cycle
Fourth Edition: July 2025

Letter from the Interim Executive Director

The 2024–2029 funding cycle comes at transformative period for our City and our country, and calls on all of us to remain resilient, responsive, and future-focused. Together, we're creating spaces where children and youth feel safe, supported, and seen.

As we continue through the funding cycle, the DCYF team and I want to help ensure your agency's continued success.

We have updated the *Doing Business with DCYF Guide* to reflect the latest procedures, practices, expectations, and requirements for DCYF grantees. While the Guide is intended primarily for your fiscal team, we encourage you to share it with all relevant staff at your organization.

The impact of this work we are doing together is profound, and I'm excited to build on it in the years ahead. Thank you for partnering with us as we endure, adapt, and lead the way toward making San Francisco a great place to grow up.

Sincerely,

Sherrice Dorsey-Smith
Interim Executive Director
April 2025

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July 2025

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April 2025

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January 2025

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Changes to Existing Sections

- Article 13 Assignments and Subcontracting, page 6
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- Budget Category: Subcontractors: Category Instructions, page 18
- Grant Reallocation Process, page 29 (Appendix reference added)
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April 2024

Initial release of Doing Business with DCYF for the FY2024-2029 funding cycle.
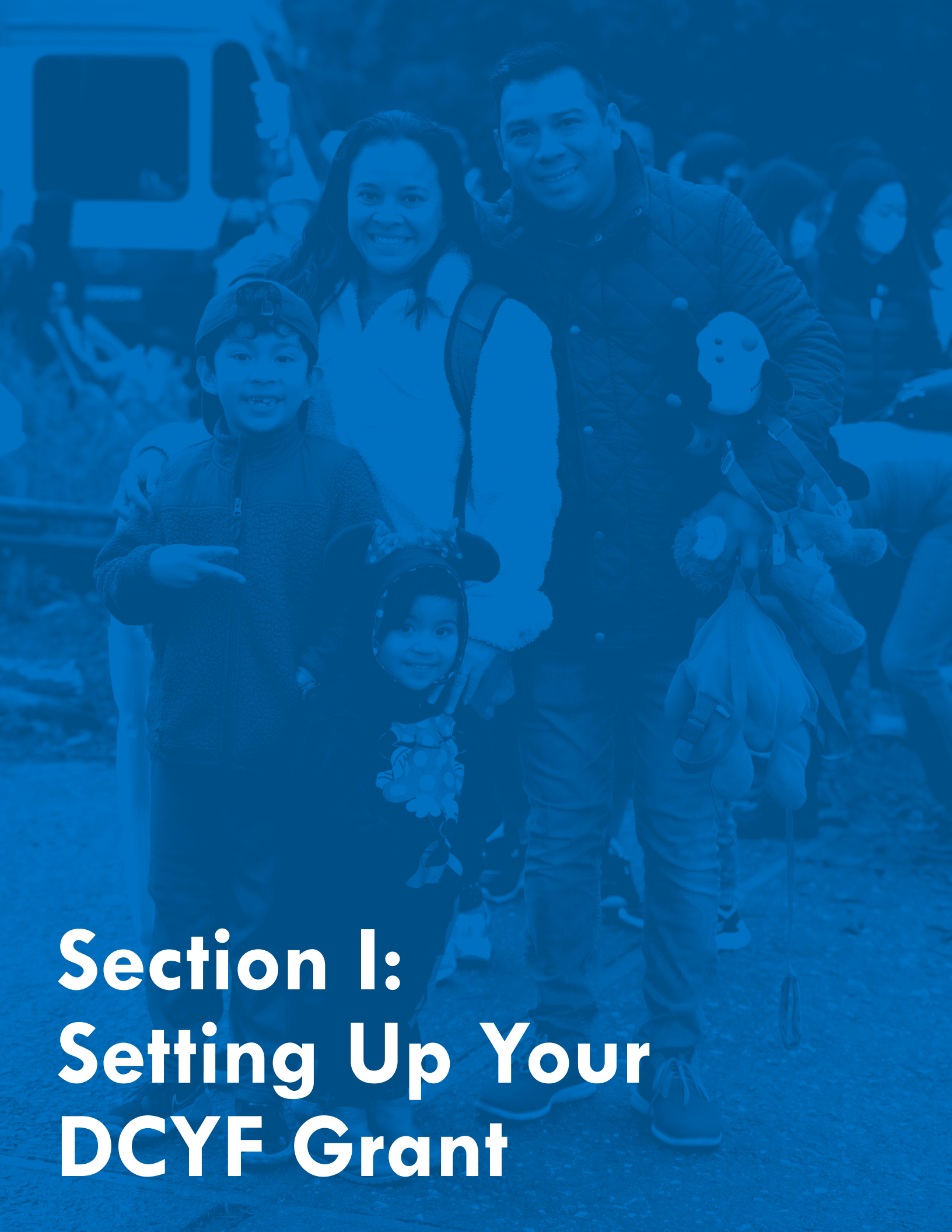
Section I: Setting Up Your DCYF Grant

The DCYF Grant Agreement

Welcome to the DCYF Family! Whether this is your first grant award or your 100th, you are now a partner in our goal to make San Francisco a great place to grow up. One of your first steps as a grantee will be to enter into negotiations with DCYF to create a Grant Agreement that defines and solidifies the partnership between your organization and the City & County of San Francisco. The Grant Agreement is a complex contractual document, and it's important for your organization to fully understand it so that you can fulfill the requirements and expectations it outlines.

The DCYF Grant Agreement, In Plain English

As a department of the City & County of San Francisco, DCYF's grants are governed through a contract called a Grant Agreement. Grant Agreements are used exclusively for organizations entering into agreements with the City to implement services and programs for public benefit. The language contained within Grant Agreements has been developed through the coordination of multiple City departments, including the City Attorney's Office, the Office of Contract Administration, the 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, and a set of appendices. Below are some of the key sections that you should pay particularly close attention to.

Recitals

The contract begins with a few paragraphs of general language called Recitals. They list your organization's name, the Contract ID Number we have assigned to the Grant Agreement, its effective date, and the Grant Plan, which is a brief description of the program the grant will support. In the 2024-29 cycle, the Grant Plan reflects the Result Area your grant has been funded under as well as the names of all of your agency's funded programs.

Article 3 Term

Article 3 is one of the most important sections of the Grant Agreement, as it defines the time frame of the grant. In most cases, our full funding cycle Grant Agreements begin on July 1, 2024, and end five years later on June 30, 2029. Some strategies may see slightly different dates, as will grants made outside of the 2024-2029 RFP. Regardless, the cardinal rule is that DCYF funds can only be used to reimburse 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. It also states that DCYF must be listed as a supporter of your program in any publications. Article 6 of the Grant Agreement also contains language about making your financial documents available for City review, a key component of fiscal monitoring.

Article 5 Use and Disbursement of Grant Funds

Article 5 is one of the most important sections in the Grant Agreement, because it states the amount of funding you will receive under your Grant Agreement. 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 it is the sum of the funds you will receive each year of the grant. See Appendix B of the Grant Agreement for a breakdown of the amount you will receive in a specific year.

2. Contingent Amount – DCYF includes a contingency of 10% of the base award in all Grant Agreements. The contingency allows DCYF to incorporate a small amount of additional funds into annual Workplans without requiring a formal grant amendment. The contingency can only be added to Grant Agreements by DCYF and cannot be requested by grantees. An example of a contingency: cost of doing business increases accrued over the course of the grant.

The maximum amount that may be disbursed under the Grant Agreement is the sum of the base award and the contingency.

Article 5 also outlines the requirement to submit monthly invoices for payment, as all DCYF funding is provided through expense reimbursement.

Article 8 Representations and Warranties

Article 8 contains a clause regarding conflicts of interest. Section 8.4 states that our grantees cannot employ nor have on their board two or more members of the same family without written consent from DCYF. 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 insurance coverage required by the City. See the section on Insurance in this guide 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, you must receive written permission from DCYF, and you must include the subcontractor in your Workplan. Under no circumstances can a subcontractor not listed in the Workplan be paid using grant funds. If you need to use a new subcontractor that is not in your Workplan and Grant Agreement, both a revision to your Workplan and a Grant Amendment are required. DCYF is not allowed to reimburse you for the new subcontractor until the Grant Amendment is fully executed. Subcontractor Revisions are only allowed in the months of October and February. Subcontractors are held to all of 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 in compliance 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, political activity, and public access to meetings and records.

Other DCYF Contracts

Over the course of your grant with DCYF, you may encounter other kinds of contracts. The most common is a Grant Amendment, which is used to make formal changes to an existing Grant Agreement. Grant Amendments may be used to extend the term of the agreement,

add additional funds, or update contract terms.

Less common contracts include Assignment and Assumption, and Novation contracts. These contracts are used when a Grant Agreement is transferred from its original grantee to another entity. This is most commonly done when a grantee merges with another nonprofit, or if a program funded by a DCYF grant is moved from one organization to another. DCYF staff will work with you to select the appropriate document for your situation.

If you believe you need a Grant Amendment, Assignment and Assumption, or Novation, please contact your Program Specialist.

Use of a Fiscal Sponsor

DCYF allows grantees to use fiscal sponsors to address the limitations of the traditional 501(c)(3) nonprofit model. There are three instances in which a grantee is generally allowed to use a fiscal sponsor:

- When an organization does not have its own 501(c)(3) status with the IRS.
- When an organization determines that they would benefit from entering into a fiscal sponsorship. For example, a nonprofit agency may decide it no longer wishes to manage the administrative responsibilities of its own 501(c)(3) and would prefer to enter into a relationship with another agency.
- When DCYF determines that a grantee would benefit from fiscal sponsorship and works with them to secure a sponsor.

DCYF will not support agencies using fiscal sponsors under the following circumstances:

- Pass Through Grants: DCYF does not allow funding to "pass through" current grantees to unaffiliated third parties. All recipients of DCYF funds must contract directly with our department through approved means, including fiscal sponsorship. Note that this requirement does not disallow the use of subcontractors, which by definition are affiliated with the main grantee through the provision of services.
- Failure to Participate in a Competitive Process: 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." DCYF administers open, transparent, and competitive Request for Proposal processes for all grants. To receive DCYF funds grantees must participate in an RFP process, either directly or through the use of a valid fiscal sponsor that meets all requirements.
- Avoidance of City Policies: Grantees are expected to abide by all DCYF and City & County of San Francisco laws and requirements. The use of a fiscal sponsor to avoid compliance with these laws and requirements is not allowed. For example, the use of a fiscal sponsor located outside of San Francisco would not remove the requirement to pay the City's minimum wage.

Requirements And Best Practices for Fiscal Sponsors

Requirements

As a formal contractor with the City & County of San Francisco, a fiscal sponsor must follow all requirements set forth in the City Charter, Administrative Code, Grant Agreement, and DCYF policy guides.

Fiscal sponsors must meet the following requirements 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 a current budget, balance sheet, and statement of cash flows for both itself and the sponsored program upon request
- 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 into.

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

Best Practices for Fiscal Sponsors

Though not required, DCYF encourages fiscal sponsors to consider the following best practices:

- 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
- Conducing an annual review of the sponsored project's fiscal and programmatic performance
- Providing technical assistance and capacity building to sponsored program

Requirements & Best Practices for Fiscally Sponsored Programs

Requirements

While they are not technically department contractors, fiscally sponsored programs are full-fledged grantees, with all due rights and responsibilities. As such these programs must meet one core requirement: adherence to all standard DCYF grantee requirements.

Best Practices for Fiscally Sponsored Programs

Though not required, DCYF encourages fiscally sponsored programs to consider the following best practices:

- Holding shared values with the fiscal sponsor
- Maintaining sufficient operating funds to support the funded program
- Convening 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.

Insurance

You are required to maintain multiple types of insurance coverage for the entire term of your Grant Agreement, and you must provide DCYF with updated insurance certificates and policy endorsements in a timely manner. Should any coverage expire during the term, invoice payments will be delayed until a new insurance certificate is received. A lapse of insurance constitutes 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. This action would result in your agency not being reimbursed for expenses incurred during this time period.

Required Insurance Coverage:

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

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

Workers' Compensation and Automobile insurance can be waived during the creation of the Grant Agreement 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. This waiver will appear as Appendix F of your Grant Agreement.

Required Language for Insurance Certificates:

Insurance certificates must include the following language:

- DCYF name and address listed as certificate holder
- Insurance holder must match name of your 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

This chart provides additional information about insurance coverage types, the limits of liability, necessary language and conditions that may warrant a waiver.

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 & 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 & County of San Francisco, its officers, agents, and employees to be named as additional insured.	Your agency does not use vehicles for its program

Other Information About Insurance Coverage:

- Subcontractors: All subcontractors must have the same insurance coverage types, limits of liability amounts, and endorsements as the lead agency. These documents are required as per the Grant Agreement (see Section 10.8 for more information). The lead agency is responsible for collecting and maintaining insurance certificates from subcontractors and must be named as an additional insured party. DCYF will not collect insurance certificates for subcontractors but will review all insurance

certificates during the annual Fiscal & Compliance Monitoring process.
- More Details: For more information on the types and amounts of required insurance coverage, see Article 10 of the Grant Agreement.
- Recommended Additional Coverage: While not required, DCYF recommends that your agency and your board consider insurance coverage types other than those required for the 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.

Contract Management System (CMS)

The Contract Management System (CMS) is an online system used by DCYF staff and grantees for grants management, reporting, and invoicing. DCYF contracts with Cityspan, a cloud-based provider of data management systems for social services programs, to manage and administer the CMS. DCYF grantees are provided with accounts to the CMS and are expected to use the system to complete administrative functions, such as submitting annual Workplans, invoices, and reports. The CMS helps DCYF monitor grants and provide regular updates to DCYF stakeholders. The CMS receives periodic updates as needs and circumstances change. DCYF releases regular newsletters to grantees to provide updates about system changes and reminders of upcoming deadlines.

User Accounts

Access to the CMS is limited to individuals with CMS user accounts. Two types of accounts are available to DCYF grantees: Agency Accounts and Program Accounts. The Agency Account type has full access to view and submit information in CMS for all DCYF-funded programs. The Program Account type has limited access to view Workplan and invoice information for specific DCYF-funded programs and can only enter data related to participants and attendance. Agency Accounts have access to create and manage Program Accounts. Each DCYF grantee is provided with one primary Agency Account (generally for the Executive Director) that can create and manage both Agency Accounts and Program Accounts. Grantees must contact their Program Specialist to change their primary Agency Account.

Organization of the CMS

CMS is organized by fiscal year and program and is used by grantees to manage their grants. Grantees complete and submit a Workplan on CMS at the beginning of each fiscal year for each funded program. Grantees also submit invoices against their program budgets and report on participants and activities on CMS. All workplans, invoicing and reporting on CMS are done by program regardless of whether a Grant Agreement includes multiple funded programs. For example, a grantee that receives funding under a single Grant Agreement to operate two programs would complete and submit two Workplans on CMS each year. For more assistance with CMS, please see the CMS Handbook in the Grantee Resources section on the DCYF Website.

The Grant Approval Process

DCYF takes great care to ensure 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. While this process can take some time to complete, the end result is a Grant Agreement that all parties agree on. After a Grant Agreement is in place, there may be events that require DCYF to create documents for approval, such as a Grant Amendment or annual Workplan. This section will describe the process for approving all of these core documents.

Grant Agreement Approval

After 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, the programs being funded, and any special conditions of the grant. For the 2024-2029 funding cycle, DCYF will issue one contract per Result Area, which will include all awarded programs within the relevant Service Areas and Strategies for that Result Area. The letter will also include any necessary instructions on how to work with the department throughout the approval process.

Step 2 Workplan Negotiation

DCYF manages our grants using an online Contract Management System (CMS). Each awarded program will have a separate Workplan, and you will complete and submit Workplans for approval using CMS. DCYF will notify you when Workplans are available and provide any instructions necessary to complete them.

Workplans will be pre-populated with information you provided in your proposal, and you will need to update that information to account for any changes in your agency, program, and budget. After the Workplan is submitted, your Executive Director must sign off on it electronically in CMS before it can be reviewed by DCYF. Your Program Specialist will then review the Workplan, work with you to make any necessary adjustments, and approve it in CMS once this process is complete. The Workplan itself then becomes part of the Grant Agreement (as Appendix B).

Workplan Deadlines:

- For grantees implementing Summer only programs, the workplan due date is **May 26, 2025**.
- For all other grantees, Workplan due date is **July 15, 2025,**

You are encouraged to submit your Workplan as early as possible to avoid any delays in processing.

Step 3 Grant Agreement Created

After all Workplans associated with the grant are approved, all compliance elements obtained, and any necessary documents submitted (such as an insurance waiver), DCYF's Contracts Team will generate a Grant Agreement. After all signatures are in place, all signatories will receive a PDF of the complete Grant Agreement. A copy will also be uploaded to the contract record in the City's PeopleSoft system.

DCYF encourages you to respond to any communication from the department and to complete all steps needed for the Grant Agreement as quickly as possible. Failure to respond and complete these steps can greatly affect the approval process, which will ultimately delay DCYF's ability to make grant payments.

Step 4 Grant Agreement Signed

After DCYF drafts the Grant Agreement, it will be circulated electronically to your Executive Director for signature through DocuSign (the signer does not need to have a DocuSign account in order to execute the contract). Following completion of the Executive Director's signature, the grant agreement will be routed for internal City signatures from the City Attorney's Office and DCYF. After all signatures are collected, DocuSign will e-mail all parties a PDF of the fully executed contract, and the Grant Agreement will be uploaded to the City's PeopleSoft system.

Step 5 Fiscal Processing

After the Grant Agreement is executed, 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 Agreement a unique purchase order (PO) number, which is recorded in both PeopleSoft and CMS. Once a PO number is assigned, you will receive a notice indicating that the approval process is complete, and that invoicing can begin. Note that if multiple programs are funded through the same Grant Agreement, the programs will have the same PO number.

The Grant Agreement approval process takes approximately six to twelve weeks to complete after Workplans are approved and necessary compliance steps are completed. While DCYF strives to complete this process as quickly as possible, it can be delayed by several factors, including delayed submission of your Workplan, expiration of insurance, and factors outside of DCYF's control. If you feel there has been an extraordinary delay in the approval of your Grant Agreement, please contact your Program Specialist.

Grant Amendment Approval

Since Grant Amendments are contracts that require all the same signatures as the original Grant Agreement, the approval process for amendments is the same. An award letter or other formal notification will be sent, a Workplans will be negotiated, and an amendment will be created and signed electronically using DocuSign. A new PO number is generally not assigned with a Grant Amendment.

Workplan-Only Approval

Most DCYF grants are awarded for a multi-year term, 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 in order to issue the PO for the new year. The Workplan-only approval process is much more streamlined, as it does not generate a formal contract that requires signatures. The three-step Workplan-Only approval process is outlined below. Note that certain compliance elements are reviewed annually, and this may cause delays in finalizing the PO.

Step 1 Award Letter

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

Step 2 Workplan Negotiation

You will complete your Workplan(s) in CMS. Workplans will be pre-populated with information from the prior year's Workplan. You will then update that information to account for any changes in your agency, program, and budget, and to ensure alignment with grant

expectations for the current year. After the Workplan is submitted, your Executive Director must sign off on it electronically in CMS before it can be reviewed by DCYF. Your Program Specialist will then review the Workplan, work with you to make any necessary adjustments, and approve it in CMS once this process is complete.

Step 3 Fiscal Processing

Once your Program Specialist approves the Workplan, the Contracts 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 when the process is complete.

Use Of Grant Funds

Funding for DCYF grants is provided on a cost reimbursement basis, meaning that you are expected to file regular invoices detailing expenses for your funded program. After reviewing these invoices, DCYF will issue payment to your agency. Invoices should reflect expenses at the time they are paid by your agency. In cases where pre-payments are necessary for future activities (such as field trips, travel, or special events), that expense should be reflected on the invoice for the month when the purchase was made, as opposed to when the activity occurs. Pre-approval from your Program Specialist is necessary before incurring significant future expenses.

Cost reimbursement-based funding requires that you maintain enough cash reserves to sustain operations until funds are received. DCYF expects you to maintain a minimum of one month of expenses in reserve, and strongly recommends maintaining three to six months of reserves as a best practice. This approach will allow your programs to operate smoothly in the event of delays in processing your Grant Agreement or invoice. DCYF cannot release funds until all approvals are received, regardless of a potential cash shortfall for your agency. Careful cash flow management will allow you to continue making payroll and paying the bills until reimbursements can begin.

DCYF also allows you to reallocate funds both within a single grant and across grants funded under the same Result area using the following processes:

- Budget Revision: this reallocation process allows you to move funds across budget categories within a single grant.
- Grant Reallocation: this reallocation process allows you to move up to 20% of program funding that falls under the same Result Area from one program to another.

See the section in this guide on Budget Modifications and Grant Reallocations for more information.

Grant Advances

While DCYF expects you to maintain sufficient cash reserves to allow for the time needed for grant processing, including Workplan negotiation and Grant Agreement approval, we are aware that there may be special circumstances that will lead you to request for an advance payment. A contract (which includes language about advance payments and maximum percent or dollar) must be in place before an advance payment can be approved and paid. Generally, the maximum amount any CBO can request is 10% of the annual grant amount. Summer programs that pay youth wages and/or stipends can request up to 20%

of the annual grant amount.

How To Request An Advance

Requests for a grant advance must be made in writing to your Program Specialist for each fiscal year. Advance requests must also be made before the completion of the annual Workplan, and no later than July 1 of each fiscal year. Grant Advance requests should include the following information:

- The proposed advance amount up to 10% of the annual award amount (except for programs eligible to request up to 20%)
- Justification for the advance

If you request both a grant advance and a Grant Reallocation in the same fiscal year, the advance amount will not be eligible for reallocation. These funds must remain in the original grant.

DCYF and the Controller's Office will review all written advance requests. We maintain the right to refuse submissions without appeal. Grant Advance payments cannot be made until the conclusion of the City's budget process and the Controller's confirmation that funds are available for the grant. This timeframe generally occurs in mid-to late August each year. In the event the original funding source does not allow advance payment, DCYF is not able to approve advance requests.

Advance Repayment

To repay the advance, deductions will be taken from invoices filed with DCYF. Your Program Specialist will work with you to determine which monthly invoices will include the deductions, as well as the amount of each repayment. The full amount of the advance must be repaid prior to the end of the fiscal year in which the advance was provided.

DCYF recommends considering your organization's cash flow needs and program spending levels before settling on a repayment schedule. Any overpayments by the end of the fiscal year must be paid back. Overpayments due to negligence and fraudulent billings will result in appropriate legal consequences and possible loss of DCYF funding.

Carryforwards

DCYF will generally not allow the carrying forward of any funds. Agencies/programs are expected to spend down the approved budget(s) in their agreement at the end of each fiscal year. Exceptions will only be made in highly specific instances where funds must cross over fiscal years or come from federal and/or state funding sources.
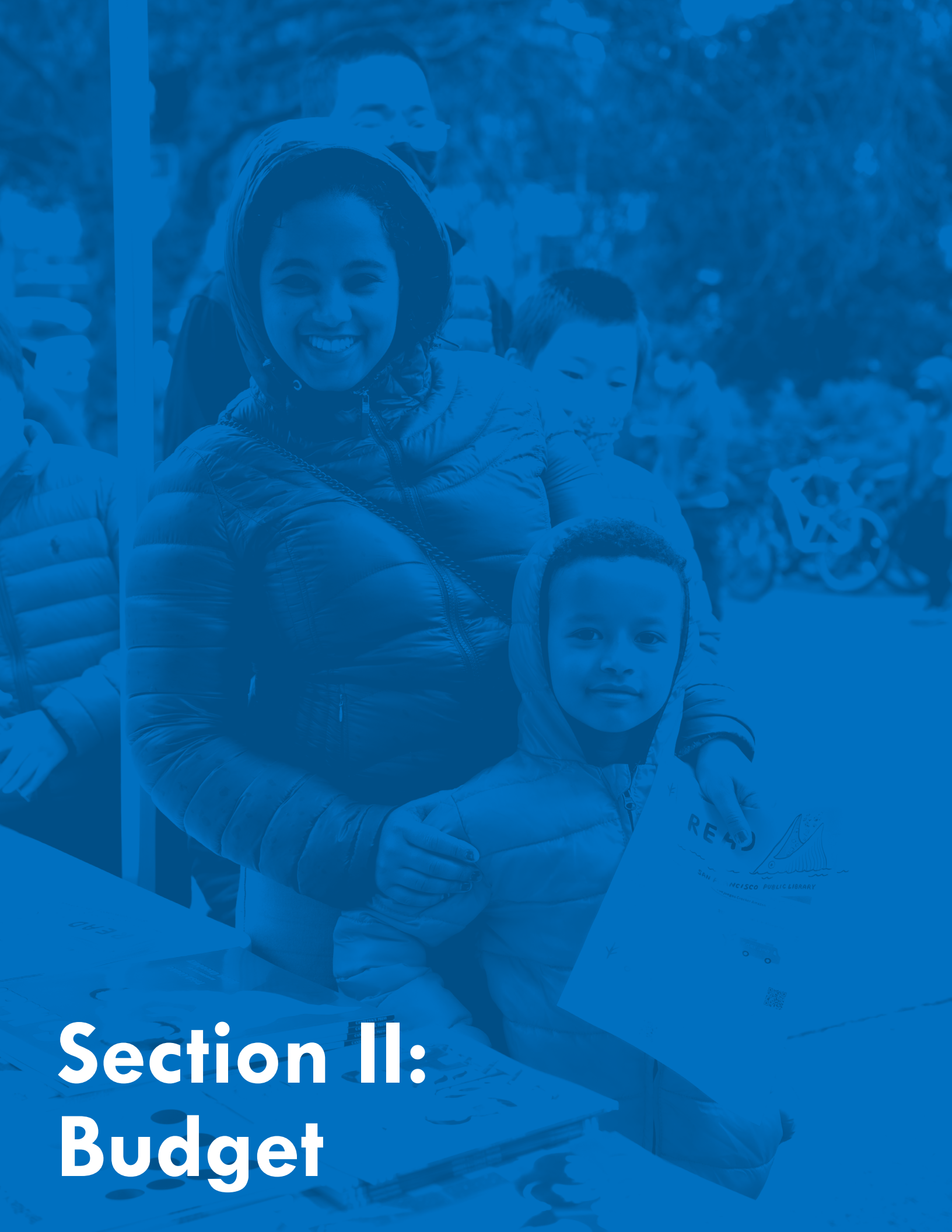
Section II:
Budget

Budget Categories, Allowable/Disallowable Expenses & Acceptable Documentation

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

The information presented below will help you determine which expenses incurred by your program(s) are allowable, the budget categories they should be listed under, and the acceptable documentation required. DCYF will review documentation for the expenses associated with your grant during Fiscal & Compliance Monitoring visits and will expect grantees to present this information upon request.

These Items Are Disallowable for All Grants and Cannot Be Paid for With DCYF Funds:
Expenses that benefit children and youth incidentally (e.g., expenses for general community programming not specific to youth, i.e. 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) and/or Appendix A of your Grant Agreement

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. Within the Workplan budget, programs are allowed to group positions with same job title and same pay rates. Positions with the same titles but different pay rates, must be listed in separate line items.

Category Instructions

Adult staff should be identified by role, title, and name. All salaries must be provided as an hourly rate and should be in compliance with the San Francisco Minimum Compensation Ordinance (MCO) and the San Francisco Minimum Wage Ordinance. DCYF reviews Workplans to ensure compliance with these laws. DCYF may request additional information before approval of the Workplan to better understand the executive, clerical, program managers, and line staff who are budgeted across multiple grants.

Allowable Expenses	Disallowable Expenses
Salaries for direct program staff providing services to children	Stipends for adult or youth workers (should be listed under Other Program Expenses)
Salaries for managers who supervise direct program staff (time study may be required for managers that supervise multiple programs)	Salaries for administrative staff not providing direct program service or supervision of program staff (should be listed under Administrative)
Salaries for executive and clerical staff, limited to only the time allocated to the program (time study may be required)	Performance bonuses paid to staff

Allowable Expenses	Disallowable Expenses
Salaries for youth workers	Severance payments to former staff
Salaries for staff on vacation or using earned compensatory time (for time earned for current grant year)	
Salaries for staff on paid medical or family leave (We may ask for your policy or medical documentation)	
Overtime, holiday pay, and other temporarily increased salaries when earned in support of the funded program following grantee policy. You must follow State and Federal guidelines, and we may ask for your policies on overtime, holiday pay or other temporary increases	

Acceptable Documentation for This Budget Category

DCYF will accept payroll records, 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 percentage of Personnel expenses.

Category Instructions

Expenses must be listed in a separate line item with a description and calculation for the expense detailed in the space provided. If applicable, explain if the benefit is available to all staff or only those who qualify. DCYF may request additional information before approval of the Workplan such as your staff handbook and policies for expenses.

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	

Allowable Expenses	Disallowable Expenses
Retirement benefits (We may ask for your policy and negotiate amount)	
Payout for unused staff vacation or compensatory time earned while working on the program (for time earned in current grant year)	
Overtime, holiday pay, and other temporarily increased salaries when earned in support of the funded program following grantee policy. You must follow State and Federal guidelines, and we may ask for your policies regarding overtime pay, holiday pay or temporary increase	

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 may require proof of payment, invoices, or other statements from the benefit provider (e.g. health insurance).

Budget Category: Subcontractors

The Subcontractors category is used to list services provided by non-staff individuals or independent organizations in support of the Grant Plan. These services may be programmatic, administrative, or a mix of both. Subcontractors are held to the same contractual and compliance obligations as grantees. Under no circumstances can a subcontractor utilize another subcontractor to provide its services.

Category Instructions

Subcontractors cannot be paid using grants funds, unless you have submitted a signed agreement describing the partnership, and the subcontractor is listed in the Grant Agreement and budget on CMS. If you need to use a new subcontractor that is not in your Workplan and Grant Agreement, both a revision to your Workplan and a Grant Amendment are required. DCYF is not allowed to reimburse you for the new subcontractor until the Grant Amendment is fully executed. Subcontractor Revisions (as in adding or deleting subcontractors in budgets) are only allowed in the months of October and February. DCYF requires all grantees using subcontractors to have a signed agreement or Memorandum of Understanding (MOU) in place with all subcontractors that contains a clear scope of work, definition of roles, rate of compensation, and a defined process for subcontractor to request and receive funds.

Separate budgets must be detailed for each subcontractor as a part of the Workplan budget, and you must be able to provide evidence that subcontractors have all required insurance. Agencies must also follow all applicable Federal, State, and local laws pertaining to subcontractors. Subcontractors may use some of the grant funds for administrative costs, however this allocation is considered part of the administrative cost for the grant, which may not exceed 20% of the total grant amount. Subcontractor staff cannot be considered part of a program's required staff to youth ratio.

Allowable Expenses	Disallowable Expenses
All services provided to agency by an external party	

Subcontractors Providing Administrative Support

Subcontractors providing support services to the agency (ex. Finance, HR, LEGAL) must have their full budget amounts listed under the Administrative line item.

Acceptable Documentation for This Budget Category

All subcontractors are required to carry insurance and must submit proof of coverage to the grantee agency. DCYF may request proof of insurance coverage at any time from our grantees and will expect to see proof of subcontractor liability insurance coverage.

For documentation of subcontractor expenses, DCYF will accept invoices from the subcontractor along with proof of payment.

Budget Category: Materials and Supplies

The Materials and Supplies category is used to list items used in the operation of the program. These items are generally considered consumable and are 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. You 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). May also include computers, tablets, software, or other technology that will be utilized to provide programing for participants, as well as t-shirts and clothing used for programs.	Supplies used in general agency operations, not by youth or in operation of the program (Should be listed under Administrative)
Fees for delivery of supplies	Annual/subscription fees for delivery services i.e. amazon or Instacart
Office supplies used by staff in the operation of the program.	Durable goods for the program or agency (should be listed 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 in this category, along with proof of payment.

Budget Category: Other Program Expenses

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 item. You 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
General expenses directly related to program service	General expenses not directly related or allocated to the funded program (Should be listed under Administrative)
Communication expenses including: • Postage, telephone, cell phone, internet cost for youth computers • Outreach materials (design and printing)	
Equipment expenses including: • 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	Equipment expenses not for primary and direct use by the program
Fees including bank charges (e.g. monthly cost for having a checking account)	Fees including: • Bank late/overdraft fees. • Credit cards penalties, late charges or interest on any late payments. • Penalties, fees or interest resulting from late payments
Field trip expenses including: • Rental of vehicles for field trips • Direct costs for youth and adult staff/chaperones to attend. • Program-related events, such as conferences, workshops and training. May include registration fees, transportation, lodging, and food. You must receive approval from their Program Specialist before purchase to ensure the expense is directly related to program activity. • Field trip expenses including admission to amusement parks, movies, overnight camp, etc.	

Allowable Expenses	Disallowable Expenses
Food expenses including snacks and meals provided to youth as part of the program for more information see the section on Nutrition policy on page 47 in this guide	Food expenses including: • Staff meals at restaurants at occasions other than professional development or program events • Food for staff-only meetings • Tips/gratuity for meals/services • Alcoholic beverages • Bottled water of 21 fluid ounces or less • Sugar-Sweetened Beverages
Human resources expenses including: • Job posting fees to fill program positions • Fingerprinting fees for program staff background checks • Payroll processing fees for program staff Insurance expenses including: • Premiums for general liability, automobile, and workers' compensation insurance, as required by DCYF for the funded program. Costs should be consistent with your agency's cost allocation plan.	
Maintenance expenses including: • Building maintenance • Office equipment maintenance • Janitorial service	Maintenance expenses including: • Capital expenses such as major building renovations • Depreciation of building and equipment • Property taxes
Occupancy expenses including: • Rent for program space	Occupancy expenses including: • Rent for administrative staff space (Should be listed under Administrative) • 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 incentive expenses including: • Cash incentives • Gift cards or other non-cash item incentives • See page 26 for more information on Participant Incentives	Participant incentive expenses including: • Incentives for adults older than 24

Allowable Expenses	Disallowable Expenses
Professional development expenses including: • Conference, training, and workshop expenses for adult program staff, including registration fees, transportation, lodging, and meals while offsite. You must discuss professional development arrangements with your Program Specialist to ensure the event is focused on building capacity for the funded program, and that expenses are reasonable. If travel is involved, please request travel pre-approval from Program Specialist.	
Special events expenses including: • Food and supplies for holiday parties, parent meetings, year-end celebrations, etc. DCYF expects you 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.	Special events expenses including: • Staff recognitions and/or similar non-program celebrations • Events attended by staff only
Stipend expenses including: • Stipends for youth (See page 26 for more information on Participant Incentives & Incentives) • Fees paid to AmeriCorps staff	Special events expenses including: • Stipends for adults older than 24
Transportation expenses including: • 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. *You must receive approval from your Program Specialist before booking travel to ensure the expense is directly related to the program and is reasonable.* You should always use the most efficient, direct and economical form of transportation possible. • Purchase of a vehicle for direct use by the funded program. *You must receive approval from your Program Specialist before purchase.* • Standard maintenance of program vehicle	Transportation expenses including: • Parking/moving violations, tickets and penalties for infractions of any laws, or towing charges • Cost of purchasing a vehicle without prior DCYF approval

Allowable Expenses	Disallowable Expenses
Utility expenses including: • Electricity • Gas • Water • Garbage/Sanitation	
Basic Needs (i.e. support services, barrier removal): • One-time support that is responsive and helps participants maintain access to basic needs including childcare, food, water, clothing, internet access, transportation, document fees, legal services, and emergency costs. • Expenses of over $500 per client require a pre-approval from Program Specialists.	

Acceptable Documentation for This Budget Category

For many expenses in this category, an itemized invoice or receipt combined with proof of payment will provide the necessary documentation. Other items may require specialized documentation, as outlined below:

- 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:
  o Rent: A lease must be in place for any rented space and be made available to DCYF upon request. Ongoing documentation of proof of payment must be maintained. If available, monthly invoices from the landlord clearly stating the address, rate, and month of invoice must be provided as well.
- 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 your agency. These expenses are distinct from those directly linked to the funded program, though they may stem from the same source. For example, your 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 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 percentage of the total grant. You may not allocate more than 20% of your total budget for administrative costs, including administrative costs listed in subcontractor budgets.

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 many expenses in this category, an itemized invoice or receipt combined with proof of payment will provide the necessary documentation. Other items may require specialized documentation as outline below:

- 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 fiscal sponsor and your agency 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, you must provide a check and a copy of a 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 using a credit card, you 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. For more information see the section on Invoices in this guide.

Incentives & Stipends

Many DCYF grantees offer various kinds of monetary support to participants, most often in the form of incentives, stipends, or wages. This section provides guidance and requirements for these types of monetary support.

Incentives

Many grantees provide incentives to engage and retain participants in their programs. Incentives can take many forms, and fall within the following categories:

- In-Kind: Branded items, personal gear, etc.
- Celebratory: Assemblies, awards, ceremonies, etc.
- Economic: Stipends, gift cards, educational scholarships, etc.

Incentives are often one-time payments of a relatively small amount given to youth for successfully participating in a program or meeting specific benchmarks or program goals. Incentives can be provided in multiple ways, including cash, a gift card, or other similar methods. Examples include:

- A youth receives $250 for attending all nine weeks of a program.
- A youth receives a $50 gift card for completing a specific task as part of a program.

If you provide monetary supports that are similar to those described above, you should list these items in your budget as incentives as opposed to stipends. Incentives differ from stipends because they solely benefit the participant and are used for the purposes of celebration, encouragement, and motivation for program participation.

DCYF Program Specialists will review the use of incentives in your Workplan and may ask for clarification to ensure that the correct terminology and criteria is used.

Stipends

Some DCYF-funded programs, especially in the Youth Workforce Development Service Area, offer payments to youth as part of their program model. These payments can be made as stipends or as wages and must be in compliance with all other applicable state, federal, and local laws.

DCYF Program Specialists will review the use of stipends in your Workplan and may ask for clarification to ensure that the correct terminology and criteria are used.

Stipend & Incentive Policy

DCYF requires grantees that provide incentives and stipend payments to participants to have a written policy in place. This policy will be reviewed during Fiscal and Compliance Monitoring visits. The following elements should be included in a stipend and/or incentive policy:

- Requirements For Participants to Receive Payment: the expectations, tasks or duties to be completed or the amount of participation required to receive payment, as well as the documentation provided to participants to ensure their awareness of these requirements.
- Amount and Frequency of Payment: the amount participants will receive, as well as how and when they will be paid (e.g. as a total lump sum or in regular intervals).

- Process For Payment: how participation is documented (e.g. sign-in sheets), when payments are generated, and the method for how payment is provided.
- Record Keeping: how records are maintained for youth receiving incentives and stipend, as well as the types of documentation kept on file.
- Tax Implications: how you will comply with the requirement to issue 1099s to participants who received payments that total over $600 in a calendar year.

You must maintain documentation on the participants receiving incentives and/or stipends, the amount of each payment, and the date payments were made, and provide it to DCYF upon request. DCYF reserves the right to review all payments to youth and may request additional information.

Note: On-time payments for adults in gratitude or exchange for program support are not considered "stipends" by DCYF. These are considered "Honorariums" and should be allocated as such in the budget under "Other Program Expenses."

Invoices

DCYF grants are administered on a cost-reimbursement basis, meaning that you must first incur and invoice for program costs before being paid rather than receiving the full award at the start of the term. All invoices are submitted by grantees and reviewed and approved by Program Specialists in CMS. Payment is issued electronically, typically one to two weeks after DCYF approval. For more information see Section II: Budget.

Invoicing Information & Requirements:

- Regular Invoicing: You are required to submit invoices based on the months indicated in your budgets in CMS for each fiscal year throughout the grant term. When creating your annual Workplan, you will indicate the months in which you will be invoicing. For example, an afterschool program that is only active 10 months out of the year would check off their months of operation in their budget on CMS and would only submit invoices for the indicated months.
- Invoice Deadlines: Invoices are due 45 days after the close of the month for all months except June. June invoices must be submitted no later than July 31st due to the need for DCYF to close out the fiscal year. After July 31st, grant accounts are closed, and any unclaimed funds will no longer be available.
- Timely Invoice Submission: You must submit invoices in accordance with our deadlines so that DCYF can manage our grantmaking process and pay you in a timely fashion. Persistent failure to submit invoices on time could have multiple impacts, including reimbursement delays, financial penalties, placement of your agency on a performance improvement plan, and, in serious cases, default per Section 11.1 of the Grant Agreement. Your agency's performance related to invoicing will be noted in DCYF's Year End Reports and could weigh against you when DCYF considers future funding requests.
- Submitting for Accrued Expenses: You are expected to submit invoices for expenses that have accrued in the month being invoiced. You are not allowed to include a past month's expenses, and you should contact your Program Specialist to discuss expenses that have been accidentally excluded from an invoice. You must receive

approval to include a future expense in an invoice (e.g. field trips, travel, special events, etc.), and you should contact your Program Specialist in advance to discuss these expenses.

- Program Narratives: You are required to submit a narrative that details the services and activities that occurred during the month, information about upcoming events or happenings, challenges faced by the program, and any changes to program staff. You are encouraged to submit a concise narrative that offers sufficient information without providing a detailed daily account of every activity.

- Participant & Activity Data: You are required to regularly enter program and activity data in CMS in order for DCYF to verify that services are occurring, and that your program is meeting performance measures. DCYF reserves the right to delay the processing of invoices if you have not entered participant and activity data for more than two months (unless your program is on a scheduled break). You will be considered out of compliance and invoices will not be approved if you fall 2 or more months behind on your data entry.

- Progress Reports: These reports provide information about the number of participants in group activities, individual activities, activities without personal information, and, if relevant for the grant, job placements. It also provides the demographics for the participants and the number of participants who have reached the projected completion hours.

- Invoices & Their Relation to Approved Program Budgets: Expenses submitted on invoices must match the expenses included in the approved workplan budget to be eligible for reimbursement. Program Specialists will review invoices before approval to ensure that all submitted expenses are eligible and may request changes to workplan budgets and/or invoices for processing.

Invoice Processing Timeline

Please allow time for DCYF staff to process invoices. To process an invoice DCYF follows these steps:

1. After the invoice has been submitted, Program Specialists will review the program and fiscal information it contains. If all the information is in compliance with DCYF requirements, the Program Specialist will approve the invoice. Program Specialist invoice processing can take up to five business days and may be extended for a number of reasons including;

    a. Expired insurance
    b. Out of compliance with State Attorney General
    c. Non-submittal of data
    d. Expenses not matching between approved budget and invoice
    e. General Ledger or back-up documentation incomplete or missing

2. Once approved, the invoice is sent to DCYF's Fiscal team to process the payment. The DCYF Fiscal team works with the Controller's Office to create the payment. In most cases funds are electronically deposited into your account. Assuming there are no delays, the average processing time for an invoice is two to five business days. At times, additional information may be requested which may delay payment. Typical reasons for delays include, but are not limited to, the expiration of insurance coverage, inaccurate amounts on invoices, insufficient program data, or questions about narrative responses.

Review Of Supporting Documentation

When submitting invoices to DCYF through CMS, the following proposed procedure will be required starting with the July 2025 invoice. DCYF will release more detailed information in a future Newsletter. This documentation helps DCYF to confirm that the expenses presented for reimbursement are accurate and allowable. Additionally, you must maintain all records of your expenditures in a manner consistent with applicable laws, standard accounting practices, and your agency's fiscal policies.

- CBO's will submit monthly invoices into CMS and upload a copy of your General Ledger. Your general ledger outlines the expenses for that month.
- At the end of each quarter, back-up documentation must be submitted for months in the quarter. Monthly general ledger submissions are used to review back-up documentation.
    - 1st July to September
    - 2nd October to December
    - 3rd January to March
    - 4th April to June
- For April and May, programs are required to submit back-up documentation for those two months with May invoice.
- June back-up documentation is due with submission of the June invoice by July 31, 2026.
- In the case of both monthly and quarterly invoice submissions, Specialists will not resume approval of invoices until documentation has been received and reviewed for completeness.
- DCYF will be publishing more specific instructions for uploads in a August version of the CMS Handbook and shared in a subsequent Newsletter.

Fiscal & Compliance Monitoring: DCYF is working with the Controller's Office to develop a new Fiscal & Compliance Monitoring process. We will share info in a subsequent Newsletter as soon as it is developed.

Budget Revision & Grant Reallocation Requests

DCYF provides two ways for grantees to change their budgets within a fiscal year: Budget Revisions and Grant Reallocations.

Definitions

Budget Revisions

Budget Revisions are defined as a redistribution of funds from one budget category to another within a single program budget. Budget revisions allow you to reallocate funds from one budget category to another as a way to react to program needs in real time. For example, an unfilled staff position could mean that there are surplus funds in the Personnel budget category, and you could complete a Budget Revision to transfer those surplus funds to the Materials and Supplies category in order to purchase needed items.

Grant Reallocations

Grant Reallocations are defined as a redistribution of funds from one program budget to another program budget within the same Grant Agreement. For the 2024-2029 funding cycle DCYF will group all of an agency's programs that fall under a single Result Area into one Grant Agreement. Each Grant Agreement by Result Area could include several different programs under multiple Service Areas and Strategies.

Grant Reallocations allow you to request to move up to 20% of funding from one program to another to meet the emerging needs of another program. For example, you may have a surplus of funds in your Arts & Creative Expression program grant, and you may need additional staff for your Out of School Time (OST) summer program grant. To address this, you could complete a Grant Reallocation Request to transfer those surplus funds from the Arts grant to the OST grant.

Grant Reallocations involving DCYF Initiatives and Collaborative grants will only be considered based on special circumstantial requests and limited to 10% of incoming funds.

Budget Revision Information & Process

Budget Revision Types

DCYF allows two types of Budget Revisions:

3. Budget Revision: Movement of unspent funds from one budget category to another using the process outlined below.
4. Movement of funds Within a Budget Category: For example, moving funds from Occupancy to Field Trips, but still within the Other Program Expenses category. This type of Budget Revision is less formal and can be handled through discussion with your Program Specialist and revision of your Workplan.

Budget Revision Requirements

- Most grantees (excluding Summer only grants) can request an unlimited number of Budget Revisions during the fiscal year. The deadline for these Budget Revision requests is June 15th. No requests submitted after this date will be accepted.
- Grantees implementing summer only programs are allowed two Budget Revisions per year due to the shortened term of these awards. The first will be due by July 31st and the second due by June 15th. No requests after this date will be accepted.

- You must be up to date on invoicing for the Budget Revision request to be considered. For example, to submit a request that is active in December, your October invoice must be submitted and paid so that the amount of funds remaining in the budget is up to date and accurate.
- Budget Revisions can 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.
- You can submit a Budget Revision request that includes reasonable program-related costs (line items) that were not included in the originally approved budget.
- DCYF cannot process invoices while a Budget Revision is pending.
- DCYF reserves the right not to approve a Budget Revision request. We recommend that you regularly review your program budgets to make sure that funds are allocated properly.

Step By Step Guide For Budget Revision Requests:

DCYF utilizes a paperless process for Budget Revisions. Please be aware that DCYF will not be able to approve invoices until the process is complete and a new budget is finalized in CMS.

Step 1 Request Budget Revision

The process begins when you request a Budget Revision from your Program Specialist. Requests can be submitted 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 create a new version of the Workplan with Budget on CMS.

Step 3 Budget Revision Form Completed

You will then enter the details into the budget on CMS, providing specific details on the budget categories that will be affected. You are required to describe the program priorities that will be addressed by the changes. Your agency's executive director must approve all requests. Once the changes have been made you will submit the new Workplan in CMS for Specialist Review.

Step 4 Request Approval

The Program Specialist will review the Budget Revision changes in CMS for clarity, specificity, and accuracy. During the review, DCYF may request more information from you or decline the request. If the Workplan is approved in CMS, you will receive a notification.

Step 5 Budget Updated

Once the Budget Revision approval process is completed, the Program Specialist will be able to resume processing invoices for the grant.

A Note About Budget Revision Timing

For Budget Revisions requested during the last week of April, you are required to submit the Budget Revision in CMS within one week of the original request date. This is to allow for adequate time for processing revision requests while not infringing on the end of the fiscal year deadlines.

Grant Reallocation Information & Process

Grant Reallocation Requirements

- You can request up to two Grant Reallocations per year during the months of October and February. The deadlines to request Grant Reallocation requests are October 31st and February 28th.
- Grant Reallocations can only be made for grants that are funded under the same Result Area and thus are part of the same Grant Agreement. You cannot reallocate funds to programs that are a part of separate Results Areas and Grant Agreements.
- Grant Reallocations are only in effect for the current fiscal year. All funding will revert back to the original grant at the beginning of each fiscal year. You can request a permanent Grant Reallocation, but you must alert your Program Specialist during the initial discussion.
- Grant reallocations should only be requested when there is a programmatic need that can be demonstrated and clearly articulated beyond a fiscal allocation.
- You can reallocate up to 20% of the program budget from one program to another. Once a program has been reduced by 20%, you cannot reallocate any more funding from that program for the remainder of the fiscal year, even if the program receives additional funding in the future.
- You must be up to date on invoicing for both programs for the Grant Reallocation request to be considered. For example, to submit a request in October, the August invoices must be submitted and paid for both programs.
- DCYF cannot process invoices while a Grant Reallocation is pending.
- The Grant Reallocation process is new and may take some time to complete. DCYF receives 80-100 Budget Revision requests per year with most taking 2-3 weeks to review, approve, and process.
- DCYF reserves the right not to approve a Grant Reallocation request.

Step By Step Grant Reallocation Requests

To request a Grant Reallocation, you must follow the steps below. Please be aware that DCYF will not be able to approve invoices until the process is complete and new budgets are finalized in CMS.

Step 1 Request Grant Reallocation

The process begins when you request a meeting via email or by phone to discuss the need for a grant reallocation. This initial conversation is required before your Program Specialist will provide you with a Grant Reallocation form (See Appendix C).

Step 2 Grant Reallocation Form Created and Submitted

If a Grant Reallocation is the best option, your Program Specialist will provide you with a Grant Reallocation form to complete. You will use this form to indicate the amount you want to transfer, the program you are transferring funds from, and the program you are transferring funds to. You will also provide any context, additional information, or rationale to explain the reason for this request. The Grant Reallocation form must be signed by your agency's CFO and Executive Director, and then returned to your Program Specialist.

Step 3 Grant Reallocation Form Review

Your Program Specialist will review the Grant Reallocation Form for clarity, specificity,

accuracy, and established need. During the review DCYF may request more information from you or decline the request. If the Grant Reallocation is approved your Program Specialist will forward it to DCYF's Fiscal and Contracts Teams.

Step 4 Grant Reallocation Final Approval

Once the Grant Reallocation receives final approval, funds will be transferred, and you will receive an official email notification from your Program Specialist that will include a fully executed Grant Reallocation Form.

Step 5 Budget Updated in CMS

DCYF will create a new budget version in CMS and shift funds between programs. You will have no more than 2 weeks to complete your budgets in CMS, and you will be notified by your Program Specialist when this reallocation window closes. If the funds have not been reallocated by the deadline, the process will be voided, and you will need to resubmit the request. All changes made to budgets must match the approved budget detailed in the Grant Reallocation Form, and all information must be entered in CMS before you can submit invoices for the affected grants. Once the Grant Reallocation approval process is complete, your Program Specialist will be able to resume processing invoices for the grant.
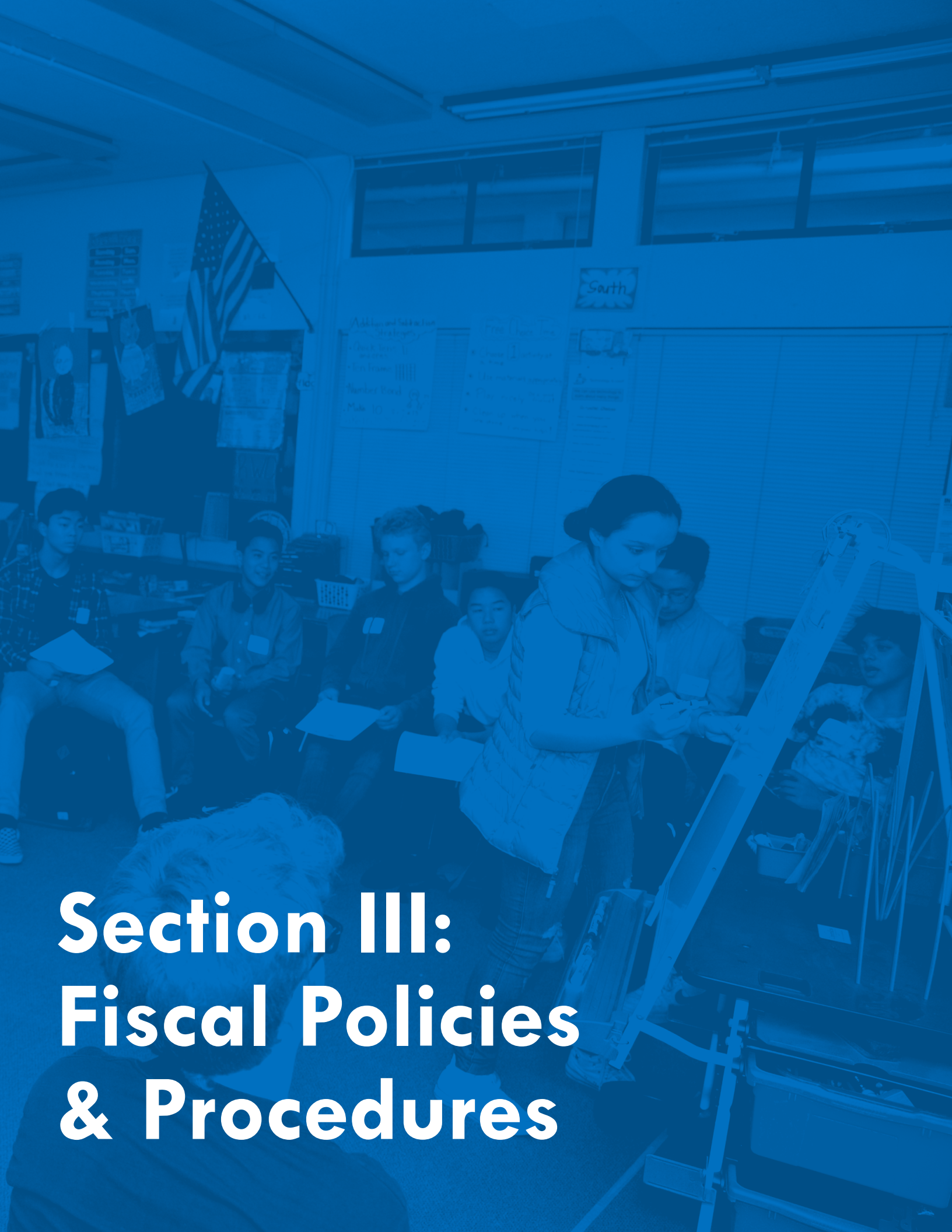
Section III:
Fiscal Policies
& Procedures

Financial Systems

DCYF grantees participate in certain functions of the city-wide financial systems, SF City Partner, and SF Paymode-X. In this section you will find information about how to access your accounts, check payments, and update your organization's compliance and other information. This information is also available on the [Financial Systems page](#) of DCYF's website.

Checklist For DCYF Grantees:

Step 1 Confirm SF City Partner Account

You must be a compliant City Supplier and have an account on the SF City Partner website. See the step-by-step instructions on how to become a City Supplier and set up your SF City Partner account on the [SF City Partner page](#).

If you have any questions, please contact the Helpdesk at sfcitypartnersupport@sfgov.org or (415) 944-2442.

Step 2 Confirm SF Paymode-X Account

The City & County of San Francisco uses SF Paymode-X to provide direct deposit for payments. SF 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.

To set up your SF Paymode-X account, contact the Paymode-X Enrollment team at 800-331-0974 or by email at enrollment@paymode-x.com. For more information on Paymode-X, visit the City's SF Paymode-X page. [SF Paymode-X page](#).

For City Supplier-related questions, please contact the Helpdesk at sfcitypartnersupport@sfgov.org or (415) 944-2442. For log in questions, please contact Paymode-X at (877) 443-6944.

Step 3 Confirm Addresses

When you have access to your SF City Partner and SF Paymode-X accounts, please confirm your mailing and remittance addresses. This will ensure that any check payments and other correspondence 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 the addresses, especially the remittance address where paper checks are mailed.

For any questions, please reach out to the City Partner Helpdesk at sfcitypartnersupport@sfgov.org or contact Paymode-X (877) 443-6944 or memberservices@paymode-x.com.

Frequently Asked Questions (FAQs)

How can I check my DCYF payments?

Please follow these steps before reaching out to DCYF staff.

1. Check your SF City Partner Account: Please refer to the section above.
2. Check your SF Paymode-X Account: Please refer to the section above.
3. If payment details are still unclear in your SF City Partner and SF Paymode-X accounts, please provide the following information to your Program Specialist:

- o Agency and program name
- o Purchase Order number
- o Invoice number
- o Date of Invoice
- o Invoice Amount
- o Description of payment details

If you received a payment from another department, please provide the same information above to your contact at the other department.

How can I update my bank account information?

You can update your bank account information by contacting Paymode-X Member Services at (877) 443-6944 or memberservices@paymode-x.com.

How can I update my mailing and remittance address?

You can update and view your mailing and remittance addresses in your SF Paymode-X and SF City Partner accounts. This will ensure that any check payments and other correspondence are sent to the correct location. This is particularly important for large organizations that have many office or branch locations. Organizations with multiple addresses in their account should confirm all of them, particularly the remittance address where checks are mailed.

How can I update my business tax and other compliances?

Visit the [Treasurer & Tax Collector's (TTX) website](#) to view or update your business tax and other compliances. Please contact TTX directly with any questions, because DCYF does not have access to view or update this type of information.

Who should I contact if I have questions?

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

- SF City Partner Helpdesk at sfcitypartnersupport@sfgov.org or (415) 944-2442.
- Review job aides on the [SF City Partner website](#)
- Paymode-X Member Services at (877) 443-6944 or memberservices@paymode-x.com.

DCFY Audit Policy

All agencies receiving $2 million in gross revenues in a fiscal year are required to prepare and submit audited financial statements for that fiscal year. In addition, agencies receiving $1 million or more in City funding from any source in a fiscal year are also required file an audited financial statement with the City.

Agencies receiving less than $1 million in City funding and have less than $2 million in annual revenues are not required to submit an audit. However, DCYF does require them to conduct and submit a financial review annually.

Agencies must complete and submit their audit or review within nine months of the close of their fiscal year, and in no case later than March 31, 2026. The expense for the audit or review is an allowable grant cost under the Administrative budget line.

Annual Economic Statement

Per Section 10.1 of the City's Administrative Code, all nonprofit organizations receiving more than $100,000 in annual funding from the City must make an annual economic statement publicly available. This includes providing certain information on the agency's public website and filing a report with the City Administrator's Office.

As of April 2025 the City has suspended implementation of the Annual Economic Statement requirements, however this is subject to change. For more information and the latest guidance, contact the City Administrator's Office.

Fiscal & Compliance Monitoring Process

All DCYF grantees will receive an annual Fiscal and Compliance Monitoring Review each year. This fiscal review is not an audit: it is a way for DCYF and other departments to assess the fiscal health of funded agencies and improve the quality and consistency of fiscal and other compliance procedures.

DCYF staff participates in all Fiscal and Compliance Reviews for our grantees, including the review of all documents, and the determination of any findings that need to be remedied. A formal letter detailing any findings will be provided. Grantees will receive their Fiscal and Compliance Monitoring Review using either the Citywide Nonprofit Monitoring and Capacity Building Program, or through DCYF-Only Monitoring:

- Citywide Nonprofit Monitoring and Capacity Building Program: Also known as Joint Monitoring, this process includes staff from twelve city departments that work together to conduct the review. Grantees included in this process must receive funding from two or more city departments, or more than a million dollars from one department.
- Each year staff from participating departments determine which grantees will receive Core Monitoring, Expanded Monitoring or be waived from monitoring. All monitoring reviews are conducted virtually with grantees required to submit all requested documents to the lead department.
- DCYF Only Monitoring: Grantees that are only funded by DCYF will receive a Fiscal and Compliance review, conducted by DCYF staff, that uses the Citywide Fiscal and Compliance Monitoring form and standards.
- A Note on Document Retention: Programs should retain all documents related to their grant throughout the five-year funding cycle and at least five years following the funding cycle. This includes all financial, attendance, case management notes, assessments, improvement plans, and any other documentation related to your funding.

Section IV: Programmatic Policies & Procedures

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. To monitor grants and evaluate funded services, DCYF collects a variety of information about the services you provide and the clients you 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 our grantees to report a variety of information about the services you provide for monitoring and evaluation purposes. The data reported by our grantees includes personally identifiable information, such as names, dates of birth, and addresses, as well as anonymous and voluntary participant surveys. DCYF uses the information to understand the populations served by our grantees, 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

Grantees report information to DCYF using the Contract Management System (CMS), an online system for grants management, reporting, and invoicing. DCYF contracts with Cityspan, a cloud-based provider of data management systems for social services programs, to manage and administer the CMS. Access to CMS is limited to individuals with CMS user accounts, and permissions to view personally identifiable information entered in 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 maintains a data sharing agreement with Cityspan and the San Francisco Unified School District (SFUSD) to facilitate CMS reporting for services provided to SFUSD students.[1] The agreement helps DCYF and SFUSD track student participation in DCYF-funded programs and understand program impacts on educational outcomes. Additionally, the partnership helps to streamline CMS data entry for DCYF grantees.

The data sharing agreement requires DCYF grantees to execute a Memorandum of Understanding (MOU) with SFUSD or collect consent forms that authorize access to student data before accessing personally identifiable information related to SFUSD students through CMS. Grantees required to execute an MOU with SFUSD are those that (1) offer in-person services to students at SFUSD school sites or (2) offer virtual services to SFUSD students through the student's school. Grantees that do not have an existing contract or MOU with SFUSD must collect consent forms for SFUSD students prior to registering and enrolling them in CMS.

Collection of Consent Forms to Authorize Data Sharing

DCYF requires grantees that do not have an existing contract or MOU with SFUSD to collect consent forms for SFUSD students that authorize the sharing of the following information with DCYF and SFUSD:

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

- 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.
- Anonymous and voluntary youth experience surveys.

DCYF has a sample consent form for grantees to modify and administer to parents/guardians and students over the age of 18 during program registration that includes the necessary language for consent to be obtained.[2] DCYF expects grantees to have signed consent forms on file, either in electronic or paper format, for periodic review and inspection. Grantees that have an existing contract or MOU with SFUSD are not required to collect consent forms for SFUSD students who participate in services covered by the contract or MOU. Grantees are not required to collect consent forms for non-SFUSD students.

DCYF does not expect nor require our 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 require our grantees to 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 ensures that any reports or summaries of the data are prepared such that the underlying individuals may not be identified. Additionally, given DCYF's data sharing agreement with SFUSD and Cityspan, any CMS records 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 our Research, Evaluation, and Data 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 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.

As system administrators for CMS, Cityspan staff maintain the confidentiality and security of CMS. Cityspan policies bar the unauthorized disclosure of the personal information maintained in its systems on behalf of its customers and prohibits 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 should have access to personally identifiable information. DCYF allows agency signatories (generally Executive Directors)

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

to create and manage CMS user accounts on behalf of their respective agencies. Agency signatories are responsible for designating 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 DCYF'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 individual participants. 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 data sharing 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

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 if 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. In its contracts with these firms, DCYF includes clauses to ensure compliance with the terms of DCYF's data sharing agreement with SFUSD and Cityspan. 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]

Any requests for student information accompanied by a warrant from a law enforcement agency or immigration enforcement agency to access student records will be referred to the legal offices of the City and SFUSD to ensure compliance with federal and state law. Compliance with any valid court order shall be strictly limited to the terms of the order.

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 understand youth experiences in DCYF-funded programs, and to assess how programs are working. The surveys, which vary based upon the Service Area and/

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

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 designs survey questions such that completing our surveys 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).

To support grantee evaluation and continuous improvement efforts, DCYF provides anonymous, individual-level survey results to grantees upon request. Other third parties interested in anonymous survey data must complete a Data Request Application and execute a Data Use Agreement with DCYF.[4]

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4   For more information, see the DCYF website.

Grantee Expectations & Performance Improvement Plans

This section contains information about expectations and other required items that you must follow to remain in compliance with DCYF and the City & County of San Francisco. These items will be reviewed during program and fiscal visits, as well as through ongoing conversations with your Program Specialist throughout the funding cycle. This section also details the process DCYF will use when grantees are found to be out of compliance.

Requirements

Contract Management Requirements

- Complete Workplan processing in a timely manner and limit delays. In fiscal years 2-5, programs operating in summer should complete Workplans by published due dates.
- Submit invoices on time for the months indicated in budgets in CMS. Invoices are due 45 days after the close of the month for all months except June. June invoices must be submitted no later than July 31st due to the need for DCYF to close out the fiscal year. After July 31st, grant accounts are closed, and any unclaimed funds will no longer be available.
- Regularly and consistently enter quality data into the DCYF Contract Management System (CMS) to track program performance. You will be considered out of compliance and invoices will not be approved if you fall 2 or more months behind on data entry.
- Enter complete demographic information into CMS for at least 90% of active participants by the last invoice submission deadline.
- Enter attendance data into CMS for at least 90% of scheduled days by the last invoice submission deadline.
- Verify the accuracy of CMS records.
- Track program participation using paper or electronic files. Tracking records may be requested by DCYF at any time.
- Collect consent forms that authorize data sharing with DCYF and SFUSD.

Assessment Requirements

- Administer youth experience surveys according to DCYF guidelines to obtain feedback from participants on their experiences and submit data to DCYF for processing by the annual deadlines. Youth survey deadlines are the last Friday of June and, for summer-specific programming, the last Friday of August.
- Ensure that at least 65% of program participants take surveys.
- Refer to the DCYF Youth Experience Survey Guide for details on requirements.
- If applicable, participate in the Program Quality Assessment (PQA) process.

Programmatic Requirements

- Utilize curricula and, if applicable, administer assessments and create individualized service plans in accordance with strategy requirements.
- Create opportunities for families and caregivers to be connected to the program.
- Attend required DCYF gatherings, implement events and other required program components, and coordinate with partners.
- Administer DCYF-required events.

- Serve healthy snacks/meals and water in accordance with DCYF policies.

Legal Requirements

- Meet required tax obligations.
- Meet City standards.
- Comply with state laws on background checks and fingerprints.
- Keep registration current with California Attorney General's Registry of Charities and Fundraisers.
- Comply with all applicable employment laws.

Site Visits

- For Program Specialist site visits:
- Make consent forms available for review during site visits.
- Prepare requested documents and attend site visits on the scheduled dates.
- Submit responses to any findings by the deadline.
- Fiscal and compliance visits will:

  o Ensure that your agency is current on all federal, state and local taxes.
  o Ensure that your agency is in compliance with all applicable City & County of San Francisco ordinances and regulations.
  o Ensure that your agency maintains criminal background check records for all staff and volunteers exercising supervision of minors.
  o Review the financial health of your agency.

Performance Improvement Plans

When a grantee is found to be out of compliance with performance measures (see Result Area Guides on DCYF website) or any requirements outlined in this guide or the Result Area Guides, DCYF will work with them to identify the cause of the issue and any potential solutions and/or exemptions. In some cases, this process may result in the grantee being issued an "Out of Compliance" letter explaining when and why the program is out of compliance. Out of Compliance letters may lead to being placed on a Performance Improvement Plan (PIP), or a guided set of actions required to regain compliance.

Program Specialists will inform grantees when a Performance Improvement Plan is needed to address compliance issues. The PIP will be developed by DCYF with input from grantee leadership and staff. The final PIP will detail 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. Potential consequences may include, but are not limited to, temporary suspension of grant payments, mandatory participation in technical assistance and capacity building, or, in extreme cases, termination of the grant.

Grantee Travel Policy

Grantees are required to get approval for any travel outside of the Bay Area and follow the specific requirements detailed below. Note: The Travel Policy applies even when travel is approved within the Workplan Budget. If you have any questions about DCYF's Grantee Travel Policy or travel requests, please contact your Program Specialist.

Note: Travel requests from School Crisis Support Initiative (SCSI) grantees are limited and based on pre-approval of plan for staff coverage by the initiative's coordinator.

Pre-Approval for Travel Outside of the Bay Area

- Travel Within Bay Area: DCYF considers the nine Bay Area Counties of Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano and Sonoma as the commuting community. We are also adding Santa Cruz County as approved Bay Area Counties that do not require approval outside the budget.
- Travel Within California: grantees seeking to travel outside of the bay area, but still within California, must get approval from their Program Specialist before purchase.
- Travel Outside California: grantees seeking to travel outside of California must submit a written request and receive approval before purchase.
- **Please submit a request by email to your Program Specialist** at least one month in advance for trips outside of the Bay Area and within California, and as early as possible in advance of travel outside of the state.

Travel Requests Details

Grantees who wish to travel outside of the Bay Area and within California must submit an email to their Program Specialist with the following details:

- Requests should be submitted no later than one month before the trip to ensure adequate time for review and processing.
  - o Information About the Trip: including where you are going and the dates of travel. Please also provide information about the type and cost of transportation, the name and cost for lodging. estimated food costs, car rental information and any fees (e.g. conference registration fees).
  - o Traveler information: Names of staff and total number of youth participants.

Grantees who wish to travel outside of California must submit a written request to their Program Specialist. The written request should follow these guidelines:

- The request should be in the form of a letter or memo on the agency's letterhead (See Appendix B)
- Requests should be submitted no later than one month before the trip to ensure adequate time for review and processing.
- The letter should be addressed to the DCYF Program Specialist and should indicate the agency's name (as it appears in CMS) and that it is for the purpose of seeking approval to travel out of state.
- The letter should provide information about the following details:
  - o Information About the Trip: including where you are going and the dates of travel. Please also provide information about the type and cost of transportation, the

name and cost for lodging, estimated food costs, car rental information and any fees (e.g. conference registration fees).

- o Purpose of Trip: including information about why this travel is needed to perform work under your Grant Agreement. Please also provide information about how attending this activity or event will affect the participants as well as the impact on the program if this activity or event is not attended.

For Collaboratives: All travel requests should include details that delineate what staff, participant, and travel cost align with lead agency, collaborative partners, and/or subcontractor budgets.

Travel Requirements

- Participants Entered In CMS: if children and youth will be a part of this trip, they must be entered in CMS and enrolled in the relevant group activity.
- Parent/Legal Guardian Release: if children and youth will be a part of this trip they must have completed a consent form signed by their parent or legal guardian. These forms must be kept on file by the grantee.
- Additional Insurance Coverage: grantees must ensure that they have secured any additional insurance coverage needed for the trip or be able to confirm that no additional coverage is required.
- Fingerprinting and Background Checks: if applicable, grantees must have conducted criminal background checks and received clearance for all program staff and volunteers who will chaperone children.

Technical Assistance & Capacity Building

DCYF is committed to improving program quality and driving better outcomes for program participants. We understand that the field grows stronger when we invest in the professional development of staff who administer and deliver programs. To meet the needs of front-line staff, program administrators, and non-profit executives at all levels of experience, DCYF offers the training and professional development opportunities described below. For additional information, please access [DCYF's Technical Assistance & Capacity Building page](#).

Workshops

DCYF offers a variety of workshops for our grantees that provide knowledge, experience, and tools developed by DCYF and our collaborators. Workshop topics include, but are not limited to, program planning, health and wellness practices for children, youth, families and staff, fundraising 101, and board development.

Foundational Workshops

DCYF will offer the following three workshops throughout the funding cycle to ensure that grantees are provided knowledge and skills that are foundational for providing services to children, youth, TAY and families. Grantee staff are highly encouraged to attend.

- Cultural Mindfulness Institute: for program directors, managers, and coordinators
- Healing Centered Engagement: for executive directors, program directors & managers, and coordinators
- Positive Youth Development: for frontline staff

Mandatory Workshop

DCYF requires grantee staff to attend the following workshops:

- Inclusion Workshops: Supporting Families with Children with Disabilities: for program directors, managers & coordinators and frontline staff
- Child Mandated Reporting: for all program staff
- Youth Program Quality Intervention Trainings: for program directors, managers & coordinators and frontline staff
  - Basics Training
  - Planning with Data
  - Methods Training

Cohorts

DCYF offers three-to-twelve-month cohort learning opportunities that bring grantees together, in community with other San Francisco providers, to deepen their learning about specific topics. Cohorts can be a blend of virtual and in-person meetings, with some resulting in a certification or stipend upon completion. Cohort topics include but are not limited to: Positive Youth Development, Healing Centered Engagement, Facilitating Career Development Institute, and Certified Nonprofit Accounting Development.

A Note About Attendance for Workshops & Cohorts

Many of DCYF's workshops and cohorts reach capacity. Please contact DCYF as soon as possible if you are unable to attend a workshop or cohort that you've signed up for, so we

can allow access to other grantees. Email DCYF's TA/CB Team at ta@dcyf.org.

Conferences

DCYF hosts four conferences to support our grantees' program planning and general staff development, and to strengthen DCYF's grantee community. The conferences below are highly recommended for grantees:

- Back to School Conference
- Virtual Summer Learning Conference for Mid-Level staff
- Summer Learning Conference for Front-Line Staff (Virtual and In-Person)
- Youth Advocacy Day (YAD)

Coaching

DCYF contracts with a variety of providers that offer 1:1 coaching to our grantees. Coaching hours are also sometimes offered through specific workshops as a way to deepen knowledge and support our grantees. Coaching topics may include but are not limited to leadership development, policies and procedure development, and general staff development.

Youth Program Quality Intervention (YPQI)

DCYF utilizes the Forum for Youth Investment's Youth Program Intervention (YPQI), a dynamic approach to improving the quality of youth experiences that recognizes the importance of supporting all staff within the organization or system. The YPQI empowers youth workers to take charge of their team and professional development with the goal of nurturing a safe, supportive, interactive, and engaging environment for young people. DCYF uses the YPQI to develop shared language among grantees while also promoting quality across all funding strategies.

Grantees are required to engage in the YPQI process including participating in the trainings listed above. Grantees will engage in the Assess, Plan and Improve process that begins with internal and external assessments using the Youth Program Quality Assessment (YPQA) tool. The YPQA is designed to evaluate the quality of youth programs and to identify staff training needs. Grantees then use the data collected during assessments in Planning with Data meetings that lead to the development of a Program Improvement Plan.

To access DCYF's YPQI timeline and workshop offerings, please visit the [TACB webpage](#) on the DCYF website.

Collaboratives

DCYF funds agencies under our Collaboratives Initiative that address crises within disenfranchised racial/ethnic communities through a Collaborative Model. Collaboratives operate under a designated lead agency that serves as the fiscal sponsor for partners. The lead agency is responsible for planning and management of the collaborative's service delivery and financial operations in accordance with all DCYF and City & County of San Francisco requirements. This section provides specific requirements and expectations for Collaboratives.

Requirements & Expectations for Lead Agencies

- Collaborative partners must be formally designated as subcontractors on the Grant Agreement between DCYF and the Lead Agency and be listed in the budget in CMS.
- Lead Agencies must 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 subcontractors to request and receive funds.
- Subcontractors must comply with all provisions of the Grant Agreement.
- Subcontractors cannot subcontract work to additional subcontractor agencies.
- Lead Agencies must ensure their compliance and that of all collaborative partners with all local, state and federal requirements.
- Subcontractors can provide services to agency or program staff in support of the program. For example, a subcontractor could provide evaluation services to the collaborative as long as the total cost for these services does not exceed 10% of the total grant amount (see Section II: Budget for additional information about how to categorize expenses).
- All subcontractors must have the same insurance coverage types, limits of liability amounts, and endorsements as the lead agency. These documents are required as per the Grant Agreement (see Section 10.8 for more information). The lead agency is responsible for collecting and maintaining insurance certificates from subcontractors and must be named as an additional insured party. DCYF will not collect insurance certificates for subcontractors but will review all insurance certificates during the annual Fiscal & Compliance Monitoring process.
- Lead agencies are responsible for managing the appropriate expansion of services for partners/subcontractors and ensuring limited to no duplication of currently funded DCYF services.
- All changes to Collaborative partnerships, including subcontractor budgets, must be documented in CMS.
- For documentation of Collaborative partner expenses, DCYF will accept invoices from the subcontractor along with proof of payment.

Disallowable Expenses That Are Waived For Collaboratives

- Staff meals
- Incentives for parents
- Events attended by Collaborative staff
- Expenses that merely benefit children and youth incidentally (e.g., expenses for general community programming not specific to youth, i.e. an event at a public park intended for all audiences.)

Request for Travel and Grant Reallocations

- Travel Requests that involve the use of Collaborative grant funding by lead agency and/or partners/subcontractors should include a cover letter or memo with lead agency letterhead that provides a summary of the overall details of travel request as detailed in page 46.
- Grant Reallocations Requests from lead agency involving Collaborative grants will only be considered based on special circumstantial requests at the discretion of DCYF and limited to 10%. For more details, see page 31.

DCYF Nutrition Policy, Best Practices & Nutrition Program

DCYF has adopted the following nutrition policy and recommended best practices for food and beverages to promote health and nutrition. These policies apply to all grantees offering food or snacks as part of their programs. DCYF's nutrition guidelines are not intended to restrict food resources and are instead designed to support nutrition and healthy environments for children, youth, transitional age youth (TAY), and families.

Nutrition Policy

For the 2024-2029 grant cycle, all programs serving food to youth must have a formal written nutrition policy included in their program handbook. This nutrition policy should reference the two San Francisco Codes listed below that bar the purchase of bottled drinking water and sugar-sweetened beverages with city funds:

- San Francisco Environment Code Chapter 24 Bottled Drinking Water, Section 2405: Barring Use of City Funds for Purchase of Packaged Water.
- San Francisco Administrative Code Chapter 101 Restricting the Purchase, Sale, Or Distribution of Sugar-Sweetened Beverages by Or for The City. Section 101.4: Barring the Sale, Provision, or Distribution of Sugar-Sweetened Beverages Under a City Contract or Grant.

Best Practices For Programs

- You should make healthy foods available regularly while limiting unhealthy foods.
- 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.
- 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).
- You should emphasize appropriate portion sizes, taking into account variation between youth related to age, body composition, and physical activity level. You should provide enough food to satisfy hunger while being mindful of excessive portion sizes that encourage overeating. For more information about how to communicate appropriate portion sizes, visit the USDA's Team Nutrition website, or the CDC's Nutrition website.
- Your staff should model healthy eating behaviors including not consuming unhealthy

foods or beverages around youth. If possible, your staff should join participants during snack or mealtime, and eat the same snacks as participants. If your staff bring in outside beverages or food, they should align with best practices and program rules. This approach allows staff to share their food with participants.

- You should serve a variety of foods, with a goal of offering a diverse range of offerings that reflects your participants' culture and traditions and exposes them to new and different foods.

- You should engage families with your program's healthy food and beverage efforts. Families should also receive a copy of your nutrition policy and be included in relevant events.

- When unhealthy food is offered at celebrations or special events, you should make sure that healthy options 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. When possible, requests should be made in advance to donors to support these efforts.

- To the extent possible, you should never use food as a way to reward youth success or good behavior or as a punishment or form of behavior management. If you use food as a program incentive, please refer to section on Stipends and Incentives in this guide.

For more resources on nutrition guidelines and policies, please see SFUSD's Nutrition guidelines.

DCYF Nutrition Programs

DCYF's Nutrition Programs are designed to ensure that young people's basic nutrition needs are met, and to help youth establish a healthy relationship with food. DCYF has been sponsoring free meals for children and youth for more than 20 years by leveraging two USDA funds: the Summer Food Service Program (SFSP) grant, and the Child and Adult Food Care Program At-Risk (CACFP) grant. For funds that are not reimbursable through the USDA grants, DCYF uses General City funds to recover the costs associated with our Nutrition programs.

The Summer Meal Program (SFSP) and the Afterschool Meal Program (CACFP) are USDA federally funded child nutrition programs designed to provide free meals for youth when school is not in session. SFSP is traditionally used for summer months (breakfast or snacks, and lunch) and CACFP is traditionally used during the school year (suppers and snacks).

You are strongly encouraged to participate in these programs in order to provide youth access to healthy foods at no cost to your agency. DCYF, in partnership with the USDA, pays for all food and delivery fees to provide your program participants with breakfast, lunch, and snacks during the summer, and suppers and snacks during the school year. The cost savings for agencies that participate in our Nutrition Programs can be significant. For example, if you provide snacks to 20 youth three times a week during the school year, your agency will pay over $5,000 for food (not to mention staff time to purchase and prepare the items). Participation in DCYF's Nutrition Programs will eliminate this expense, and free the funds for other program use.

Grantees that participate in a DCYF Nutrition Program are required to follow DCYF policies in accordance with the Department of Public Health (DPH) and the USDA Child Nutrition Programs rules and regulations. Site requirements include:

1. Serve unitized meals that meet the USDA meal pattern requirements within their established mealtimes. You will be required to report time changes to DCYF and adhere to USDA regulations.

2. Serve meals to all youth ages 18 and under on a first-come, first-serve basis, on-site at the address approved by DCYF.

3. Post required signage such as the "And Justice for All" poster, menus, banner (if applicable), and other outreach materials, as instructed in training.

4. Comply with civil rights laws and regulations.

5. Notify guardians that meals are being provided by the DCYF Child Nutrition Program (CACFP At-Risk or SFSP) and that allergen meals are available. Your agency should have your own policies regarding how to gather this information on your enrollment/registration forms. If an allergy is suspected or confirmed, you will need to request the parent fill out a fluid milk or other meal substitution form and submit these forms to DCYF for further accommodation.

6. Maintain all health and sanitation requirements as set by DPH.

7. Maintain accurate documentation, including tracking daily meal counts at the correct point of service (as instructed by DCYF) utilizing our electronic tally system (ETS), and maintain delivery receipts. Youth taking a meal should be tallied/documented as one tally at a time every time a meal is served. Documentation is to be made available upon request by DCYF, DPH, or the overseeing state department and kept for the duration of the program or at least 3 months, whichever is longer.

8. Track youth participation in the nutrition program, and report meal count increases or decreases to DCYF.

9. Report program closures, days when meals are not needed, and field trips by the required deadlines. Repeated cancellations of meals after the deadline may result in your agency being removed from the program.

10. Ensure staff are on site prior to mealtimes to receive and inspect deliveries within their reported delivery window.

11. Attend mandatory program training.

12. Submit all required documentation to begin meal service such as Food Handler's Certificates, Responsible Principal's lists, Site Training Checklist, etc.

13. Make corrective actions and troubleshoot issues as required by DCYF and the overseeing state department in a timely manner to maintain compliance with USDA regulations. DCYF and the state conduct announced and unannounced site visits at Nutrition Program serving sites. Sites that require DCYF to conduct more than 2 follow-up visits (no more than 3 total site visits) due to non-compliance will be removed from the program. Sites may have to attend additional training and/or attend required meetings with administration. Sites that are removed from the program may not be able to participate for the rest of the program cycle but can reapply for the next cycle.

DCYF's focus on compliance is intended to ensure that as many youth as possible can participate in this program while also ensuring that all serving sites have the necessary materials and training to run a successful program. Updated rules and regulations will be communicated during trainings and via a monthly e-newsletter. Failure to comply with the terms indicated above or any of the requirements of this program jeopardizes DCYF's sponsorship to provide these meals to youth in San Francisco. Sites that continue to be non-compliant with USDA/CDE regulations may be removed from the program and charged for the meals DCYF cannot claim for reimbursement.

If you are interested in DCYF's Nutrition Programs, contact your Program Specialist or nutrition@dcyf.org for more information.

Equipment & Supplies Of Program Not Funded

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

Appendix A: Schedule Of Fiscal Due Dates, 2024-29 Funding Cycle

Month	Item	Due Dates	Notes
July	For Grantees implementing Summer only programs	May 26	
	For all programs implementing programs year-round.	July 15	
	Deadline for advance requests	July 1	Submit written request to your Program Specialist
	Invoice: May	July 15	
	Budget Revision Deadline	July 31	1st Budget Revision Deadline for Summer Only Programs
	Invoice: June	July 31	Final deadline to submit an invoice for the prior fiscal year
September	Invoice: July	September 15	
October	Invoice: August	October 15	
	Grant Reallocation Request	October 31	1st Grant Reallocation of fiscal year
November	Invoice: September	November 15	
December	Invoice: October	December 15	
January	Invoice: November	January 15	
February	Invoice: December	February 15	
	Grant Reallocation Request	February 28	Final Grant Reallocation of fiscal year
March	Invoice: January	March 15	
April	Annual Economic Statement	April 1	File with Office of the City Administrator
	Invoice: February	April 15	
	Budget Revision Deadline	April 30	2nd Budget Revision Deadline for Summer Only Programs
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	Submit written requests to your Program Specialist
	Invoice: March	May 15	
June	Invoice: April	June 15	
	Budget Revision Deadline	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.

Appendix B: Travel Request Form Template

Place on Company Letterhead

Date:

To: Name, DCYF Program Specialist

Department of Children, Youth & Their Families

1390 Market Street Suite 900

San Francisco, CA 94102

Subject: Request for approval to travel out of State.

Agency Name: (as it appears in DCYF Contract Management System [CMS]).

This letter is to request approval for (Name of Program) to travel to (name City/State) for children, youth participants, volunteers, caregivers and/or staff (please designate all that apply).

Purpose of Travel Request: Please include information and business covered under your grant that requires the agency (youth, volunteers, caregivers or staff) to travel to locations to perform work under your Grant Agreement, other business-related details and how attending this activity/event will affect the participants. What will be the effect on the program if this activity/event is not attended?

Parent/Legal Guardian Release: *If children and/or youth* are travelling, please assure that all children and youth who will be traveling with (name of agency/program) will have a parent/legal guardian's signed consent form on file to attend this event **OR** confirm that no children and/or youth will be traveling.

Insurance: (Name of Agency) ensures we are compliant with DCYF insurance requirements (General Liability, Workers Compensation, Automobile, Improper Sexual Conduct liability, Employee Dishonesty). We have also met with our insurance broker and have any additional travel coverage related to this request **OR** confirm that no additional coverage is necessary. Copy is available upon request.

Fingerprinting and Background Checks: **if applicable**, please assure that all program staff/volunteers who will chaperone children and youth on this request have cleared FBI & DOJ background checks on file with (Name of Program).

Children and Youth: if applicable, please confirm that all children and youth who will travel on this request have been enrolled in and participated in programming reported in the CMS under (Name Group Activity).

Provide details/invoices estimates that cover:

- Sample cost and type of transportation (air, bus etc.)
- Sample cost and name(s) for lodging
- Food cost
- Sample Car rentals cost
- Fees for service i.e. conference fees etc.
- (Add any other details associated to this request)

Sincerely,

Attached to this request:

Appendix C:
Grant Reallocation Worksheet

Organization Name:		Telephone:	
Program Name:		E-mail:	
Prepared by:		PO:	
Grant Period:	July 1, 2024 - June 30, 2025	Today's Date:	
Executive Director Approval	**Check box to indicate ED approval:**	Revision Due Date:	
	Is this request for a permanent Reallocation?		
	Does either program have an advance?	Revision Effective Month:	

Instructions: This form is used to request grant reallocation to your approved Workplan budget. Complete Column 4 below by marking budget line increases with positive numbers and decreases with negative numbers. Since this form will shift money between grants, the totals of Column 4 between the two sections must be equal. **Note: DCYF requires that you be current in your invoicing before submitting a grant reallocation request. Grant Reallocations cannot exceed 20% of approved budget.**

Total amount to be Reallocated $0.00

From Program: (Add Name in CMS)   Date Data was Inputed

Budget Categories	1. Approved Budget	2. Budget Remaining	3. Actual Expenditures	4. Decreases	5. Revised Budget	6. Revised Budget Remaining
A. Adult Staff			$0.00	$0.00	$0.00	$0.00
B. Youth Staff			$0.00	$0.00	$0.00	$0.00
C. Fringe Benefits			$0.00	$0.00	$0.00	$0.00
D. Subcontractors			$0.00	$0.00	$0.00	$0.00
E. Materials & Supplies			$0.00	$0.00	$0.00	$0.00
F. Other Program Expenses			$0.00	$0.00	$0.00	$0.00
G. Administrative			$0.00	$0.00	$0.00	$0.00
Total	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**

Previous Percent of funds Sent: Transaction Numbers
Percent of funds Sending: #DIV/0!

Advance Repayment Schedule	$$$
Nov	$ 7,000
Dec	$ 7,000
Jan	$ 7,000
Feb	$ 7,000
March	$ 7,000
April	$ 7,000
May	$ 7,000
Total	**$ 49,000**

To Program: (Add Name in CMS)   Date Data was Inputed

Budget Categories	1. Approved Budget	2. Budget Remaining	3. Actual Expenditures	4. Increases	5. Revised Budget	6. Revised Budget Remaining
A. Adult Staff			$0.00	$0.00	$0.00	$0.00
B. Youth Staff			$0.00	$0.00	$0.00	$0.00
C. Fringe Benefits			$0.00	$0.00	$0.00	$0.00
D. Subcontractors			$0.00	$0.00	$0.00	$0.00
E. Materials & Supplies			$0.00	$0.00	$0.00	$0.00
F. Other Program Expenses			$0.00	$0.00	$0.00	$0.00
G. Administrative			$0.00	$0.00	$0.00	$0.00
Total	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**

Previous Percent of funds Sent: Transaction Numbers
Percent of funds Receiving :   #DIV/0!

Advance Repayment Schedule	$$$
Nov	$ 9,100
Dec	$ 7,000
Jan	$ 7,000
Feb	$ 7,000
March	$ 7,000
April	$ 7,000
May	$ 7,000
Total	$ 51,100

Justification For Budget Revision: What is the overall reason for the change? Provide specific detail for each budget line that will be modified. For example, what amount in Materials/Supplies will you be shifting in the "From Program" to the "To Program"? Which Personnel will be affected? Why do you have savings in this grant? What will the funds go towards in the new grant?

For DCYF Use Only

DCYF Program Specialist		Date Approved:	
Funding Team Manager		Date Approved:	
DCYF Fiscal Analyst		Date Approved:	

Specialist Complete Section
Grantee Complete Section