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DEPT. OF CHILDREN, YOUTH & THEIR FAMILIES (DCYF) 2018-23 RFP & RFQ SCORING & DELIBERATION PROCESS

On July 31st, 2017 DCYF released our 2018-23 RFP & RFQ providing \$70.0-\$76.7 million in funding for services for children, youth and families in San Francisco. By our September 25th, 2017 deadline DCYF received 693 proposals from 248 agencies requesting \$185.8 million in funding. The following document details the Scoring and Deliberation process used to determine the portfolio of funded programs for DCYF’s 2018-23 funding cycle.

PHASE ONE: SCORING:

Proposals that met minimum eligibility requirements received Community Scores, Internal Staff Scores and an Equity Score. For each proposal, these three score types were combined into a single Proposal Score. To form the Proposal Score, the Equity Score was added to an average of the Community and Internal Staff Scores. Proposals with a Proposal Score of at least 75 points advanced from the Scoring to the Deliberation phase of the RFP and RFQ process.

Community Scores

Proposals in each strategy were read and scored by community members with expertise in that strategy. Before reading proposals, community readers were trained by DCYF on the goals, requirements and target populations of the strategies for which they were reading proposals. Each community reader used a rubric provided by DCYF to assign a score between 0 and 100 points to each proposal they read. The point value of each section in the scoring rubric is below.

Proposal Section	Point Value
Target Population Need	20
Program Design	65
Program Impact	15

Internal Staff Scores

DCYF staff read and scored proposals submitted in response to this RFP and RFQ. These internal DCYF staff readers were trained to read and score proposals using the same scoring rubric as community readers.

Equity Score

To support DCYF’s focus on equity, proposals that projected to serve 75% of participants from one or more of the populations below received 10 additional points on their Proposal Score. The populations below are based on the areas of concentrated need identified in the DCYF Services Allocation Plan (SAP):

- African American, Hispanic/Latino, and Pacific Islander youth;
- Low-income Asian youth;
- Zip codes where 50% or more of youth 0-17 are living below 300% of the federal poverty level and
- Disconnected transitional age youth (TAY) ages 18 to 24.

Disconnected TAY were defined as: homeless or in danger of homelessness; have dropped out of high school; have a disability or other special needs, including substance abuse; are low-income parents; are undocumented; are new immigrants and/or English Learners; are Lesbian, Gay, Bisexual, Transgender, Queer, and Questioning (LGBTQQ); and/or are transitioning from the foster care, juvenile justice, criminal justice or Special Education system.



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PHASE 2: DELIBERATION:

Proposals that received a Proposal Score of 75 points or higher advanced into the Deliberation Phase of the process. This phase included 2 steps: determining the fundability of proposals and selecting grantees and allocating funds to their proposals.

Determining Fundability of Proposals:

To determine fundability DCYF staff deliberated by funding strategy on each submitted proposal scoring 75 or more points to determine if the following 4 *Primary Deliberation Factors* were met:

1. Strategy Alignment: Did the proposal align with the requirements and expectations of the funding strategy?
2. Target Population: Did the proposal indicate the ability to reach and serve the target population?
3. Past Performance: Does the agency's past performance indicate an ability to deliver the proposed services?
4. Fiscal Health: Does the agency have the fiscal health to manage grant funds?

Once this step was completed all deliberated proposals were grouped into 3 categories: *Met All*, *Met Some* and *Met No Primary Deliberations Factors*.

Selecting Grantees & Allocating Funds:

To select grantees and allocate funds to their proposals DCYF staff took the categorized groupings of proposals developed when determining fundability and weighed them against 4 *Secondary Deliberation Factors*. This part of the process focused mostly on the proposals that *Met All* and *Met Some Primary Deliberation Factors* as these were the ones that were most aligned with the intent of the funding strategy. This part of the process was also complex as DCYF had to take into account multiple priorities. The *Secondary Deliberation Factors* included:

1. Characteristics of Increased Need: these characteristics, detailed in DCYF's Services Allocation Plan (SAP) include English learners, teen parents, special needs, foster youth, under-housed, LGBTQQ, undocumented, academic underperformance or disconnected from school, exposure to violence, abuse or trauma, children of incarcerated parents, justice system involvement and mild to severe mental and behavioral health challenges. Weighing fundable programs against this factor ensured that programs proposing to serve these groups were prioritized.
2. Coverage: for some funding strategies it was important to ensure wide coverage or availability of services across neighborhoods, school sites, community based locations, etc.
3. Capacity: for some funding strategies it was important to ensure that there was enough of the service available to serve the target population(s).
4. Variety: for some funding strategies it was important to ensure that a range of approaches to the services was available.

The weighing of proposals against *Secondary Deliberation Factors* allowed DCYF to develop a ranking of the fundable proposals. DCYF staff then allocated funds to those proposals until no dollars were left in the funding strategy. In many cases DCYF established a "ceiling" for funding within the strategy based on the number of participants projected to be served. This ceiling represented the highest funding amount DCYF would award to a proposal.



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Once this step was completed DCYF had generated a proposed list of grants, with funding amounts, for each strategy in the RFP and RFQ.

PHASE 3: FULL SLATE REVIEW:

To ensure that our proposed list of grants met our goals and addressed our target and priority population(s) DCYF staff conducted a Full Slate Review of the entire proposed 2018-23 portfolio. The purpose of this analysis was to identify the following:

- Gaps of Any Kind: we sought to determine if any gaps in coverage, variety, target populations or any other key factors emerged due to the proposals submitted or decisions made.
- Distribution of Resources: we analyzed the distribution of grant funds across agencies, schools, districts, neighborhoods, communities, etc.
- Final Allocations of Service Areas: we provided funding ranges in our RFP/RFQ, the Full Slate Review allowed DCYF to determine the final allocations for each service area and strategy

As a result of the Full Slate Review DCYF staff made additional adjustments to our proposed list of grants. After completing these adjustments we had generated a final list of grants to be funded in our 2018-23 Funding Cycle.