



London Breed
Mayor

Maria Su
Director

DATE: July 23, 2018
TO: Prospective Contractors
FROM: Department of Children, Youth and Their Families
RE: Evaluation of DCYF Technical Assistance and Capacity Building Programs
DEADLINE: Submission Instructions are at the end of this document. **Proposals submitted via email to rfp@dcyf.org are due no later than 5 pm on August 17, 2018.**

The San Francisco Department of Children, Youth and Their Families (“DCYF”) is soliciting proposals from firms pre-qualified through DCYF’s Request for Qualifications for Data Analytics, Evaluation and Strategic Planning Services released on November 28, 2017. DCYF is issuing this mini-Request for Proposals (“mini-RFP”) for an evaluation of DCYF-funded Technical Assistance and Capacity Building (TA/CB) services to a pre-qualified consultant pool to better assess expertise and qualifications for the following scope of service, which may include staffing, scheduling, deliverable and cost considerations.

The terms and conditions of the RFQ released on November 28, 2017 shall apply to all proposals submitted under this mini-RFP. In addition, the representations in the responses made by the firms pre-qualified under the RFQ released on November 28, 2017 are assumed to apply to this process unless firms notify DCYF, in writing, and through proposals, of any possible relevant changes affecting pre-qualification eligibility such as ownership or staffing. DCYF may request additional information it considers necessary to determine firm eligibility for continuing prequalification status.

BACKGROUND

Department of Children, Youth and Their Families

DCYF brings together City government, schools, and community-based organizations to help our city’s children and youth, birth to age 24, and their families lead lives full of opportunity and happiness. We strive to make San Francisco a great place to grow up, and this requires resources, community engagement, collaboration, coordination and creativity. Our work helps children and youth to:

- Be healthy;
- Succeed in school and prepare for the future;
- Engage in positive activities when school is out;
- Contribute to the growth, development and vitality of San Francisco and
- Live in safe and supported communities.

The people of San Francisco made a unique, first of its kind commitment to our community in 1991 by creating the Children and Youth Fund and dedicating property tax revenues to fund vital services for our city’s children and youth, and their families. In fiscal year 2016-17, DCYF administered approximately \$72 million in direct grants, supporting programs and services that reached more than 50,000 individuals across the city. DCYF is committed to continuing to allocate dollars from the Children and Youth Fund to maximize impact.



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The primary areas of DCYF funding are Early Care and Education; Educational Supports, Emotional Well-being, Enrichment, Leadership and Skill Building, Family Empowerment, Justice Services, Mentorship, Out of School Time; and Youth Workforce Development. DCYF also funds TA/CB activities and professional development providers to support direct service providers. Our investments are equitable and holistic, offering avenues to enhance learning, while simultaneously creating healthy family and community environments to support individual growth.

The DCYF grant making process and planning cycle consists of an extensive multi-year timeline, with multiple opportunities for community involvement along the way. Two key planning milestones include:

- The Community Needs Assessment, which provides an update on the status of children, youth and their families and service needs, and
- The Services Allocation Plan, which outlines how DCYF will allocate funds to meet the service needs described in the CNA.

Our purpose extends far beyond funding: we are a strong voice at the heart of San Francisco's commitment to children, youth, transitional age youth and their families. We combine broad experience, community engagement, creative thinking and thoughtful decision making to improve access to services and make a measurable impact.

Purpose of this Request for Proposals

DCYF is issuing this RFP to identify evaluation firms to provide specific services in support of identifying DCYF's progress toward the following citywide goals:

- Children and youth are supported by nurturing families and communities.
- Children and youth are physically and emotionally healthy.
- Children and youth are ready to learn and succeed in school.
- Youth are ready for college, work and productive adulthood.

One of the challenges in stewarding the Children's Fund and other city resources is measuring the impact of investments. The Children's Amendment clearly requires evaluation of services funded through the Children's Fund. However, given that many factors impact the lives of children and youth, it is often hard to isolate the impact of DCYF investments from other factors, such as family, peer, school, and neighborhood influences, in their lives. Evaluating the impact of any one of these influences is extremely difficult and compounded by the fact that children and youth are constantly growing and evolving. Over the past several years, DCYF has invested resources in developing systems to assess both the reach of services funded by the department and the quality of these services. This investment has helped to build the evaluation capacity of both DCYF and its grantees.

In the spirit of continuous improvement, DCYF continues to assess reach and quality of services in addition to implementing an evaluation of children, youth, and family outcomes for the 2018-2023 funding cycle. DCYF believes its investments should result in positive outcomes for children, youth, and families. Through assessment and evaluation, DCYF and its grantees are willing to improve what is not working and find ways to continue supporting efforts that show positive results.



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Overview of DCYF's Technical Assistance and Capacity Building for Grantees

DCYF has embraced a holistic approach to capacity building and professional development by designing a multilevel system for training and support. DCYF aims to build a stronger youth worker workforce and increase the quality of services that are available to San Francisco children, youth and their families by providing capacity building and professional development on staff, program and agency levels. To this end, DCYF partners with a qualified pool of TA/CB service providers to deliver skill building services and professional coaching to staff of agencies funded by DCYF grants.

For individual youth workers DCYF provides professional development opportunities that increase the skills and abilities needed to implement high quality youth development programming. On the programmatic level, efforts focus on building the capacity and ability for programs to engage in continuous quality improvement and to support staff with their professional development. On the agency level, DCYF helps organizations build and strengthen their systems and infrastructure in order to provide the solid foundation required to support effective programs and staff.

General Workshops/Trainings: DCYF partners with TA/CB service providers to deliver one-off workshops on a variety of topics such as Youth Development, Trauma Informed Care, Behavior Management, Social Emotional Learning, Fiscal Management, Work-Based Learning and Juvenile Justice Reform for all grantees. These workshops can range from 4 hours to 6 hours long.

DCYF University (DCYF-U): In addition to general workshops and trainings, DCYF offers DCYF-U, which launched in fall 2017. DCYF-U provides a more intentionally focused effort that takes individuals, programs and agencies to the next level. Participants apply for admission to a learning cohort and then complete core courses, prerequisites and specialization courses. Specializations offered in fall 2018 include Youth Development Best Practices with a training of the trainer focus; Youth Development Best Practices with a Trauma Informed Focus; Youth Leadership, Empowerment and Advocacy; Fiscal and Administration Management; Career Development; and Executive Leadership. Upon completion of the all requirements, participants are able to receive credit through either San Francisco State University's Department of Ethnic Studies and/or Extended Learning Program or another certified program. All participants who satisfy specialization requirements receive a certificate of completion.

Organizational Sustainability Initiative (OSI): DCYF developed the Organizational Sustainability Initiative (OSI) to support its grantees in successfully managing their financial systems. OSI uses a wraparound model with many different components supporting a range of individual and organizational needs. Nonprofits have the option to engage in educational standalone workshops, request individual coaching and consulting support, and participate in intensive team-based cohorts. In addition, the program will include nonprofit financial management outsourcing support services to sites in need of support, and training for DCYF program specialists. Fiscal Management Associates (FMA), a consulting firm, will implement all aspects of the program.

Coaching: DCYF offers free coaching to all our funded grantees who serve youth in Kindergarten to 12th grade, as well as transitional-age youth (TAY). The goal of coaching is to improve program quality by providing on-site and targeted technical assistance to youth-serving programs mapped to youth



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development principles. Coaching is designed to help improve program quality and is not intended to be personal coaching, nor coaching for agency-level concerns.

DCYF's training offerings promote and embed the knowledge, experience, and tools developed by DCYF and our collaborators. All trainings are grounded in youth development theory and practice, and DCYF TA/CB service providers are encouraged to link curricula to the California Department of Education's Quality Standards for Expanded Learning.

For all TA/CB activities, DCYF aims to achieve the following goals for individual participants, represented programs, and funded agencies:

- Staff Level: Provide professional development opportunities that increase the skills and abilities needed to implement high quality youth development programming.
- Program Level: focus on building the capacity and ability for programs to engage in continuous quality improvement and the support staff with their professional development
- Agency Level: Help organizations build and strengthen their systems and infrastructure in order to provide the solid foundation required to support effective programs and staff.



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SCOPE OF SERVICES

MAXIMUM COST	<u>2018-2019</u>	<u>2019-2020</u>	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>
PER FISCAL YEAR:	\$200,000	\$200,000	\$200,000	\$200,000	\$150,000

DESIRED START DATE: November 1, 2018

ESTIMATED CONTRACT LENGTH: 60 MONTHS

Actual contract period may vary, depending upon service and project needs.

The goal of TA/CB evaluation activities is to increase DCYF’s understanding of implementation of TA/CB offerings and ultimately, the impact of the TA/CB investments and activities. Findings from this evaluation will be used to refine and focus the investment and program coordination to increase the impact of DCYF-funded TA/CB. Specifically, DCYF seeks an independent contractor to develop and implement an evaluation to address the following questions, as relevant to the type of TA/CB indicated below:

	Evaluation Questions	General	DCYF-U	OSI
Implementation	What are the characteristics of individuals, programs and agencies attending TA/CB opportunities?	✓	✓	✓
	How do participation levels vary by program, agency, and DCYF-funding strategy ¹ ?	✓	✓	✓
	How do participation levels vary across types of TA/CB offerings?	✓	✓	✓
	What lessons and insights do participants and TA/CB providers offer up to strengthen TA/CB offerings?	✓	✓	✓
Impact	Does participation in TA/CB have a positive impact on program quality?		✓	
	How are leadership qualities and skill-development influenced by participation?		✓	
	How does TA/CB participation affect workforce opportunities and outcomes for youth development and nonprofit professionals in San Francisco?		✓	
	How is retention within the youth development workforce affected by participation in DCYF’s TA/CB programs?	✓	✓	✓
	How does participation in TA/CB affect fiscal health and sustainability of agencies funded by DCYF?			✓

¹ DCYF groups programs into funding strategies when deciding on funding allocations. For the 2018-2023 cycle, DCYF programs fall into one of 24 funding strategies, such as Literacy Supports, Detention-Based Services, or Mentorship. For a description of these Strategies please refer to the 2018-23 DCYF RFP/RFQ at <https://dcyf.org/Modules/ShowDocument.aspx?documentID=5129>.



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Project Deliverables and Additional Information

The contractor may use a combination of the following project elements to assist in answering the evaluation questions listed above. The following elements do not constitute an exhaustive or definitive list of steps necessary to complete the evaluation, but should serve as a guiding resource in developing a plan for evaluation.

- **Deliverable 1 – Evaluation framework and outcome model:** The contractor will develop an evaluation design that is consistent with the key questions described above, for DCYF approval. DCYF and other stakeholders will participate in discussions related to the evaluation plan. The plan should include the following elements:
 - **Purposes:** purposes of the evaluation as identified by DCYF
 - **Questions:** questions to be addressed by the evaluation design and data collection methods
 - **Methods:** evaluation designs and procedures
 - **Sample:** TA/CB providers, CBO staff, and other personnel who will participate in the evaluation
 - **Instrumentation:** evaluation instruments and tools to be used in the evaluation
 - **Decisions:** decisions which can be influenced by the evaluation results
 - **Time Line:** the schedule for implementation, analysis, and reporting of the evaluation.
- **Deliverable 2 – TA/CB participant survey(s):** DCYF’s 2018-2023 Funding Cycle marks a shift in activities and strategies previously deployed in support of San Francisco’s youth and youth-serving nonprofit agencies. Alongside this shift, TA/CB providers have redesigned much of their curricula and workshop activities. Based on this, the current TA/CB Participant Surveys require redesign. In addition to these post-workshop surveys, DCYF may require the design and administration of mid-year and end-of-year surveys for TA/CB participants. DCYF hopes to have new surveys ready for administration by July 2019.
- **Deliverable 3 – Ongoing participation reports:** Data quality issues previously limited DCYF’s ability to understand attendance trends at the individual, program, and agency level. Per new contractual requirements to support attendance data entry, DCYF expects improved quality of attendance data for the upcoming funding cycle. Using data extracted from Eventbrite, individual agency trackers, and other sources, the contractor shall report descriptive statistics on a quarterly basis to describe TA/CB participation and identify service usage patterns across programs. Existing DCYF data sources should provide a baseline of information which the contractor may supplement with additional data sources during the evaluation.
- **Deliverable 4 – Implementation report/s:** The contractor may engage DCYF staff and TA/CB service providers to explore opportunities for improving program coordination as well as alignment of TA/CB offerings with needs and interests of participants. Implementation reports may refer to DCYF program observation and survey tools as data sources. If additional quantitative and/or qualitative data points are necessary, the contractor may determine optimal methods for collecting additional data through sources such as additional surveys, focus groups, interviews and participant observation.
 - This deliverable shall focus on DCYF-U implementation. As a newly launched activity with significant differences in program and participant structures, DCYF is interested in



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comparing implementation and outcomes related to DCYF-U with findings related to DCYF's broader TA/CB offerings for all grantees.

- **Deliverable 5 – Outcomes report/s:** DCYF hopes that participation in TA/CB activities will help lead to increased program effectiveness and a stronger youth development workforce. Using available data, the contractor may explore the Impact questions listed in the table above.
- **Deliverable 6 – Presentation of evaluation findings:** The contractor will submit evaluation reports as agreed upon that adhere to established timelines. The contractor may expect to prepare presentation materials and present evaluation findings to DCYF staff, TA/CB providers, and DCYF grantees. In addition, the contractor is expected to provide technical assistance to DCYF staff in integrating the evaluation findings into the Department's RFP process, as well as contract negotiation and monitoring



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KNOWN AVAILABLE DATA

In order to expand upon the performance measure review conducted internally by DCYF, as well as to inform the evaluation analysis, the contractor will have access to the following data sources:

- **CMS database:** Program level data summaries generated from the Department's CMS database. DCYF produces annual year-end reports, which display types of data available for analysis. To view year-end reports, visit <https://dcyf.org/index.aspx?page=245>.
- **Fiscal and compliance data:** DCYF Program Specialists may collect fiscal information (e.g. budgets, cost allocation procedures, audited financial statements, tax forms, fiscal policies and reports, invoices and payroll data) and compliance details (e.g. Board meeting forms and minutes, subcontracts, licenses and personnel policies) from DCYF-funded agencies using the Fiscal and Compliance Monitoring Form.
- **Qualitative data:** DCYF will assist in communication among evaluators, TA/CB service providers and grantees for the purpose of information sharing in support of evaluation projects. DCYF may provide support to coordinate additional means of data collection such as focus groups, interviews, etc.
- **Site visit data:** DCYF Program Specialists complete Program Observation Checklists at all programs. The Checklist was developed to provide a point-of-service snapshot of program quality based on onsite observations. Data collected in the Checklist are uploaded into a stand-alone database system.
- **Surveys:** Upon completion of the TA/CB participant survey, responses may be used to analyze TA/CB program performance. Additional surveys may be developed and administered to collect data specific to DCYF-U or OSI participation. The contractor may additionally access youth responses to annual program experience surveys administered by all DCYF grantees.
- **TA/CB attendance data:** Registration and attendance records tracking participation in multiple forms of TA/CB. Data will be extracted from Eventbrite attendance reports and individual activity trackers provided to each TA/CB service provider.
- **Weikart youth PQA data:** DCYF Program Specialists complete annual Youth Program Quality Assessments (PQA's), as designed by the Weikart Center for Youth Program Quality. PQA's were designed to assess the quality of learning environments and to identify staff training needs.



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PROPOSAL REQUIREMENTS

Interested applicants must provide DCYF with the following information and responses to questions stated below.

DCYF reserves the right to accept other than the lowest price offer and to reject all quotes. If a satisfactory contract cannot be negotiated in a reasonable time with the selected Respondent, then DCYF, in its sole discretion, may terminate negotiations and reissue a Request for Quote, a Request for Qualifications, or a Request for Proposals or it may determine that no project will be pursued.

Contractor Information

- Contractor Name
- Contractor Address
- Name of Contact Person
- Contact Phone Number
- Contact Email Address
- Date Submitted to DCYF

Experience (maximum of 2 pages)

- Describe your past evaluation projects relevant to measuring the impacts of Technical Assistance and Capacity Building programs for youth-serving agencies.

Proposed Staff Qualifications (maximum of 3 pages)

- Describe the staffing structure proposed for services under this RFP
- Provide narrative information on the proposed project roles and responsibilities and qualifications of project principals and key staff members, including subcontractor staff.
- You may propose team members not listed in the prequalification application. Changes to the staffing should be reflected in the current proposal document. For staff not included in the prequalification application, please also include:
 - A written assurance that all individuals not listed in the pre-qualification application and identified on the current RFP will be performing the work and will not be substituted with other personnel or reassigned to another project without DCYF's prior approval.
 - A resume for each new staff person (page limit of 2 pages per staff person).

Proposed Evaluation Plan (maximum of 7 pages)

- Using the Scope of Services, Known Available Data and Project Deliverable sections above as a guide, propose an evaluation plan, which details your proposed evaluation approach. The proposed evaluation plan will be subject to review and adjustment by DCYF during the initial phase of evaluation.

Client Relationship Management (maximum of 1 page)

- Describe how your team approaches relationship cultivation and collaboration to deliver high quality evaluation products.



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Narrative responses to the Experience, Proposed Staff Qualifications, Proposed Evaluation Plan, and Client Relationship Management prompts above will be reviewed and scored along a 100-point scale by DCYF readers. Point allocations per prompt are as follows:

Proposal Section	Experience	Proposed Staff Qualifications	Proposed Evaluation Plan	Client Relationship Management
Maximum Points	25	25	40	10

Cost Proposal

Using a table or spreadsheet format, provide a total Cost Proposal with a breakdown of:

- Number of hours and cost per activity or deliverable listed in the Proposed Evaluation Plan.
- For permanent staff, hourly billing rate by project role (e.g. Project Manager, Analyst) and estimated hours each staff person would allocate to each activity or deliverable listed in the Proposed Evaluation Plan.
- For subcontractors, name of subcontractor and/or subcontractor firm, hourly billing rates by project role (e.g. Project Manager, Analyst), and estimated hours subcontractor would allocate to each activity or deliverable listed in the Proposed Evaluation Plan.
- Estimated total amount for other evaluation costs, such as travel, report development, printing.
- Total number of hours.
- Total cost for all services under this RFP.

RFP Submission Timeline

RFP Issue Date	July 23, 2018
Advance Questions Deadline	August 1, 2018 at 4:00pm PST
Responses to All Questions Posted Online	August 8, 2018 at 5:00pm PST
Deadline for Proposals	August 17, 2018 at 5:00pm PST
Contract Intent Award Notification	August 31, 2018



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Instructions for RFP Questions and Communications

In lieu of a pre-proposal conference and to ensure fair and equal access to information about this RFP, questions may be emailed to rfp@dcyf.org. Questions must be received by 4:00pm PST on Wednesday August 1, 2018. No questions will be accepted after the deadline. A summary of all questions and responses pertaining to this RFP will be emailed to all pre-qualified firms by August 8, 2018 at 5:00pm PST.

Instructions for RFP Submission

Firms should email their proposals to rfp@dcyf.org. **All proposals must be received by 5:00pm PST on August 17, 2018.** Upon receipt of proposals, applicants will receive an email indicating that the submission has been received.



Maria Su, Psy.D.
EXECUTIVE DIRECTOR



Edwin M. Lee
MAYOR



DEPARTMENT OF CHILDREN, YOUTH AND THEIR FAMILIES 2018-2023 FUNDING CYCLE

REQUEST FOR QUALIFICATIONS TECHNICAL ASSISTANCE & CAPACITY BUILDING

DATE ISSUED:

November 29, 2017

DEADLINE FOR SUBMISSION:

January 12, 2018

Section 1: Introduction 1
Section 2: Timeline & Important Dates 2
Section 3: Funding Terms..... 3
Section 4: Requirements 6
Section 5: Scope of Work..... 9
Section 6: Submission Instructions 14
Appendix A: Coversheet Template: 16

SECTION I: INTRODUCTION

The San Francisco Department of Children, Youth and Their Families (DCYF) brings together City government, schools, and community-based organizations to help our city's children and youth, birth to age 24, and their families lead lives full of opportunity and happiness. We strive to make San Francisco a great place to grow up, and this requires resources, community engagement, collaboration, coordination, and creativity. Through our work we help children and youth to:

- Be healthy;
- Succeed in school and prepare for the future;
- Engage in positive activities when school is out;
- Contribute to the growth, development and vitality of San Francisco and
- Live in safe and supported communities.

The people of San Francisco made a unique, first of its kind commitment to our community in 1991 by creating the Children and Youth Fund and dedicating property tax revenues to fund vital services for our city's children and youth, and their families. DCYF is committed to allocating those dollars to maximize impact, with approximately \$64 million serving more than 50,000 individuals in fiscal year 2015-16.

The primary areas of DCYF funding are Early Care and Education; Out of School Time; Educational Supports; Enrichment, Leadership and Skill Building; Justice Services; Youth Workforce Development, Mentorship; Emotional Well-Being and Family Empowerment. Our investments are equitable and holistic, offering avenues to enhance learning, while simultaneously creating healthy family and community environments to support individual growth.

The DCYF grant making process and planning cycle are based on an extensive multi-year timeline, with multiple opportunities for community involvement along the way. Two key planning milestones include:

- The *Community Needs Assessment*, which provides an update on the status of children, youth and their families and service needs, and
- The *Services Allocation Plan*, which outlines how funds will be allocated to meet the service needs described in the CNA.

Our purpose extends far beyond funding: we are a strong voice at the heart of San Francisco's commitment to children, youth, transitional age youth and their families. We combine broad experience, community engagement, creative thinking and thoughtful decision making to improve access to services and make a measurable impact.

Over the past 25 years, San Francisco has become home to some of the best practices and programs in the nation. With this Request for Qualifications (RFQ), DCYF aims to develop an extensive list of qualified providers that can help the department support and build the capacity of our service providers.

SECTION 2: TIMELINE & IMPORTANT DATES

ESTIMATED TIMELINE (Dates may be subject to change)	
RFQ Issued	November 29, 2017
Question Submission Period Ends	December 8, 2017
Answers to Questions Posted	December 15, 2017
Proposals Due	January 12, 2018
Award Decision Finalized	February 5, 2018

SUBMISSION REQUIREMENTS

To apply in response to this RFQ please submit proposals to sherrice.dorsey@dcyf.org **by 5:00 p.m. on January 12, 2018**. Proposals will not be accepted after this deadline.

TECHNICAL ASSISTANCE AND QUESTIONS

DCYF is committed to providing as much clarity as possible during RFQ process. All questions about the RFQ **must be submitted in writing** to the email address below. DCYF staff **will not answer questions via telephone or in person**.

SUBMIT ALL RFP AND RFQ QUESTIONS TO:	DEADLINE FOR RFP AND RFQ QUESTION SUBMISSION:
sherrice.dorsey@dcyf.org	December 8, 2017

To ensure that all applicants have access to both the submitted questions and their corresponding answers DCYF will publish all received questions and answers **by December 15, 2017 at www.dcyf.org**.

SECTION 3: FUNDING TERMS

PURPOSE OF THIS REQUEST FOR QUALIFICATIONS

DCYF is issuing this Request for Qualifications (RFQ) to solicit a pool of qualified providers who are interested in providing technical assistance, capacity building and professional development to improve the quality of services for all children and youth. Respondents chosen through this process will be eligible to enter into contract to perform any or all of the services as described in Section 5 of this RFQ. The final terms and conditions of the contract shall be subject to negotiation. The Department may, at its sole discretion, make multiple awards based upon the list of qualified respondents. Respondents may apply for any service areas for which they meet the requirements and have the ability to provide the desired services. No organization pre-qualified through this RFQ is guaranteed a contract.

GRANT AWARDS FROM THE LIST

DCYF will select proposers from the qualified list established through this process to begin contract negotiations. The selection of any qualification shall not imply acceptance by DCYF of all terms of the qualification, which may be subject to further negotiations and approvals before DCYF may be legally bound thereby. If a satisfactory contract agreement cannot be negotiated in a reasonable time, DCYF, in its sole discretion, may terminate negotiations with the proposer and begin negotiations with another proposer from the qualified list.

DCYF retains full discretion to select the best qualified proposer to implement the services detailed in this document. Alternatively, the City may exercise its discretion to conduct requests for proposals from within the qualified list. No pre-qualified or selected respondent is guaranteed a contract as a result of participation in this RFQ.

VARIABLE GRANT TERMS

While this RFQ is intended to retain a qualified list of providers to support DCYF's 5 year funding cycle, contract terms for the services within this RFQ may vary. Variation in contract terms will depend on the availability of funds; performance relative to the requirements and expectations set forth by this RFQ; compliance with DCYF's contractual, reporting and evaluation requirements; and other expectations detailed in the contract and award letter. In addition, DCYF shall, at its sole discretion, have the option to renew the contract agreement. The final terms and conditions of the contract shall be subject to negotiation.

RIGHT NOT TO FUND

If the submitted applications to this RFQ are not deemed responsive or do not meet requirements, DCYF reserves the right not to issue awards. DCYF may also negotiate a separate process to cultivate the services identified in this RFQ. DCYF reserves the right to not fund past the initial contract agreement and extend the agreement for additional years.

TERMS AND CONDITIONS

A. Errors and Omissions in RFP and RFQ

Proposers are responsible for reviewing all portions of this RFQ. Proposers are to promptly notify DCYF in writing if the proposer discovers any ambiguity, discrepancy, omission or other error in the RFQ. Any such

SECTION 3: FUNDING TERMS

notification should be directed to DCYF promptly after discovery but no later than five working days prior to the date for receipt of proposals. Modifications and clarifications will be made by addenda as provided below.

B. Addenda to RFP and RFQ

DCYF may modify the RFQ prior to the proposal due date by issuing written addenda. Addenda will be posted on DCYF's web site at www.dcyf.org. The Department will make reasonable efforts to notify proposers in a timely manner of modifications to the RFQ. Notwithstanding this provision, the proposer shall be responsible for ensuring that its proposal reflects any and all addenda issued by DCYF prior to the proposal due date regardless of when the proposal is submitted. Therefore, the City recommends that the proposer visit our web site before submitting its proposal to determine if it has received all addenda.

C. Revision of Proposal

A proposer may revise a proposal on the proposer's own initiative at any time before the deadline for submission of proposals. The proposer must submit the revised proposal in the same manner as the original. A revised proposal must be received on or before the proposal due date. In no case will a statement of intent to submit a revised proposal or commencement of a revision process extend the proposal due date for any proposer.

At any time during the proposal evaluation process DCYF may require a proposer to provide oral or written clarification of its proposal. DCYF reserves the right to make an award without further clarifications of proposals received.

D. Late or Conditional Proposals

Any proposal received after the exact time specified for receipt will **not be considered**. Any proposal may be rejected if it is conditional, incomplete or deviates from specifications stated in this RFQ. Minor deviations may be waived at the discretion of the City.

E. Reservations of Rights by the City

The issuance of this RFQ does not constitute an agreement by DCYF that any contract will actually be entered into. DCYF expressly reserves the right at any time to:

1. Waive or correct any defect or informality in any response, proposal or proposal procedure;
2. Reject any or all proposals;
3. Reissue a Request for Qualifications;
4. Prior to submission deadline for proposals, modify all or any portion of the selection procedures, including deadlines for accepting responses, the specifications or requirements for any materials, equipment or services to be provided under this RFQ, or the requirements for contents or format of the proposals;
5. Procure any materials, equipment or services specified in this RFQ by any other means;
6. Determine that no project will be pursued or contract be issued.

SECTION 3: FUNDING TERMS

F. Appeal Procedures

Agencies not awarded funds through this RFQ can file a formal appeal with DCYF. The appeal period begins immediately following the award announcement (tentatively scheduled for February 5, 2018), and ends at 5:00 p.m. three business days following the award announcement. Appeals will only be accepted in writing and must be delivered via hard copy to DCYF offices prior to the end of the appeal period. Appeals will not be accepted electronically. A panel selected by DCYF will review all eligible appeals, and the panel decisions will be final.

SECTION 4: REQUIREMENTS

The purpose of this RFQ is to identify organizations to provide technical assistance, capacity building and/or professional development for youth services providers funded in DCYF's Service Areas to ensure the highest quality programming possible. Organizations receiving contracts as a result of this RFQ must be San Francisco City-approved suppliers, meet specific eligibility and contractual requirements, and operate in a spirit of community partnership to help DCYF meet our funding goals and outcomes.

MINIMUM EXPERIENCE

Selected applicants will have a proven track record of providing technical assistance and capacity building, to nonprofit CBOs, as well as demonstrated current capacity to deliver such services. **A minimum of three (3) years of experience is required to be considered a qualified provider for this RFQ.** DCYF recognizes that there are different ways in which services can be delivered and that staffing patterns and arrangements among contractors may vary. However, DCYF expects all contractors to provide high quality services and guarantee the professional and cultural competency of all their employees, consultants, or subcontractors.

VENDOR STATUS

Organizations funded through this RFQ must be City-approved vendors and not be on the City Vendor Debarred list before receiving funds. **Organizations must be approved City vendors by the release of award decisions (tentatively scheduled for February 5, 2018) to receive funding under this RFQ.** Vendor application packets can be obtained from the Office of Contract Administration at City Hall, 1 Dr. Carlton B. Goodlett Place, Room 430, San Francisco, CA 94102 or downloaded from the Office of Contract Administration website at www.sfgov.org/oca. Subcontractors are not required to be City-approved vendors; only the lead agency or fiscal sponsor must be City-approved.

DCYF ELIGIBILITY REQUIREMENTS

All applicants must meet all eligibility requirements in order to be considered for DCYF funding.

- If awarded a contract, the organization must be compliant with the city's insurance requirements within ten (10) days after notice of intent of award or DCYF reserves the right to revoke the grant award.

Non-Eligible Entities:

- No City agencies or departments, nor SFUSD, may apply as a lead or subcontractor.

Any proposal that does not demonstrate that the applicant meets these minimum requirements by the deadline for submittal of proposals will be considered non-responsive and will not be eligible for award of the contract.

DCYF CONTRACTUAL REQUIREMENTS

Funded organizations must comply with all requirements outlined in the contract. In addition, DCYF has specific contract requirements that must be met:

SECTION 4: REQUIREMENTS

A. San Francisco Contracting Requirements

The contractor must comply with City and County of San Francisco ordinances and contracting requirements. For more detailed information, see the Office of Contract Administration website at <http://www.sfgov.org/oca>. The contract requirements include commercial general liability, workers compensation and auto insurance; compliance with Equal Benefits Ordinance and a current San Francisco business tax certificate, if applicable.

B. Minimum Compliance Standards

All DCYF grantees are required to meet DCYF's Minimum Compliance Standards at all times. DCYF will determine if organizations are in compliance. Funded entities via this RFQ will be required to comply with these standards.

C. Fiscal and Organizational Practices

All DCYF funded organizations are mandated to comply with all scheduled formal fiscal/compliance monitoring and organizational site visits.

D. Sunshine

Under Chapter 12L of the San Francisco administrative code, non-profits that receive in excess of \$250,000 in city funds must comply with specific open government requirements and respond to requests for financial and meeting information from members of the public. This is commonly called the "Sunshine Act."

E. Accessibility

Programs and services must be accessible to persons with disabilities. Program access can be achieved in many cases without having to alter the existing facility.

F. Non-Discrimination

Organizations must comply with SF Human Rights Commission prohibitions against discrimination in fair housing and equal employment opportunity, and in awarding grants. Organizations must also comply with the Equal Benefits Ordinance for domestic partners. Additional information concerning these items can be found on the Contract Monitoring Division website at www.sfgov.org/cmd.

G. Religious Activity

Funds may not be used for religious purposes or for the improvements of property owned by religious entities except where the grant recipient is a secular non-profit organization with a long-term lease.

H. Political Activity

No funds received through this RFQ shall be used to provide financial assistance for any program that involves political activities. Applicants must comply with Section 1.126 of the S.F. Campaign and Governmental Conduct Code.

SECTION 4: REQUIREMENTS

SUBCONTRACTING

Applicants may include subcontracting arrangements with other agencies; however, these arrangements must be made prior to submission of the proposal. Confirmation of a memorandum of understanding or other formal agreement between the applicant and subcontractor may be requested by DCYF.

COLLABORATIVES

Collaboratives, i.e. joint ventures or a team of organizations with complementary skills and experience, are permitted to respond to this RFQ. Proposals from collaboratives must designate a lead agency to serve as the fiscal sponsor for the partners. The lead agency will be responsible for effectively planning and managing the delivery of services described in this RFQ. The lead agency must also demonstrate the management and financial capability needed to oversee the delivery of the proposed services and account for the contract funds for all collaborative partners.

CONTRACT AWARD

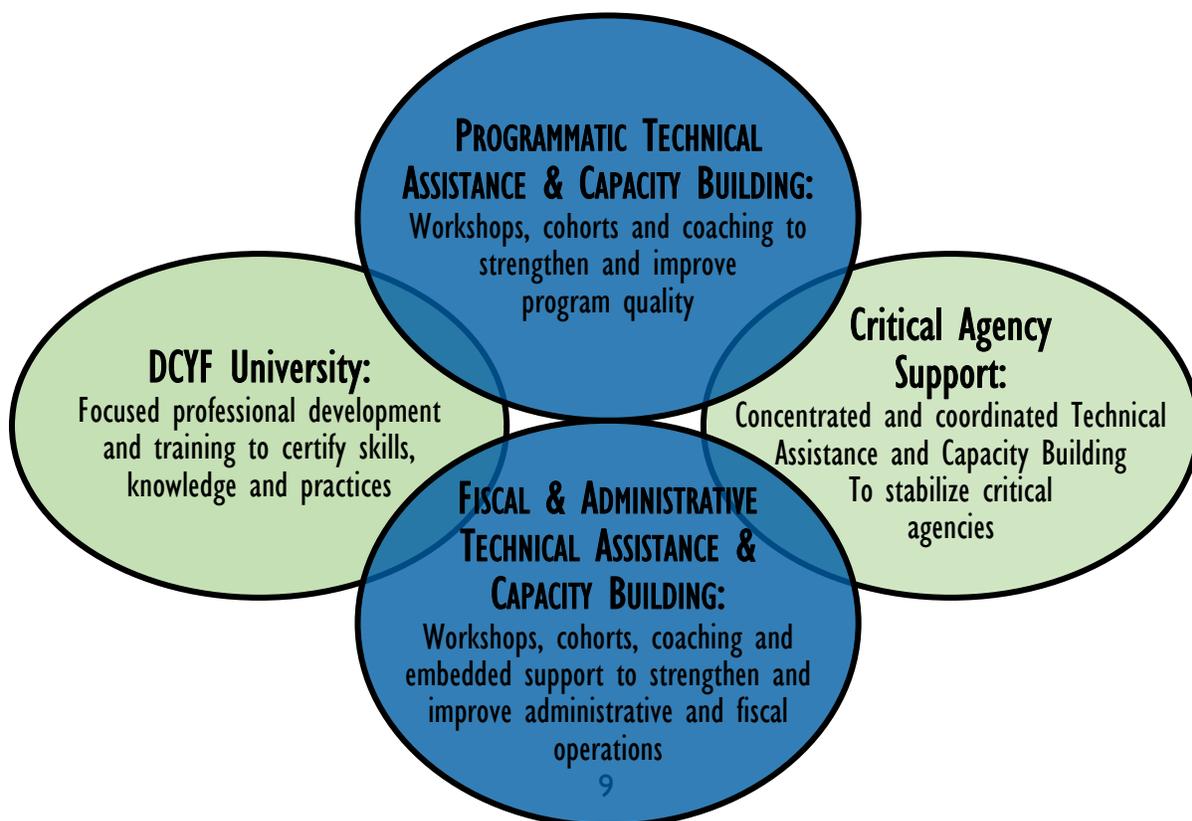
The selection process will include an evaluation of the minimum qualifications and written responses by DCYF staff. DCYF has the option of conducting oral interviews as part of the evaluation process. DCYF will select the finalists with whom DCYF staff shall commence contract negotiations. The selection of a proposal shall not imply acceptance by DCYF of all terms of the proposal, which may be subject to further negotiation and approvals before DCYF may be legally bound thereby. If a satisfactory contract cannot be negotiated in a reasonable time, DCYF, in its sole discretion, may terminate negotiations and begin contract negotiations with another qualified proposer.

SECTION 5: SCOPE OF WORK

DCYF's vision for Technical Assistance and Capacity Building is that all grantees are organizationally, fiscally, and programmatically sound. Our grantees provide a wide variety of youth services and therefore play a significant role in the social, cultural and economic vitality of the communities where they operate. The viability of these organizations is critical in helping DCYF achieve its goals as well as to the development and stability of the neighborhoods they serve.

DCYF has embraced a holistic approach to Technical Assistance and Capacity Building by designing a multilevel system for training and support. We aim to build a stronger workforce and increase the quality of services that are available to San Francisco children, youth and their families by providing Technical Assistance, Capacity Building and Professional Development on the individual, programmatic and agency level. For individual youth workers we provide professional development opportunities that increase the skills and abilities needed to implement high quality youth development programming. On the programmatic level our efforts focus on building the capacity and ability for programs to engage in continuous quality improvement and to support staff with their professional development. Finally, on the agency level we help organizations build and strengthen their systems and infrastructure in order to provide the solid foundation required to support effective programs and staff.

DCYF envisions our Technical Assistance and Capacity Building System as consisting of four elements Programmatic and Fiscal & Administrative Technical Assistance and Capacity Building, DCYF University and Critical Agency Support. At the core of the system are the trainings, cohorts, coaching and other resources focused on strengthening program quality or increasing fiscal and administrative capacity. Overlapping these areas are DCYF University, a way to provide focused professional development to our grantees' staff and Critical Agency Support, an approach for providing key resources, training and support in a highly coordinated way to agencies that serve a critical functions within our system.



SECTION 5: SCOPE OF WORK

The purpose of this Request for Qualifications is to create a list of qualified vendors from which DCYF may choose to enter into contract for Technical Assistance, Capacity Building and Professional Development. The list will be aligned with several of the Service Areas that DCYF funds. To learn more about the specific target populations, goals and requirements for each of DCYF's services areas, please refer to DCYF's 2018-2023 Request for Proposals & Qualifications. The following chart provides a brief description of each Service Areas that DCYF is seeking to support with Technical Assistance, Capacity Building and Professional Development:

Service Area	Description
Educational Supports	The Educational Supports Service Area seeks to support a range of educational opportunities that help children and youth who are struggling academically get back on track with their education and achieve individualized educational goals.
Emotional Well-Being	The Emotional Well-Being Service Area seeks to address the impact of adverse childhood experiences on the emotional and mental well-being of children, youth and their families.
Enrichment, Leadership & Skill Building (ELS)	The Enrichment, Leadership and Skill Building (ELS) Service Area seeks to support programs that provide opportunities for children, youth and disconnected TAY to learn specialized skills, build positive personal identities, and improve their leadership abilities through project and curriculum based programming. This Service Area also includes the Youth Empowerment Allocation, a mandated set aside of at least three percent of the Children and Youth Fund for youth-initiated projects.
Family Empowerment	The Family Empowerment Service Area seeks to support a range of programming that is intended to create multiple pathways for families and caregivers to access support services.
Justice Services	The Justice Services Service Area seeks to support a continuum of services for justice system-involved youth and disconnected TAY. The aim of the service area is to prevent further youth engagement in the justice system and reduce rates of youth recidivism through connection to adult allies, culturally relevant programming, ongoing case management, access to positive skill building activities and whole family engagement.
Mentorship	The Mentorship Service Area seeks to support programs that provide opportunities for middle school girls, children of incarcerated parents and disconnected TAY to connect with caring adult mentors. The programs funded under this service area will connect youth with caring adults who will work with them over an extended period of time to provide motivation, guidance and support with the ultimate aim of achieving positive goals, exploring new possibilities and increasing the youth's self-esteem and confidence.
Out of School Time (OST)	The Out of School Time Service Area (OST) seeks to support comprehensive afterschool programming in school- and community-based settings that provide opportunities for children and youth from low-income and/or working families to engage in meaningful and relevant learning that fosters their curiosity, builds their social and emotional skills and creatively reinforces and expands on what they learn during the school day.
Youth Workforce Development	The Youth Workforce Development Service Area seeks to support a continuum of tiered career exposure and work based learning opportunities that are developmentally appropriate and meet the needs of youth. This continuum encompasses a range of services including opportunities for early career introductions, job skills training, exposure to the private sector and career-oriented employment and targeted programming for high needs youth.

SECTION 5: SCOPE OF WORK

With this RFQ DCYF is seeking to create a qualified list of providers for the following elements of our Technical Assistance and Capacity Building system:

1. Programmatic Technical Assistance & Capacity Building
2. DCYF University
3. Critical Agency Support

PROGRAMMATIC TECHNICAL ASSISTANCE & CAPACITY BUILDING

DCYF seeks Technical Assistance, Capacity Building and Professional Development from experts who have content expertise that is relevant to our Service Areas. The goal of this part of our Technical Assistance system is to help our grantees strengthen and improve their staff, infrastructure, program planning and implementation to ensure the highest quality programming possible.

DCYF is seeking to provide the following types of services within our Technical Assistance and Capacity Building System:

1. Workshops: single or multi session groups trainings
2. Cohort Trainings: groups of program staff participating in a series of trainings
3. Assessment: to determine the types of trainings that should be provided to ensure high quality implementation
4. Coaching: for individual program staff or small groups
5. Peer Learning Opportunities: circles, networks, brown-bags
6. Other DCYF Specific Projects: such as providing staffing support for meetings and/or workgroups, implementing events and conferences, collecting information and data on best practices.

The following charts provide cross cutting topics DCYF is seeking to support through our Technical Assistance system as well as topics that are more specific to our Service Areas. Applicants do not necessarily need to have expertise in all of the Service Areas or topics listed below. Additionally, the following list of potential topics is not exhaustive and DCYF invites applicants to propose technical assistance and capacity building services that they feel are relevant to the services DCYF funds.

Potential Cross Cutting Technical Assistance, Capacity Building & Professional Development Topics		
<ul style="list-style-type: none"> • Youth Development • Program Planning and Development • Logic Modelling • Leadership Development • Executive Coaching • Succession Planning • Trauma Informed Systems 	<ul style="list-style-type: none"> • Curriculum Development • Staff Self-Care • Facilitation • Behavior Management • Case Management • Conflict Resolution and Mediation • Restorative Justice/Restorative Practice 	<ul style="list-style-type: none"> • Support for Youth with Disabilities • Social and Emotional Learning • Cultural Competency • Family Partnership • Outreach and Recruitment • Retention and Support • Safe Use of Social Media and Internet • Developing Evidenced Based Programming and Practices

SECTION 5: SCOPE OF WORK

Service Area	Potential Service Area Specific Technical Assistance, Capacity Building & Professional Development Topics	
Educational Supports	<ul style="list-style-type: none"> Literacy Alternative education and GED attainment Educational Re-engagement 	<ul style="list-style-type: none"> Post-secondary awareness and planning Educational transitions
Emotional Well-Being	<ul style="list-style-type: none"> Behavioral Health Support 	
Enrichment, Leadership & Skill Building (ELS)	<ul style="list-style-type: none"> Youth Leadership and voice Project-based and Experiential Learning Science, Technology, Engineering, and Math (STEM) 	<ul style="list-style-type: none"> Exercise, Recreation, and Physical Activity Arts and creative expression Social, Environmental, and Civic Responsibility
Family Empowerment	<ul style="list-style-type: none"> Managing Stress Adolescent Development Communication 	
Justice Services	<ul style="list-style-type: none"> Juvenile and Adult Probation Systems Re-entry Services and Support Crisis Intervention and Management Juvenile Justice Reform for Girls 	<ul style="list-style-type: none"> Adjudication and Court Management Processes Disproportionate Minority Contact
Mentorship	<ul style="list-style-type: none"> Mentor Recruitment and Retention 	
Out of School Time (OST)	<ul style="list-style-type: none"> School-day linkage and alignment Expanded learning Academic Competency Technological Literacy 	<ul style="list-style-type: none"> Communication Skills Aesthetic Sensibility Critical and Creative Thinking Reasoning and Solution Seeking
Youth Workforce Development	<ul style="list-style-type: none"> Post-secondary awareness and planning Job Readiness Training Work-Based Learning Employer Engagement 	<ul style="list-style-type: none"> Industry/Sector Expertise Transition Planning Financial literacy

DCYF UNIVERSITY

DCYF seeks to create areas of focus within the structure of DCYF University to provide long term professional development opportunities to the staff and participants of our funded programs.

DCYF is embracing a holistic approach to Capacity Building and Professional Development by designing a multilevel system for training and support. We aim to build a stronger youth worker workforce and increase the quality of services and that are available to San Francisco children, youth and their families by providing Capacity Building and Professional Development on an individual, programmatic and agency level. For individual youth workers we will provide professional development opportunities that increase the skills and abilities needed to implement high quality youth development programming. On the programmatic level our efforts will focus on building the capacity and ability for programs to engage in continuous quality improvement and to support staff with their professional development. Finally, on the Agency level we will help organizations build and strengthen their systems and infrastructure in order to provide the solid foundation required for effective programs and staff.

SECTION 5: SCOPE OF WORK

In order to successfully implement this approach, we have created the concept of DCYF University. While we will still maintain DCYF's current Capacity Building and Professional Development offerings, this approach will provide a more intentionally focused effort, embedded within our Technical Assistance system that can be used to take individuals, programs and agencies to the next level. DCYF University will mirror an actual University. There will be Core Courses, Pre-Requisites and Specialization Courses (courses for the major). We currently are offering 3 Majors:

- Youth Development Best Practices with a Training of the Trainer focus
- Youth Development Best Practices with a Trauma Informed focus
- Youth Leadership, Empowerment and Advocacy with a Staff focus

We are looking to expand and offer majors in the following areas:

- Executive Leadership
- Career Development
- Literacy Infusion and Program Development
- Fiscal and Administration Management

Upon completion of the all requirements participants will be able to receive credit through San Francisco State University's Department of Ethnic Studies and Extended Learning Program as well as receive a Youth Development Certification. We wanted to bring an additional value to this approach. Our goal is to help build quality programs, increase the skill level of program staff thus increasing the number of skilled youth workers within the field and to help agencies provide the high quality services that the children, youth and families in San Francisco deserve.

Applicants will be asked in their application how the Technical Assistance, Capacity Building and Professional Development services they are proposing can support DCYF University. Based on these responses DCYF will engage qualified providers in discussion about the relevant parts of their scope of work that can implemented through DCYF University.

CRITICAL AGENCY SUPPORT

DCYF seeks to create a customized package of Technical Assistance, Capacity Building and Professional Development supports that can be delivered in a coordinated way to ensure the stability of agencies and programs that provide critical services. This package of resources would take elements of the services provided through our Fiscal and Administrative and Programmatic Technical Assistance and Capacity Building systems and structure them in a way that will allow agencies to create a solid foundation that could be built upon with additional capacity building support. Because each agency and program is unique, with its own set of assets and challenges, the exact makeup of this package of resources will vary.

Applicants will be asked in their application how the Technical Assistance, Capacity Building and Professional Development services they are proposing can support DCYF's Critical Agency Support. Based on these responses DCYF will engage qualified providers in discussion about the relevant parts of their scope of work that can implemented in this area.

To apply in response to this Request for Qualifications, please submit proposals electronically to sherrice.dorsey@dcyf.org no later than 5:00 p.m. on January 12, 2018

APPLICATION FORMAT

Applicants must meet the following submission requirements for their proposal(s):

- On 8 ½ by 11 paper with 1 inch margins
- Double-spaced
- In 12-point Times New Roman font
- Within the specified page limitations for the section:
 - Letter of Introduction & Executive Summary: 250 words
 - Coversheet: No Page Limit
 - Proposal Content & Responses: Up to 5,000 Words
- Includes all required elements:
 - Letter of Introduction & Executive Summary
 - Coversheet (see Appendix A for template)
 - Proposal Content & Responses

APPLICATION ELEMENTS

1. Letter of Introduction & Executive Summary (250 words)

Applicants will submit a brief letter of introduction and executive summary of the proposal on agency letterhead. The letter, which authorizes the organization to perform the commitments contained in the proposal, must be signed by the Executive Director. Submission of the letter will constitute a representation that your organization is willing and able to provide the services contained in the proposal.

2. Coversheet (no page limit)

Applicants will use the Coversheet Template contained in Appendix A to provide key information about the proposing agency and the types of services they will provide.

3. Proposal Content & Responses (100 points, up to 5,000 words)

a. Agency Capability: (15 Points)

What makes your organization uniquely capable of implementing the services sought after by this RFQ? Provide a brief description of the agency and address all of the Requirements listed in Section 4 of this RFQ.

b. Programmatic Technical Assistance & Capacity Building Expertise: (40 Points)

Please describe your experience providing technical assistance and capacity building related to DCYF's Service Areas specifically focusing on the service area specific topics listed on page 12, the cross cutting topics listed on page 11 and/or other types or topics of support that you provide that are relevant to DCYF's funding. Please identify whether your experience aligns with a DCYF Service Area or is cross cutting and provide a short description of the types of technical assistance, capacity building and/or professional development services you could provide.

c. DCYF University: (10 Points)

Based on the technical assistance, capacity building and/or professional development services you described in your answer to question 2 discuss how these services could support DCYF University. In your answer include any potential areas of focus that your services could contribute to.

d. Critical Agency Support: (10 Points)

Based on the technical assistance, capacity building and/or professional development services you described in your answer to question 2 discuss how these services could support DCYF's Critical Agency Support.

e. Experience: (15 Points)

Provide a description of up to five (5) current or recently funded projects performed by your organization that demonstrates your ability to deliver the services described in Section 5: Scope of Work of this RFQ. Include the name of the funding entity, contact person and telephone numbers, staff members who worked on each project and their roles, a summary of the project and a brief description of the challenges and successes of the projects.

f. Staffing: (10 Points)

Provide a list that identifies the key staff members that will constitute the team assigned to this project, the role each staff person will play on the project and a written assurance that the staff members listed will not be substituted or reassigned to another project without the prior approval of DCYF.

g. References:

Provide references for the organization and the lead project manager, including the name, address and telephone number of 3 recent clients.