



Maria Su, Psy.D.
EXECUTIVE DIRECTOR



Edwin M. Lee
MAYOR



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

REQUEST FOR QUALIFICATIONS FOR DATA ANALYTICS, EVALUATION AND STRATEGIC PLANNING SERVICES

DATE ISSUED:

November 28, 2017

DEADLINE FOR SUBMISSION:

December 22, 2017

TABLE OF CONTENTS

Section 1: Introduction	1
Section 2: Timeline & Important Dates	3
Section 3: Funding Terms	4
Section 4: Requirements	7
Section 5: Scope of Work	10
Section 6: Selection Process	15
Section 7: Submission Instructions	16
Appendix A: Coversheet Template:	18

SECTION I: INTRODUCTION

ABOUT DCYF

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. 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.

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 technical assistance, capacity building 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 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.

SECTION I: INTRODUCTION

PURPOSE OF THIS REQUEST FOR QUALIFICATIONS

Over the past 25 years, San Francisco has become home to some of the best practices and programs in the nation. DCYF is issuing this Request for Qualifications (RFQ) to solicit a pool of qualified organizations who are interested in providing evaluation services with goal of improving the quality of and access to services for all children and youth. The Department may, at its sole discretion, make multiple awards based upon the list of qualified respondents. Respondents may apply for a single evaluation area, or multiple areas. Award decisions will be made by individual evaluation area, and applicants successful in one area will not necessarily be competitive in the other. No organization pre-qualified through this RFQ is guaranteed a contract.

SECTION 2: TIMELINE & IMPORTANT DATES

ESTIMATED TIMELINE (Dates may be subject to change)	
RFQ Issued	November 28, 2017
Question Submission Period Ends	5pm on December 8, 2017
Answers to Questions Posted	December 13, 2017
Proposals Due	5pm on December 22, 2017
Award Decision Finalized	January 22, 2018

SUBMISSION REQUIREMENTS

To apply in response to this RFQ please submit proposals to sarah.duffy@dcyf.org by **5:00 p.m. on December 22, 2017**. Proposals will not be accepted after this deadline.

TECHNICAL ASSISTANCE AND QUESTIONS

DCYF is committed to providing as much clarity as possible during the 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 RFQ QUESTIONS TO:	DEADLINE RFQ QUESTION SUBMISSION:
sarah.duffy@dcyf.org	5pm on 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 13, 2017 at www.dcyf.org**.

INTERVIEWS

DCYF **may** request either an interview as part of the proposal review process. Interviews will only be scheduled upon submission of a competitive proposal. Interviews, if needed, will be scheduled by **January 12, 2018**.

SECTION 3: FUNDING TERMS

PURPOSE OF THIS REQUEST FOR QUALIFICATIONS

DCYF is issuing this Request for Qualifications (RFQ) to create a list of qualified firms for Data Analytics, Evaluation and Strategic Planning Services in four evaluation areas:

1. Data Analytics Services with Expertise in Data Matching and Deduplication of large datasets from multiple public agencies;
2. Evaluation Services with Expertise in Survey Work, including design, administration, collection and analysis;
3. Evaluation Services with Expertise in Mixed Methods Evaluations of Youth Development Programs and Capacity Building and Technical Assistance Services; and
4. Strategic Planning Services.

Firms selected 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 of the four 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.

CONTRACTING FROM THE LIST

DCYF will select firms from the qualified list established through this process to begin contract negotiations when services are needed. The selection of any proposal shall not imply acceptance by DCYF of all terms of the proposal, 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 applicant and begin negotiations with another applicant from the qualified list.

DCYF retains full discretion to select the best qualified firm 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 CONTRACT TERMS

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 proposals to this RFQ are not deemed responsive or do not meet requirements, DCYF reserves the right not to create a qualified list. DCYF may also negotiate a separate process to cultivate the

SECTION 3: FUNDING TERMS

services identified in this RFQ. For any contracts that may result from 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 RFQ

Applicants are responsible for reviewing all portions of this RFQ. Applicants are to promptly notify DCYF in writing if the applicant discovers any ambiguity, discrepancy, omission or other error in the RFQ. Any such 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 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 applicants in a timely manner of modifications to the RFQ. Notwithstanding this provision, the applicant 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 applicant visit our web site before submitting its proposal to determine if it has received all addenda.

C. Revision of Proposal

An applicant may revise a proposal on the applicant's own initiative at any time before the deadline for submission of proposals. The applicant 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 applicant.

At any time during the proposal evaluation process DCYF may require an applicant 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 that DCYF will enter into any contract. 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;

SECTION 3: FUNDING TERMS

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.

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 January 22, 2018), and ends at 5:00p.m. three 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 firms to provide Data Analytics, Evaluation and Strategic Planning Services in support of the programs funded under DCYF's Service Areas, as well as of DCYF-funded technical assistance, capacity building and professional development initiatives. 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.

MINIMUM EXPERIENCE

Selected firms must have a proven track record of providing data analytics, evaluation and strategic planning services to nonprofit community-based organizations, as well as demonstrated capacity to deliver such services. **A minimum of three (3) years of experience is required to be considered as a qualified firm 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

Firms funded through this RFQ must be City-approved suppliers and not be on the City Vendor Debarred list before receiving funds. **Firms must be approved City suppliers by the release of the qualified list (tentatively scheduled for January 22, 2018).** 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. More information on becoming a City supplier is available at the San Francisco City Supplier Portal at <https://sfcitypartner.sfgov.org/>. 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 a contract.

SECTION 4: REQUIREMENTS

DCYF CONTRACTUAL REQUIREMENTS

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

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

C. Fiscal and Organizational Practices

All DCYF funded contractors 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

Contractors must comply with SF Human Rights Commission prohibitions against discrimination in fair housing and equal employment opportunity, and in awarding grants. Contractors 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.

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 applicant.

SECTION 5: SCOPE OF WORK

The purpose of this RFQ is to create a list of qualified firms from which DCYF may choose to enter into contract for Data Analytics, Evaluation and Strategic Planning Services. DCYF's vision for these services is that they will help us understand the implementation and impact of funded programs and services and answer key departmental questions, such as whether San Francisco's children, youth and their families have equitable access to quality youth development services.

DCYF SERVICE AREAS

Based on this vision, qualified vendors should possess content knowledge of DCYF's Service Areas, as well as an understanding of DCYF's commitment to equity. To learn more about target populations, goals and requirements for each of DCYF's Service Areas, please refer to DCYF's 2018-2023 Request for Proposals & Qualifications, which can be found here: <http://www.dcyf.org/modules/showdocument.aspx?documentid=5129>.

The following chart provides a brief description of each Service Area that DCYF is seeking to support with Data Analytics, Evaluation and Strategic Planning Services.

Service Area	Description
Early Care & Education	The Early Care & Education Service Area includes continued investment to expand access to high quality ECE settings in funding partnership with the Office of Early Care and Education and First 5 San Francisco.
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

SECTION 5: SCOPE OF WORK

	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 (YWD)	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.

DCYF TECHNICAL ASSISTANCE, CAPACITY BUILDING & PROFESSIONAL DEVELOPMENT

In addition to these Service Areas, DCYF would like to solicit firms to be pre-qualified to provide Data Analytics, Evaluation and Strategic Planning Services for technical assistance (TA), capacity building (CB) and professional development (PD) services. All TA, CB and PD services support DCYF grantees providing youth development services in one or more of the Service Areas listed above. Below are these service descriptions.

TA/CB/PD Service	Description
Critical Agency Support	Concentrated and coordinated technical assistance and capacity building to stabilize critical agencies
DCYF University	Focused professional development and training to certify skills, knowledge and practices
Fiscal & Administrative Technical Assistance and Capacity Building	Workshops, cohorts, coaching and embedded support to strengthen and improve administrative and fiscal operations
Programmatic Technical Assistance & Capacity Building	Workshops, cohorts and embedded support to strengthen and improve administrative and fiscal operations

EVALUATION AREAS

With this RFQ, DCYF is seeking to create four pools of qualified firms in the following areas:

1. Data Analytic Services with Expertise in Data Matching and Deduplication of large datasets from multiple public agencies;
2. Evaluation Services with Expertise in Survey Work, including design, administration, collection and analysis;
3. Evaluation Services with Expertise in Mixed Methods Evaluations of Youth Development and Capacity Building, Technical Assistance and Professional Development Services; and
4. Strategic Planning Services.

DATA ANALYTICS SERVICES

Firms prequalified to work in this area will conduct large-scale data processing and analysis of the following types of data: attendance and programmatic data from DCYF's Contract Management System (CMS); responses from DCYF's annual youth survey; responses from family surveys; responses from program staff surveys; client-level administrative data from other public agencies and sources; and academic data from the San Francisco Unified School District (SFUSD).

DCYF seeks firms with expertise in the data processing and analysis of large-scale youth services data and government-level administrative data, and extensive experience matching and deduplicating client records across disparate data systems. This Evaluation Area may include some or all of the services listed below.

SECTION 5: SCOPE OF WORK

The firm(s) determined to be best qualified may, under the direction of DCYF, provide the following service:

1. Analysis of participation, attendance, and programmatic data collected through DCYF's Contract Management System (CMS), which could include the matching and deduplication of client records in CMS.
2. Processing and analysis of DCYF's annual youth survey, and/or family surveys.
3. Processing and analysis of annual survey of non-profit program staff at programs funded by DCYF.
4. Assistance with the development of documentation to support data sharing between DCYF and other public agencies, such as other City departments and the San Francisco Unified School District. Documentation may include, but is not limited to, applications to share data, Data Use Agreements (DUAs), Memoranda of Understandings (MOUs), or documentation to facilitate the court -ordered sharing of juvenile justice data.
5. Analysis of client-level data collected by other public agencies, which may be matched to DCYF client-level data, used to create control groups for analysis or reported alongside DCYF data.
6. Production of evaluation reports and presentations detailing administrative and DCYF survey data analysis results as identified in contract(s) for evaluation services.
7. General evaluation-related project tasks including but not limited to coordinating data collection, synthesis associated with working with multiple data sources, and meeting facilitation.

EVALUATION SERVICES WITH EXPERTISE IN SURVEY WORK

Firms prequalified to work in this area will work in partnership with DCYF to plan, develop, implement and analyze large-scale surveys administered to respondents that may include but are not limited to the diverse population of youth, parents, service providers or other members of the public in San Francisco.

DCYF seeks technical expertise in complex survey work. Projects in this Evaluation Area may include one or all of the services listed below.

The firm(s) determined to be best qualified may, under the direction of DCYF, provide the following services:

1. Development of questionnaires that may be content specific (such as family engagement in youth programming or preference for services), or may be specific to one or more of DCYF's Service Areas.
2. Development of viable strategies for administering telephone, paper or online questionnaires in order to survey samples of San Francisco's population such as youth, parents/caregivers, service providers or other members of the public. Sampling may require capturing perspectives of specific demographics in San Francisco (e.g. residents who may not speak English or reside in specific neighborhoods). Survey administration strategies should follow generally accepted survey research or best practice protocols within the industry and result in statistically representative responses, particularly regarding demographic or geographic subgroups of the population.

SECTION 5: SCOPE OF WORK

3. Development of guidelines and training to support individuals administering the surveys in schools or at program sites.
4. Processing and analysis of survey responses.
5. General evaluation-related project tasks including but not limited to coordinating data collection, meeting facilitation, production of evaluation reports and presentations detailing research and analysis results.

CONTENT-SPECIFIC EVALUATION SERVICES WITH EXPERTISE IN MIXED METHODS EVALUATIONS

Firms prequalified to work in this area may implement an array of qualitative and/or quantitative evaluation methodologies. Selected firms will conduct content-specific analysis that will help DCYF assess the implementation and impact of funded activities, factors contributing to and/or impeding success and recommendations for program improvement based on evaluation results. Firms may take a mixed-method approach with the potential for using existing administrative and survey data collected by DCYF, as well as the collection of original data through means such as small-scale surveys, interviews, focus groups and participatory research methods.

DCYF seeks technical expertise in complex mixed methods evaluations. Projects in this Evaluation Area may include one or all of the services listed below.

The firm(s) determined to be best qualified may, under the direction of DCYF, provide one or more of the following services:

1. Conduct content-specific evaluation projects, including those focused on answering one specific question (e.g. an implementation study of a newly-funded programmatic area or assessing effectiveness of DCYF-funded technical assistance), or may be specific to evaluating impacts associated with one or more of DCYF's Service Areas.
2. Evaluation plan development. Creation, enhancement, and/or adaptation of Theory of Change and/or Logic Models to support evaluation planning. Identification of research questions and/or measureable outcomes and appropriate methodologies necessary to conduct an evaluation project.
3. Measurement tool development that may involve the review, synthesis and compilation of reliable and valid tools already in use in the field. Design of data collection tools and protocols, including surveys, questionnaires, focus group and interview questions, and observational assessments. Develop administration protocols and procedures.
4. Qualitative data analysis using data collected through interviews, focus groups and open-ended survey responses.
5. Quantitative analysis of DCYF participation, attendance, and programmatic and survey data; as well as of data from non-DCYF sources such as other public agencies and the US Census Bureau.

SECTION 5: SCOPE OF WORK

6. Participatory youth research that engages young people in identifying their service needs and evaluating DCYF-funded programs and City systems.
7. General evaluation-related project tasks including but not limited to coordinating data collection, synthesis associated with working with multiple data sources, meeting facilitation, production of evaluation reports and presentations detailing research and analysis results.

STRATEGIC PLANNING SERVICES

Firms prequalified to provide work in this area may be requested to support planning that guides DCYF's funding activities. Major Departmental planning documents include the Community Needs Assessment (CNA) and Services Allocation Plan (SAP), which are available at DCYF.org. Significant community outreach, engagement and information collection informed these documents. Selected firms will assist DCYF in planning efforts associated with the CNA, SAP and other strategic planning, as needed.

DCYF seeks technical expertise in complex strategic planning. Projects in this Evaluation Area may include one or all of the services listed below.

The firm(s) determined to be best qualified may, under the direction of DCYF, provide one or more of the following services:

1. Stakeholder outreach services, including development and implementation of electronic, print, media, and community-based outreach strategies and communication plans.
2. Stakeholder engagement services, including managing engagement processes and data collection plans, collecting and analyzing input via a range of data collection instruments (e.g., surveys, opinion polling, focus groups and literature and secondary data source reviews), and reporting results and recommendations. The purpose of these services is to inform city departmental planning, decision-making, and process improvement efforts.
3. Stakeholder facilitation services, including managing, collaboration and partnership between stakeholders as well as members of the public. Services may include, but are not limited to planning, coordinating, and facilitating meetings and workshops between stakeholders. Firms prequalified in this area are expected to be able to collect, compile, and transmit data captured during these meetings and present the findings as required for the project.
4. Inclusion of findings from any of the above mentioned services to help develop content and/or recommendations for future Community Needs Assessment, Services Allocation Plan and other strategic planning efforts.

SECTION 6: SELECTION PROCESS

Minimum Qualifications

A review panel consisting of individuals selected by DCYF will review the RFQ proposals to identify the most qualified respondents. This review panel will review responses for their fulfillment of the following qualifications:

1. Minimum of three (3) years of experience providing evaluation services.
2. Experience evaluating non-profit organizations in at least one of DCYF's Service Areas (Early Care & Education, Educational Supports, Emotional Well-being, ELS, Family Empowerment, Justice Services, OST, YWD) and/or Technical Assistance, Capacity Building and Professional Development services.
3. Experience conducting evaluations involving multiple organizations in a complex social environment.
4. Familiarity and experience with social service delivery systems and populations in San Francisco.
5. Expertise in at least one of the Evaluation Areas for which DCYF seeks services (Data Analytics with Expertise in Data Matching and Deduplication, Evaluation Services with Expertise in Survey Work, Evaluation Services with Expertise in Mixed Methods and Strategic Planning Services).

Selection Criteria

The review panel will also evaluate and score each proposal, and make a recommendation to DCYF. DCYF may conduct interviews or require supplemental information from applicants before making a final decision. Past experience with DCYF will be taken into consideration during the decision process.

All proposals will be scored on the following application elements for each Evaluation Area:

Proposal Element	Points Possible
Firm Capability	10
Content Knowledge Expertise	20
Experience	30
Staffing	30
Completeness of Proposal	10
TOTAL	100

Applicants scoring 75 points and above for each Evaluation Area will be added to the pre-qualified list for as needed services in that Evaluation Area.

DCYF may commence negotiations of work upon identification of the most qualified respondent(s). If a satisfactory contract cannot be negotiated in a reasonable timeframe, DCYF, at its sole discretion, may terminate negotiations with the respondent(s) and begin contract negotiations with another qualified respondent(s). No pre-qualified or selected applicant is guaranteed a contract as a result of participation in this RFQ.

SECTION 7: SUBMISSION INSTRUCTIONS

To apply in response to this Request for Qualifications, please submit proposals electronically to sarah.duffy@dcyf.org no later than by 5:00 p.m. on December 22, 2017.

PROPOSAL 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: 1 Page
 - Coversheet: No Page Limit
 - Proposal Content & Responses: Up to 20 Pages
- Includes all required elements:
 - Letter of Introduction & Executive Summary
 - Coversheet (see Appendix A for template)
 - Proposal Content & Responses

PROPOSAL ELEMENTS

1. Letter of Introduction & Executive Summary (1 page)

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, Chief Executive Officer or an authorized signatory of the organization. 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 firm and the types of evaluation services they will provide.

3. Proposal Content & Responses (up to 20 pages)

a. Firm Capability:

What makes your firm 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. Content Knowledge Expertise:

In the Cover Sheet (see Appendix A), your firm identified the DCYF Service Areas and TA/CB/PD services that you are available to evaluate. Please provide descriptions of the data analytics, evaluation and/or strategic planning services you have provided to support programming in those areas. If you have experience supporting youth-led evaluation, please be sure to describe it in this response.

SECTION 7: SUBMISSION INSTRUCTIONS

c. Experience:

For every Evaluation Area (i.e. Data Analytics, Survey Work, Mixed-Methods Evaluation and Strategic Planning) that you are applying for, please provide descriptions of at least two projects you have worked on that fall under that Evaluation Area that demonstrates your ability to deliver the services described in Section 5: Scope of Work of this RFQ. **All projects must have started within the last five (5) years.** Please answer all questions below for each project description. For projects that fall under one Evaluation Area, the page limit is 2 pages; two Evaluation Areas is 4 pages; three Evaluation Areas is 6 pages and four Evaluation Areas is 8 pages.

Project descriptions should address all of the following questions:

1. **Project Background:** Include information regarding the client and/or program, as applicable. What were the project goals and desired outcomes?
2. **Project Scope:** What were the project activities your firm completed? Provide sufficient information to give the City insight into the timeframe, size/complexity and scope of the project.
3. **Project Approach:** How did you approach the project? What methodologies were used and how did those address the project goals? Describe any challenges you faced, including the strategies you used to address them.
4. **Project Staffing:** Identify each key person on the project team with titles and roles, including all subcontractors. Include brief narrative descriptions of the responsibilities each person had on the project.
5. **Involvement of Client and/or Stakeholders:** Discuss how the client and any stakeholders were involved in the project, major opportunities for input and feedback, client staff contributions, etc.

d. Staffing:

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

e. References:

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

APPENDIX A: COVERSHEET TEMPLATE

APPLICANT'S CONTACT INFORMATION:		FISCAL AGENT'S CONTACT INFORMATION (ONLY IF USING A FISCAL AGENT)	
Firm Name:		Fiscal Agent Name:	
Contact Name:		Contact Name:	
Title:		Title:	
Street Address:		Street Address:	
City & Zip Code:		City & Zip Code:	
Telephone:		Telephone:	
E-mail:		E-mail:	
Is the organization a registered City Vendor?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Is the fiscal agent a registered City Vendor?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Organization's current annual budget	\$	Fiscal Agent's current annual budget	\$

CHECK THE EVALUATION AREA(S) YOU ARE APPLYING TO:
<input type="checkbox"/> Data Analytics Services with Expertise in Data Matching and Deduplication
<input type="checkbox"/> Evaluation Services with Expertise in Survey Work
<input type="checkbox"/> Content-specific Evaluation Services with Expertise in Mixed Methods Evaluations
<input type="checkbox"/> Strategic Planning Services

CHECK SERVICE AREA(S) YOUR DATA ANALYTICS, EVALUATION OR STRATEGIC PLANNING SERVICES WOULD ADDRESS:	
<input type="checkbox"/> Early Care & Education	<input type="checkbox"/> Justice Services
<input type="checkbox"/> Educational Supports	<input type="checkbox"/> Mentorship
<input type="checkbox"/> Emotional Well-Being	<input type="checkbox"/> Out of School Time (OST)
<input type="checkbox"/> Enrichment, Leadership & Skill Building (ELS)	<input type="checkbox"/> Youth Workforce Development (YWD)
<input type="checkbox"/> Family Empowerment	<input type="checkbox"/> Technical Assistance/Capacity Building/Professional Development

APPLICANT'S EXPERIENCE & CURRENT WORK:			
Number of years providing data analytics, evaluation or strategic planning services in the Service Areas checked off above:			
Is your organization <u>currently</u> providing data analytics, evaluation or strategic planning services for DCYF?		<input type="checkbox"/> Yes <input type="checkbox"/> No	
Is your organization <u>currently</u> providing data analytics, evaluation or strategic planning services for other City Departments?		<input type="checkbox"/> Yes <input type="checkbox"/> No	
<i>If yes, please provide the information below for the current data analytics, evaluation or strategic planning services you are providing to other San Francisco City Departments</i>			
CITY DEPARTMENT	CONTRACT LENGTH	CONTRACT AMOUNT	BRIEF DESCRIPTION OF SCOPE OF WORK
		\$	
		\$	