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

REQUEST FOR QUALIFICATIONS FOR EVALUATION SERVICES AND COMMUNITY ENGAGEMENT AND STRATEGIC PLANNING SERVICES

DATE ISSUED:	March 10, 2021
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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 2019-20, DCYF administered approximately \$100 million in direct grants, supporting programs and services that reached more than 40,000 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.

Over the past 30 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, community engagement and strategic planning services with the goal of advancing equity in San Francisco by 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.

SECTION I: INTRODUCTION

Respondents may apply for a single evaluation area, or both 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.

DCYF'S COMMITMENT TO EQUITY

Our commitment to equity forms the basis of these efforts. While the 1991 Children and Youth Fund has always mandated us to allocate funding in equitable ways, the 2014 passage of Proposition C, the Children and Families First Initiative, included several racial equity-based mandates, leading to a sharpened focus on addressing racial inequities or disparities in educational, economic, health and social emotional learning outcomes, while also being consistently inclusive of children and youth whose needs fall along intersectional lines. Our list of priority populations demonstrates this. (Please see pages 16-17 for this list.) Deepening this commitment is our active engagement in the [Citywide Racial Equity Framework](#), led by the San Francisco Office of Racial Equity (ORE). DCYF is using the ORE Racial Equity Action Planning process to join the rest of the City in ensuring that we do not perpetuate racial inequities within both our external and internal work.

SECTION 2: TIMELINE & IMPORTANT DATES

ESTIMATED TIMELINE (Dates may be subject to change)	
RFQ Issued	March 10, 2021
Question Submission Period Ends	5pm on March 31, 2021
Answers to Questions Posted	April 2, 2021
Proposals Due	5pm on April 16, 2021
Qualification Decisions Finalized	April 28, 2021

SUBMISSION REQUIREMENTS

To apply in response to this RFQ please submit proposals to sarah.duffy@dcyf.org by **5:00 p.m. on April, 16 2021**. 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 March 31, 2021

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 April 2, 2021 at www.dcyf.org.**

INTERVIEWS

DCYF **may** request 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 April 30, 2021

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 with a strong commitment to equity in two areas:

1. Evaluation Services
2. Community Engagement and 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 two 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 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.

SECTION 3: FUNDING TERMS

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;
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 qualified through this RFQ can file a formal appeal with DCYF. The appeal period begins immediately following the qualified pool announcement (tentatively scheduled for April 28, 2021), and ends at 5:00p.m. three days following the qualified pool announcement. Appeals will only be accepted in writing and must be delivered by e-mail to appeals@dcyf.org. Appeals must be received prior to the end of the appeal period. 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 Evaluation and Community Engagement 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. For Community Engagement, firms may meet this criterion if they have at least three years of experience working in community or with one or more of DCYF's priority populations. 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 April 28, 2021).** 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. For more information on City and County of San Francisco Supplier requirements, visit <https://sfcitypartner.sfgov.org>.

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

SECTION 4: REQUIREMENTS

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.

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.

CHAPTER 14B LOCAL BUSINESS ENTERPRISE RATING BONUSES AND PARTICIPATION REQUIREMENTS

The requirements of the Local Business Enterprise (LBE) and Non-Discrimination in Contracting Ordinance set forth in Chapter 14B of the S.F. Administrative Code as it now exists or as it may be amended in the future (collectively the “LBE Ordinance”) shall apply to any RFP or contract issued from this RFQ. More information regarding these requirements can be found at: <http://www.sfgov.org/cmd>

A LBE participation requirement will be set upon the issuance of a RFP or contract from this RFQ.

CMD-certified Small or Micro LBEs, SBA-LBEs, and certified non-profit organizations may be eligible for a LBE rating bonus if the LBE is CMD-certified in the discipline specified in the RFP Proposal. A firm must be certified at the time and date proposals are due in order to review the LBE rating bonus.

The City strongly encourages Proposals from qualified LBEs. Pursuant to Chapter 14B, the following rating bonuses will be in effect for the award of this project for any Proposers who are certified as a Small or Micro-LBE, or joint ventures where the joint venture partners are in the same discipline and have the specific levels of participation as identified below. Certification applications may be obtained by calling (415) 581-2310. The rating bonus applies at each phase of the selection process. The application of the rating bonus is as follows:

A 10% rating bonus will apply to any proposal submitted by a CMD certified Small or Micro-LBE. Pursuant to Section 14B.7(E), a 5% rating bonus will be applied to any proposal from an SBA-LBE, except that the 5% rating bonus shall not be applied at any stage if it would adversely affect a Small or Micro-LBE proposer or a JV with LBE participation. The rating bonus for a Joint Venture (“JV”) with LBE participation that meets the requirements of Section 2.02 in Attachment 2, Requirements for Architecture, Engineering & Professional Services, as follows: excess of \$10,000 and Less Than or Equal to \$10,000,000:

SECTION 4: REQUIREMENTS

- a. 10% for each JV among Small and/or Micro LBE prime proposers.
- b. 5% for each JV which includes at least 35% (but less than 40%) participation by Small and/or Micro-LBE prime proposers.
- c. 7.5% for each JV that includes 40% or more in participation by Small and/or Micro-LBE prime proposers.

The rating bonus will be applied by adding 5%, 7.5%, or 10% (as applicable) to the score of each firm eligible for a bonus for purposes of determining the highest ranked firm. Pursuant to Chapter 14B.7(F), SBA-LBEs are not eligible for the rating bonus when joint venturing with a non LBE firm. However, if the SBA-LBE joint ventures with a Micro-LBE or a Small-LBE, the joint venture will be entitled to the joint venture rating bonus only to the extent of the Micro-LBE or Small-LBE participation described in Section 2.01B.4b. and c. above.

Joint Venture Rating Bonus If applying for a rating bonus as a joint venture, the LBE must be an active partner in the joint venture and perform work, manage the job and take financial risks in proportion to the required level of participation stated in the Proposal, and must be responsible for a clearly defined portion of the work to be performed and share in the ownership, control, management responsibilities, risks, and profits of the joint venture. The portion of the LBE joint venture's work shall be set forth in detail separately from the work to be performed by the non-LBE joint venture partner. The LBE joint venture's portion of the contract must be assigned a commercially useful function.

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 Evaluation Services and Community Engagement 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](#) and to DCYF's FY2019-2020 Grantee Year End reports which can be found [here](#).

The following chart provides a brief description of each Service Area that DCYF is seeking to support with Evaluation Services and Community Engagement 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.

SECTION 5: SCOPE OF WORK

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 (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.
Technical Assistance (TA), Capacity Building (CB) and Professional Development (PD)	Workshops, cohorts and embedded support available to DCYF grantees working in the above-listed programmatic areas to strengthen and improve administrative and fiscal operations.

DCYF's ENGAGEMENT WITH CITYWIDE RACIAL EQUITY EFFORTS

In July 2019, the San Francisco Office of Racial Equity (ORE) (Ordinance No 188-19) was legislated as a response to the City's growing racial disparities and a means to address the history of structural and institutional racism in San Francisco's delivery of services to the public and its own internal practices and systems. The ORE has the authority to enact a citywide Racial Equity Framework and to direct all City and County of San Francisco departments to develop and implement Racial Equity (RE) Action Plans. Then in summer 2020, the ORE enacted on this authority by releasing [this citywide framework and template](#) for Departmental Racial Equity (RE) Action Plans. As a City department with a long history of advancing racial equity, DCYF is fully engaged in this process and seeks firms who can assist with support in our Departmental racial equity work.

The Phase I Racial Equity Framework and Departmental Action Plan requires the development and annual administration of a survey that assesses city department staff perceptions of any racial inequities that may be occurring in HR-processes and/or the workplace culture. As a City department that aims to be meaningfully engaged in this process, DCYF will use this RFQ to qualify firms with strong experience in participatory evaluation methods, as well as auditing human resource processes and organizational cultures. The Phase I

SECTION 5: SCOPE OF WORK

Racial Equity Framework and Departmental Action Plan requires city departments to collect constructive feedback from fellows and interns and to adjust their programs accordingly. will use this RFQ to qualify firms with experience in youth participatory research and survey development.

RFQ AREAS

With this RFQ, DCYF is seeking to create two pools of qualified firms in the following areas: (1) Evaluation Services and (2) Community Engagement and Strategic Planning Services. In the following sections, firms will be asked to identify the activities in which they have expertise.

EVALUATION SERVICES

Firms prequalified to work in this area may implement an array of qualitative and/or quantitative evaluation methodologies. Selected firms will conduct evaluation that will help DCYF assess the implementation and impact of funded activities, factors contributing to and/or impeding success, and recommendations for 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 surveys, interviews, focus groups and participatory research methods.

The following table identifies the evaluation activities in which DCYF may require support. In your proposal you will be asked to identify if your firm has expertise by completing check boxes next to each evaluation activity.

Evaluation Service Description
Evaluation Area: Administrative Data Analyses
Analysis of client-level data that includes client demographic, attendance, and programmatic data. Analyses matching client-level data across City Departments, used to create control groups for analysis.
Assistance with the development of documentation to support data sharing between 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.
Evaluation Area: Surveys and Questionnaires
Development of surveys/questionnaires that may include but are not limited to surveys assessing community need, surveys specific to one or more of DCYF's Service Areas, or surveys associated with DCYF's engagement with citywide racial equity efforts.
Development of viable strategies for administering telephone, paper or online surveys/ questionnaires in order to survey samples of San Francisco's population such as youth, parents/caregivers, service providers or other members of the public, DCYF staff, and youth fellows and interns working at DCYF. Sampling

SECTION 5: SCOPE OF WORK

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.

Development of guidelines and training to support individuals administering the surveys in schools or at program sites.

Conversion of paper survey responses and hard-copy data to working digital formats, records reconciliation, maintenance and summary analyses of respondent feedback.

Auditing HR policies and processes and organizational culture through survey methods, including participatory methods.

Evaluation Area: Qualitative Analyses

Qualitative data analysis using data collected through interviews, focus groups and open-ended survey responses.

Participatory youth research that engages young people in identifying their service needs and evaluating DCYF-funded programs and City systems.

Literature and document reviews.

Evaluation Area: Reporting and Project Management

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 measurable outcomes and appropriate methodologies necessary to conduct an evaluation project.

Production of evaluation reports and presentations detailing administrative and survey data analysis results as identified in contract(s) for evaluation services.

General evaluation-related project tasks including but not limited to coordinating data collection, synthesis associated with working with multiple data sources, and meeting facilitation.

COMMUNITY ENGAGEMENT and STRATEGIC PLANNING SERVICES

Firms prequalified to provide work in this area may be requested to support community engagement and strategic 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 [here](#). Significant community outreach, engagement and information collection informed these documents. Selected firms will assist DCYF in community engagement and strategic planning efforts associated with the CNA, SAP and other strategic planning, as needed.

SECTION 5: SCOPE OF WORK

The following table identifies the support community engagement and strategic planning activities in which DCYF may require support. In your proposal you will be asked to identify if your firm has expertise by completing check boxes next to each evaluation activity.

Community Engagement and Strategic Planning Service Description
Community (often referred to as stakeholder) outreach services, including production of robust methodologies for development and implementation of electronic, print, media, and community-based outreach strategies and communication plans, including audience/community identification and strategies that increase community participation through multiple channels and networks.
Design and conduct geographically and topically focused community meetings, focus groups, surveys, and interviews with members of the public. Develop and conduct culturally responsive processes that create two-way channels of communication and incorporate participatory planning and input from the community. Strategize and plan for sustained engagements that strengthen networks and builds the community's capacity to advocate and organize. Experience with multi-sector collaborations and partnerships.
Transcribe and take detailed notes gathered from community/focus group meetings to provide to Departmental or Citywide staff within agreed-upon period from each meeting.
Coordination with in-language support staff to collect information in languages other than English, notably Spanish, Chinese, Tagalog and Vietnamese, Arabic and American sign language.
Experience conducting community engagement in San Francisco neighborhoods or demonstratable connection within a community. In particular, experience engaging and organizing with any Priority Populations (see definition in priority Populations Table below).
Work with community members to establish clear and actionable vision statements and/or set of values/guiding principles that can guide policy development. This may be informed by the community concerns and issues identified in community engagement activities.
Experience and expertise with youth and family-specific engagement, including coaching and inclusion of youth in planning and decision-making processes.
Inclusion of findings from any of the above-mentioned services to help develop content and/or recommendations for Departmental or Citywide strategic planning efforts.
Production of strategic planning deliverables that could include identification of strengths, weaknesses, opportunities; creation of new or revision of existing goals and objectives; facilitation of indicators and outcomes that can serve as the basis for performance measures; identification of potential strategic initiatives or programmatic approaches; identification of parties, deadlines, costs, and resources and priority levels associated with implementation of initiatives or programming.

SECTION 5: SCOPE OF WORK

Production of reports and presentations detailing community engagement and strategic planning results as identified in contract(s) for services, including community engagement in the review and finalization of deliverables.

Through the Equity Analysis in our last Community Needs Assessment (CNA), DCYF identified low-income neighborhoods where children and youth are likely to have the greatest level of need for services, as well as specific populations that benefit from targeted programming. The table below highlights populations identified through the CNA as having concentrated need, as well as characteristics associated with increased need.

In the following table, please identify the priority populations with which your firm has experience engaging by completing check boxes next to each with which population you have conducted community engagement during prior engagements. This table will not be used in the scoring of proposals, but will serve as a reference to DCYF when contacting firms about future community engagement and strategic planning projects. Please include a copy of the following table in your submitted proposal.

Priority Populations
Concentrated Need Groups
Low-income neighborhoods
African American, Hispanic/Latino, and Pacifica Islander children, youth and families
Low-income Asian American children, youth and families
Disconnected transitional age youth
Characteristics of Youth with Increased Need
English Learner
Foster Youth
LGBTQQ
Special needs
Teen parent
Under-housed
Undocumented
Children of incarcerated parents

SECTION 5: SCOPE OF WORK

Academic underperformance or disconnected from school

Exposure to violence, abuse or trauma

Mild to severe mental and behavioral health challenges
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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 and/or, community engagement and strategic planning services.
2. Content knowledge expertise

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 including Equity Statement	15
Content Knowledge Expertise	20
Experience	30
Staffing	30
Completeness of Proposal	5
TOTAL	100

Applicants scoring 75 points and above for the (1) Evaluation Services and/or (2) Community Engagement and Strategic Planning Services will be added to the pre-qualified list for as needed services in the respective areas.

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 April 16, 2021.

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:
 1. Letter of Introduction & Executive Summary: 1 Page
 2. Coversheet: No Page Limit
 3. Proposal Content & Responses: Up to 20 Pages
 4. Completed Copy of the Evaluation Services Description Table if applying to qualify under Evaluation Services: No Page Limit
 5. Completed Copy of Community Engagement & Strategic Planning Services Table if applying to qualify under Community Engagement & Strategic Planning Services: No Page Limit
 6. Completed Copy of the Priority Populations Table: No Page Limit

PROPOSAL ELEMENTS

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

Applicants submit a brief letter of introduction and executive summary of the proposal on agency letterhead. The letter 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 and constitutes 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.

Equity Statement:

What approaches does your firm take to ensure that its services and products are equitable? Specifically, how do you ensure that your services and products are not only culturally responsive but center on the individuals and communities that will be most impacted by your services and recommendations?

b. Content Knowledge Expertise:

SECTION 7: SUBMISSION INSTRUCTIONS

In the Cover Sheet (see Appendix A), your firm identified the DCYF Service Areas with which your firm has experience. Please provide descriptions of the evaluation, community engagement and/or strategic planning services you have provided in those areas.

c. Experience:

For each area of interest (i.e. Evaluation and/or Community Engagement and Strategic Planning) that you are applying for, please provide descriptions of at least two projects you have worked on that fall under that area that demonstrates your ability to deliver the services described in Section 5: Scope of Work. **All projects must have started within the last five (5) years.** Please answer all questions below for each description.

Project descriptions should address all of the following questions:

- **Project Background:** Include information regarding the client and/or program, as applicable. What were the project goals and program impacts?
- **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.
- **Project Approach:** How did you approach the project? What methodologies were used and how did those address the project goals? Describe any challenges, including the strategies used to address them.
- **Project Staffing:** Identify each key person on the project with title and role, including subcontractors. Include brief narrative descriptions of the responsibilities each person had on the project.
- **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.

4. Completed Copy(ies) of the Evaluation Services Description Table (if applying to qualify under Evaluation Services) and the Community Engagement & Strategic Planning Description Table (if applying to qualify under Community Engagement & Strategic Planning Services)

Applicants will use Tables contained in Appendix A to identify the activities in which your firm has expertise by completing check boxes next to each activity.

5. Completed Copy of the Priority Populations Table (no page limit)

Applicants will use the Table contained in Appendix A to identify the priority populations with which your firm has experience engaging.

APPENDIX A: APPLICATION COVERSHEET TEMPLATE AND TABLES

APPLICATION COVERSHEET			
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 Supplier?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Is the fiscal agent a registered City Supplier?	<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"/> Evaluation Services			
<input type="checkbox"/> Community Engagement and 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"/> Educational Supports <input type="checkbox"/> Enrichment, Leadership & Skill Building (ELS) <input type="checkbox"/> Emotional Well-Being <input type="checkbox"/> Family Empowerment <input type="checkbox"/> Justice Services		<input type="checkbox"/> Mentorship <input type="checkbox"/> Out of School Time (OST) <input type="checkbox"/> Youth Workforce Development (YWD) <input type="checkbox"/> Technical Assistance/Capacity Building/Professional Development	
APPLICANT'S EXPERIENCE & CURRENT WORK:			
Number of years providing evaluation and/or community engagement and strategic planning in the Service Areas checked off above:			
Is your organization <u>currently</u> providing evaluation and/or community engagement and strategic planning services for DCYF?		<input type="checkbox"/> Yes <input type="checkbox"/> No	
Is your organization <u>currently</u> providing evaluation and/or community engagement and 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 evaluation and/or community engagement and 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
		\$	

APPENDIX A: APPLICATION COVERSHEET TEMPLATE AND TABLES

The following table identifies the **evaluation activities** in which DCYF may require support. In your proposal please identify if your firm has expertise by completing check boxes next to each evaluation activity.

Evaluation Service Description	
Evaluation Area: Administrative Data Analyses	
Analysis of client-level data that includes client demographic, attendance, and programmatic data. Analyses matching client-level data across City Departments, used to create control groups for analysis.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Assistance with the development of documentation to support data sharing between 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.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Evaluation Area: Surveys and Questionnaires	
Development of surveys/ questionnaires that may include but are not limited to surveys assessing community need, surveys specific to one or more of DCYF's Service Areas, or surveys associated with DCYF's engagement with citywide racial equity efforts.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Development of viable strategies for administering telephone, paper or online surveys/ questionnaires in order to survey samples of San Francisco's population such as youth, parents/caregivers, service providers or other members of the public, DCYF staff, and youth fellows and interns working at DCYF. 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.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Development of guidelines and training to support individuals administering the surveys in schools or at program sites.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Conversion of paper survey responses and hard-copy data to working digital formats, records reconciliation, maintenance and summary analyses of respondent feedback	<input type="checkbox"/> Yes <input type="checkbox"/> No
Auditing HR policies and processes and organizational culture through survey methods, including participatory methods.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Evaluation Area: Qualitative Analyses	

APPENDIX A: APPLICATION COVERSHEET TEMPLATE AND TABLES

Qualitative data analysis using data collected through interviews, focus groups and open-ended survey responses.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Participatory youth research that engages young people in identifying their service needs and evaluating DCYF-funded programs and City systems.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Literature and document reviews.	
Evaluation Area: Reporting and Project Management	
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 measurable outcomes and appropriate methodologies necessary to conduct an evaluation project.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Production of evaluation reports and presentations detailing administrative and survey data analysis results as identified in contract(s) for evaluation services.	<input type="checkbox"/> Yes <input type="checkbox"/> No
General evaluation-related project tasks including but not limited to coordinating data collection, synthesis associated with working with multiple data sources, and meeting facilitation.	<input type="checkbox"/> Yes <input type="checkbox"/> No

The following table identifies the **community engagement and strategic planning activities** in which DCYF may require support. Please identify if your firm has expertise by completing check boxes next to each community engagement and strategic planning activity.

Community Engagement and Strategic Planning Service Description	
Community (often referred to as stakeholder) outreach services, including production of robust methodologies for development and implementation of electronic, print, media, and community-based outreach strategies and communication plans, including audience/community identification and strategies that increase community participation through multiple channels and networks.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Design and conduct geographically and topically focused community meetings, focus groups, surveys, and interviews with members of the public. Develop and conduct culturally responsive processes that create two-way channels of communication and incorporate participatory planning and input from the community. Strategize and plan for sustained engagements that strengthen networks and builds the community's capacity to advocate and organize. Experience with multi-sector collaborations and partnerships.	<input type="checkbox"/> Yes <input type="checkbox"/> No

APPENDIX A: APPLICATION COVERSHEET TEMPLATE AND TABLES

Transcribe and take detailed notes gathered from community/focus group meetings to provide to Departmental or Citywide staff within agreed-upon period from each meeting.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Coordination with in-language support staff to collect information in languages other than English, notably Spanish, Chinese, Tagalog and Vietnamese, Arabic and American sign language.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Experience conducting community engagement in San Francisco neighborhoods or demonstrable connection within a community. In particular, experience engaging and organizing with any Priority Populations (see definition in priority Populations Table below).	<input type="checkbox"/> Yes <input type="checkbox"/> No
Work with community members to establish clear and actionable vision statements and/or set of values/guiding principles that can guide policy development. This may be informed by the community concerns and issues identified in community engagement activities.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Experience and expertise with youth and family-specific engagement, including coaching and inclusion of youth in planning and decision-making processes.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Inclusion of findings from any of the above-mentioned services to help develop content and/or recommendations for Departmental or Citywide strategic planning efforts.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Production of strategic planning deliverables that could include identification of strengths, weaknesses, opportunities; creation of new or revision of existing goals and objectives; facilitation of indicators and outcomes that can serve as the basis for performance measures; identification of potential strategic initiatives or programmatic approaches; identification of parties, deadlines, costs, and resources and priority levels associated with implementation of initiatives or programming.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Production of reports and presentations detailing community engagement and strategic planning results as identified in contract(s) for services, including community engagement in the review and finalization of deliverables.	<input type="checkbox"/> Yes <input type="checkbox"/> No

In the following table, please identify the **priority populations** with which your firm has experience engaging by completing check boxes next to each with which population you have conducted community engagement during prior engagements. This table will not be used in the scoring of proposals, but will serve as a reference to DCYF when contacting firms about future community engagement and strategic planning projects. Please include a copy of the following table in your submitted proposal.

APPENDIX A: APPLICATION COVERSHEET TEMPLATE AND TABLES

Priority Populations	
Concentrated Need Groups	
Low-income neighborhoods	<input type="checkbox"/> Yes <input type="checkbox"/> No
African American youth and families	<input type="checkbox"/> Yes <input type="checkbox"/> No
Hispanic/Latino youth and families	<input type="checkbox"/> Yes <input type="checkbox"/> No
Pacific Islander children, youth and families	<input type="checkbox"/> Yes <input type="checkbox"/> No
Low-income Asian American children, youth and families	<input type="checkbox"/> Yes <input type="checkbox"/> No
Disconnected transitional age youth	<input type="checkbox"/> Yes <input type="checkbox"/> No
Characteristics of Youth with Increased Need	
English Learner	<input type="checkbox"/> Yes <input type="checkbox"/> No
Foster Youth	<input type="checkbox"/> Yes <input type="checkbox"/> No
LGBTQQ	<input type="checkbox"/> Yes <input type="checkbox"/> No
Special needs	<input type="checkbox"/> Yes <input type="checkbox"/> No
Teen parent	<input type="checkbox"/> Yes <input type="checkbox"/> No
Under-housed	<input type="checkbox"/> Yes <input type="checkbox"/> No
Undocumented	<input type="checkbox"/> Yes <input type="checkbox"/> No
Children of incarcerated parents	<input type="checkbox"/> Yes <input type="checkbox"/> No
Academic underperformance or disconnected from school	<input type="checkbox"/> Yes <input type="checkbox"/> No
Exposure to violence, abuse or trauma	<input type="checkbox"/> Yes <input type="checkbox"/> No
Mild to severe mental and behavioral health challenges	<input type="checkbox"/> Yes <input type="checkbox"/> No