



**Request for Qualifications
Family Resource Center Initiative Evaluation
Contractor**

**Availability of Funds from:
First 5 San Francisco**

October 27, 2009

**Request for Qualifications
Family Resource Center Initiative Evaluation Contractor**

Contract Amount:	Up to \$70,000
Contract Period:	February 2010 – January 2011 with annual renewal possible through FY 2013 – 14 pending First 5 San Francisco staff review of performance and continued availability of funds.
Non-Mandatory Bidders Conference:	November 10, 2009 from 2:00pm – 4:00pm First 5 San Francisco 1390 Market Street, Suite 318
Proposal Due Date:	December 1, 2009
Contact Person:	Theresa Zighera (415) – 934-4873 theresa@first5sf.org

Introduction

First 5 San Francisco is committed to ensuring comprehensive and meaningful evaluation of funded initiatives. In order to support the evaluation of the Aligned Family Resource Center Initiative, First 5 San Francisco, as the Lead Funding Agency for the initiative, has allocated up to \$50,000 per year to implement the newly developed Family Resource Center Initiative Evaluation Plan.

Qualification Proposals must be received by 5:00 p.m. SHARP on: December 1, 2009. All applications received after 5:00 p.m. will be considered late and will **not** be accepted. No electronic or faxed submissions will be accepted.

Mail or Hand-deliver one (1) original and seven (7) copies of the application to:

First 5 San Francisco
1390 Market Street, Suite 318
San Francisco, CA 94102
Attn: Theresa Zighera

Anticipated Timeline	
RFQ Issued	October 27, 2009
Non-mandatory Bidder's Conference	November 10, 2009
Non-mandatory Letters of Intent	November 13, 2009
Proposals Received	December 1, 2009
Funding Recommendation Announced	December 18, 2009
Contract and Scope of Work Development	December 18 - 31, 2009
Tentative Commission Approval	February 4, 2010
Anticipated Contract Start	February 5, 2010

I. Purpose of RFQ

Background

In order to maximize impact of combined funding and achieve programmatic and operational efficiencies, First 5 San Francisco, The Department of Children Youth and Their Families (DCYF) and the San Francisco Human Services Agency- Family and Children Services (H.S.A.-FCS), hereafter referred to as the Joint FRC Funders, developed a single aligned Family Resource Center¹ (FRC) Initiative Strategy. The aligned FRC Initiative began in July 2009 with funding to 23 Neighborhood-Based and Population-Focused FRCs. In past funding cycles, this group of agencies has served approximately 1800 children birth to five and 2800 parents/caregivers annually.

Through the aligned strategy, funded agencies provide resources and activities to families of children 0 – 18 years old that facilitate the healthy development of children and the stability and functioning of families and school success. Specifically, both Neighborhood-Based and Population-Focused FRCs have been asked to focus on a set of Core Service Clusters that are central to the work of Joint FRC Funders and critical to supporting families. A table of the Service Clusters with examples of service activities that fall within each cluster has been included below.

Service Clusters	Examples of Service Activities
PARENTING EDUCATION AND SUPPORT	Curriculum-Based Parenting Series Peer Support groups
ACCESS TO RESOURCES AND OPPORTUNITIES	Information and Referral Workshops and classes Family Economic Self Sufficiency Basic Needs Assistance
DIRECT SERVICES TO PROMOTE SCHOOL READINESS AND SCHOOL SUCCESS	Parent/Child Interactive Activities Early Literacy Opportunities Drop In Child Development programs Linkages for School-Aged Children/Teens
COMMUNITY BUILDING	Family events Parent Leadership/volunteer opportunities Neighborhood connections and collaboration Outreach
COORDINATED SUPPORT SERVICES	Family Advocacy Case Management Linkages with Child Welfare Services: <ul style="list-style-type: none"> ▪ Differential Response ▪ Team Decision Making (TDM) ▪ Supervised Visitation Counseling Home Visits Maternal Depression Screenings Child Developmental Screenings Respite Care

¹ A Family Resource Center (FRC) is a welcoming community hub that provides universal access to services and opportunities for families to strengthen family functioning and enhance community connections. San Francisco FRCs are defined by the following characteristics: 1) Program activities are tailored and implemented based on the unique strengths, needs & wants of the families & community; 2) Services are designed to be comprehensive and inclusive and intended to complement existing resources and services in the community; 3) FRC services span a broad continuum, including prevention, early intervention and safety net services. Families recognize and build on their own strengths and then use those strengths in service to others; and 4) FRC services are family-centered, culturally competent, and strength-based.

Goals and Desired Outcomes

The Joint FRC Funders also developed a common vision and goals for the FRC Initiative to provide a guiding framework for the delivery of family support services in San Francisco.

Vision Statement

To create a coordinated City-wide system of Family Resource Centers that strengthen families and communities to ensure healthy childhoods for San Francisco's children and youth.

The vision is accomplished by funding FRCs to:

- 1) Provide families with access to services & opportunities
- 2) Build parent knowledge and skills
- 3) Provide intensive support services for families in need
- 4) Promote community development

Goals

The Aligned FRC Initiative intends to have a long-term and sustained impact on the enhanced capacity of parents to provide for their children's needs and of communities to serve families. With this intent in mind, the Joint FRC Funders developed the following aligned goals and desired outcomes against which to measure the success of the initiative:

1) Children and Youth are nurtured, safe, and supported for school success

Desired Outcomes

- a. Families support children's social, emotional, cognitive and physical development (*First 5 San Francisco Desired Outcome for Family Support*)
- b. Children and families learn appropriate skills to prepare for school
- c. Parents engage in appropriate learning & play with children on a regular basis

2) Parents have the knowledge, skills, strategies, and support to parent effectively

Desired Outcomes

- a. Parents provide nurturing and positive emotional support to their children (*First 5 San Francisco Desired Outcome for Family Support*)
- b. Parents have realistic expectations of children and use positive, age-appropriate disciplinary practices
- c. Parents establish predictable, age-appropriate daily routines for children
- d. Parents demonstrate positive feelings and perceptions about parenting experience

3) Families build their own capacity to improve family functioning

Desired Outcomes

- a. Families are connected to a supportive community (*First 5 SF Desired Outcome for Family Support*)
- b. Parents demonstrate efficacy, including the capacity to seek help in times of need
- c. Parents are free from issues that negatively impact parenting, including substance abuse, symptoms of depression & domestic violence

- d. Children are safe during times of family crisis and/or stress

4) Families receive adequate services to meet their needs

Desired Outcomes

- a. Families are knowledgeable about available resources to help meet their family's needs
- b. Families access resources to meet basic living needs – food, clothing, shelter, transportation
- c. Families will be supported in building and protecting financial assets

5) Communities are family-focused & responsive

Desired Outcomes

- a. Family Resource Centers offer diverse parent involvement opportunities
- b. Communities are family-friendly and fun
- c. Communities work together to address neighborhood issues
- d. FRC actively communicates its services to the community.

Funding for this Evaluation Contractor will support achievement of these goals and associated desired outcomes by enabling the Joint FRC Funders to measure progress toward desired outcomes and goals, identify specific services and strategies that are particularly effective in the achievement of outcomes, and establish recommendations for future program improvement. To the extent feasible the Evaluation Contractor will also work with the Joint FRC Funders and funded agencies to build ongoing evaluation capacity.

The Joint FRC Funders are committed to assessing the value and impact of funding efforts according to the above goals and outcomes. Funded FRCs have been asked to track and submit data related to the following types of performance measures:

- Measures of participation in services
- Measures of program quality
- Measures of participant level changes and outcomes

Moreover, funded FRCs have also been asked to participate in the following activities specifically designed to support effective performance measurement and evaluation:

- Use of a standardized contract monitoring and data tracking system to capture fiscal information, implementation progress, participant demographics, and participant attendance in core services
- Use of a standardized program quality self-assessment tool to ensure compliance with minimum standards of quality
- Use of pre and post survey instruments relevant to the desired outcomes
- Distribution and collection of forms to obtain client consent to participate in data collection and evaluation activities
- Analysis of collected data and reporting on the results (as required)
- Participation in studies to explore specific evaluation and research questions (as required)

The recently developed FRC Initiative Overarching Evaluation Framework and Working Evaluation Plan can be found in Attachment A. These documents outline the connection between goals, outcomes, essential service clusters, output and outcome measures, and data sources as well as remaining decisions and tasks that surround the identified evaluation methods and the anticipated timeline for completing associated tasks.

As funded FRCs track and submit data for performance measures and engage in evaluation activities they have been asked to do so in accordance with the FRC Initiative Evaluation Framework/Plan and the methods identified within those documents. The Joint FRC Funders are in need of an external contractor to analyze and compile the participant, service, quality, and outcome data submitted by FRCs into an annual report that describes the aligned FRC Initiative's services, engagement of target population, quality of operations, and progress toward desired outcomes.

II. Available Funding and Terms of Grant

The allocated funding for this project is up to \$70,000 for the period of February 2010 – January 2011. The grant is annually renewable through FY 2013 - 2014. Grant renewal and award amounts are subject to First 5 San Francisco staff review of the project, annual negotiation of grant award and scope of work, and continued availability of funds. First 5 San Francisco may request selected agency to enter a year long funding period, but split the agreement term to conform to the First 5 San Francisco fiscal year.

First 5 San Francisco intends to select one agency to perform the requested scope of work. Additional agencies may be selected if a single agency cannot be identified to perform the requested scope of work, but the funds available will not increase.

Grant awards may be reduced or eliminated in response to reduced allocations to First 5 San Francisco from its funding sources.

III. Scope of Work

Description of Required Evaluation Activities

The Evaluation Contractor will be expected to perform the following activities:

A. Project Planning and Ramp-up:

Three-month planning and ramp up phase to finalize evaluation questions, become familiar with existing evaluation methods and data sources, and outline components of an annual FRC evaluation report. This planning and ramp-up work will be done collaboratively with the First 5 San Francisco Evaluation Program Officer and the FRC Initiative Evaluation Workgroup – a working body that includes representatives from the three Funding Agencies as well as grantees and other key collaborative partners.

B. Data Housing, Management, and Analysis

Joint FRC Funders will be relying on the Evaluation Contractor to house, clean, match, and analyze data from the variety of data sources identified in the FRC Initiative Evaluation Plan, including but not limited to: participant demographic and attendance data from funder web-based Contract Management System; satisfaction and outcome survey data; case management service and outcome data from web-based Family Development Matrix; child welfare outcome data; and funded agency success stories and vignettes. This entails working with First 5 San Francisco Evaluation Program Officer, and funded agencies as necessary to reconcile errors and discrepancies found in data. Data matching will involve linking data files from above data sources and conducting analysis on the combined data sets.

C. Report Writing and Presentations

The FRC Initiative Evaluation Contractor will prepare a written annual report on the Aligned FRC Initiative for Joint FRC Funders and stakeholders. Dissemination of this report will include presentations as needed to Funding Agency Commissions, community partners, and funded programs.

Additionally, The FRC Initiative Evaluation Contractor will be asked to generate “data books” for each funded agency, providing some basic statics on submitted program and survey data. Lastly, at the close of the final contract period the FRC Initiative Evaluation Contractor will agree to provide First 5 San Francisco with a cleaned file(s) of all compiled data in a useable file format (i.e. HTML, Excel, etc.).

D. Training and Support

- As needed to First 5 San Francisco staff and funded FRC agencies regarding data collection, data entry, and data transfer.

- As needed to Joint FRC Funder staff on research and evaluation issues.

E. Communication and Collaboration

The FRC Initiative Evaluation Contractor will be expected to attend the FRC Initiative Evaluation Workgroup meetings on a schedule to be determined, but not more than monthly or less than quarterly.

Additional the Contractor should maintain regular communication on all aspects of the project with the First 5 San Francisco Evaluation Program Officer and other staff as appropriate.

IV. Performance Monitoring

First 5 San Francisco engages in performance monitoring of all funded contracts. The FRC Initiative Evaluation Contractor will be asked to develop and track a set of basic accountability measures that align with their established scope of work.

V. Preferred Qualifications

Eligible applicants include, but are not limited to, public, non-profit and for-profit management and consulting organizations, research and evaluation firms, institutions of higher education, policy analysis centers and other entities with demonstrated capacity to effectively manage and administer multi-site, community-driven evaluation projects involving children and families. Agencies funded through this initiative should demonstrate the following qualifications:

- Demonstrated experience working with culturally diverse communities as well as community-based organizations, some of whom may be unfamiliar with data-gathering and evaluation techniques and procedures, experience working with and/or evaluating Family Resource Centers is preferred;
- Demonstrated experience with culturally diverse children and parents in data collection and instrumentation development;
- Willingness and ability to involve program staff and administration, participants, and other stakeholders in the evaluation process;
- Outstanding planning, research, evaluation, and analytical capabilities, including familiarity with results-based accountability, theories of change, and strong qualitative and quantitative data analysis skills;

- Ability and capacity to securely house confidential data from a diverse array of data sources;
- Demonstrated communication and negotiation skills, such as the ability to facilitate group processes, understand the various interests of multiple stakeholders, and convey information to various audiences; and
- Ability and organizational capacity to fulfillment of contract requirements on-time.

VI. RFQ Process and Requirements

Content and Instructions

To apply for funds, you must mail or hand-deliver one (1) original and seven (7) copies of your proposal to First 5 San Francisco’s office at 1390 Market Street, Ste. 318 San Francisco, CA **by December 1, 2009**. Any proposal that arrives later than the specified deadline, fails to meet the minimum eligibility requirements or fails to follow submission instructions **WILL NOT** be considered for funding.

Format

All proposals must:

- Be typed, with a minimum of one-inch margins on each page;
- Use no less than 12-point font;
- Be double spaced;
- Have the page number and program name listed at the bottom of each page; and
- Be within the stated page limits for each section.

Copying

Original proposals must be printed only on one side of the paper, while all seven copies must be printed on **both** sides of the paper.

Review Process and Timeline

A proposal review panel(s), consisting of individuals appointed by First 5 San Francisco will review all completed applications that meet the minimum eligibility requirements. Members of the proposal review panel(s) will evaluate and score each proposal, and make a funding recommendation to First 5 San Francisco. First 5 San Francisco will then make the final selection and conduct contract negotiations.

All proposals will be scored on the following requirements:

- ⇒ Agency Experience and Qualifications – 25 points
 - Mission and Values
 - Agency Experience and Expertise
 - Governance Structure
 - Staffing

- ⇒ Data Housing and Data Analysis– 20 points
- ⇒ Participatory Evaluation – 15 points
- ⇒ Cultural Competence – 10 points
- ⇒ Performance Monitoring – 10 points
- ⇒ Project Management – 5 points
- ⇒ Budget – 15 points

As part of its proposal evaluation process, First 5 San Francisco staff may elect to visit agency sites and meet with agency staff to discuss elements of the proposal. Staff may also contact others in the community regarding the applicant’s past history and performance.

Non-mandatory Bidder’s Conference

Agencies intending to submit a proposal are encouraged to attend a bidder’s conference on Monday, November 10th from 2:00pm to 4:00 pm at First 5 San Francisco, 1390 Market Street, Suite 318. The pre-proposal conference will be an opportunity for agencies to seek clarification on the contents of this RFQ.

Non-mandatory Letter of Intent

Organizations intending to submit a proposal are strongly encouraged to submit a Letter of Intent, so that it is received by First 5 San Francisco by November 13, 2009. The Letter of Intent should be on agency letterhead and indicate the agency’s intent to apply for Aligned Family Resource Center Initiative Evaluation Contractor funds. The letters of intent are not binding and are used by First 5 San Francisco staff to anticipate the number of proposal reviewers needed.

The letters of intent are to be mailed or hand delivered to the following address:

*Theresa Zighera
 First 5 San Francisco
 1390 Market Street, Ste. 318
 San Francisco, CA 94102*

VII. RFQ Format

Components and Instructions for Each Page:

All proposals must include the following components in this order:

- **Cover Sheet - Form A:** Fill in all boxes. Not to exceed one (1) page.
- **Check List - Form B:** All applicants must check off each item listed and submit this form with its application. Not to exceed one (1) page.
- **Program Narrative - Form C:** Provide all requested information in a narrative format. See Form C for section page limits.

- **Project Management – Form D:** Complete the Project Management table using the instructions provided on Form D.
- **Budget - Form E:** Complete the Budget Summary and Budget Detail spreadsheets for the first 12 months of the project (February 2010 – January 2011) by using the instructions provided for Form E.
- **Attachments to ALL Copies:** The following listed attachments should accompany all copies of the proposal.
 - a. Agency Organization Chart
 - b. Resumes of key staff and consultants and position descriptions of positions to be hired
 - c. References: include a minimum of three (3) references recently familiar with the quality and reliability of the proposer’s work. Include the name, mailing address, contact person, email address and phone number for each reference.
- **Attachments to ORIGINAL Copy Only:** All requested attachments are related to the lead organization. You need only provide one copy of each requested attachment as part of the original application.
 - a. IRS determination letter of 501(c)(3) status, if applicable
 - b. Most recently filed Form 990 tax return with attachments (Schedule A), if applicable
 - c. Most recent financial statement (audited, if available)
 - d. Current agency global budget
 - e. List of current government grants. List funding agency, grant term and brief description of funded services.

Do not bind proposals with any type of cover, cover page, three ring binder or folder. A binder clip and/or staple(s) are acceptable.

Do not include anything that cannot be photocopied or is folded or oversized. Do not include videotape, audiotape or other multi-media.

VIII. Appeal Process

The decision of First 5 San Francisco is final and there is no appeal process. However, applicants can request to see copies of reviewers’ comments. In order to make your request please stop by First 5 San Francisco offices at 1390 Market St., Suite 318.

IX. Minimum Eligibility Requirements

Failure to meet the following requirements will eliminate the applicant from consideration:

- Eligible applicants include, but are not limited to, public, non-profit and for-profit management and consulting organizations, research and evaluation firms, institutions of higher education, policy analysis centers and other entities with demonstrated capacity to effectively manage and administer multi-site, community-driven evaluation projects involving children and families.
- Services must be provided to residents of the City and County of San Francisco.

- If awarded a grant/contract, the applicant must be certified as a City-approved vendor and compliant with the City's insurance requirements within 45 days of award notice or First 5 San Francisco reserves the right to revoke the grant award.
- Applicant must follow all guidelines (formatting, page limitations, required attachments, etc.) detailed in the **Proposal Content and Instructions section of this RFQ**.

X. Other Requirements

Below is a partial list of significant requirements that will be part of each funded contractor's contract.

1. Contractor must be a City-approved vendor.
2. Contractor must comply with the monitoring and evaluation requirements. These requirements will be detailed in the contracting process, but include, at minimum, quarterly program reporting via an on-line system and participation in evaluation activities.
3. Contractor must have current insurance coverage (workers compensation, general liability, fidelity bond and automobile, if applicable).
4. Contractor must comply with the criminal screening requirement set forth below.
5. Contractor must prepare monthly online invoices through the Contract Management System for reimbursement of actual expenses.
6. Contractor must be available two times per year for fiscal site visits.
7. Contractor must be available at least two times per year for program site visits.
8. Appropriate contractor staff members must attend all mandatory meetings.

Applicants that are not yet City-approved vendors should begin the certification process as soon as possible, in order to ensure that they are able to meet this requirement if awarded a grant. The City's Office of Contract Administration offers all of the necessary forms on its website, which can be found at www.sfgov.org/oca/purchasing/forms.html. Subcontractors are not required to be City-approved vendors; only the lead organization must be.

The City and County of San Francisco requires all agencies receiving grant funding to comply with a number of regulatory and legal requirements. Some of these requirements are described below.

Criminal Screening Requirement

The City and County of San Francisco requires that all contractors and subcontractors comply with California Penal Code section 11105.3 and request from the Department of Justice records of all convictions or any arrest pending adjudication involving the offenses specified in Welfare and Institution Code section 15660(a) for any person who applies for a paid or volunteer position with the organization, or any subcontractor, in which the individual would have supervisory or disciplinary authority over a minor under his or her care.

If the contractor, or any subcontractor, is providing services at a City park, playground, recreational center or beach (separately and collectively known as "Recreational Site"), the organization shall not hire, and shall prevent its subcontractors from hiring, any person for employment or a volunteer position if that person has been convicted of any offense that was listed in former Penal Code section 11105.3 (h)(1) or 11105.3(h)(3).

If the organization, or any of its subcontractor, hires an employee or volunteer to provide services to minors at any location other than a Recreational Site, and that employee or volunteer has been convicted of an offense specified in Penal Code section 11105.3(c), then the contractor or its subcontractor must

comply with that section and provide written notice to the parents or guardians of any minor who will be supervised or disciplined by the employee or volunteer not less than ten (10) days prior to the day the employee or volunteer begins his or her duties or tasks. The contractor shall provide, or make its subcontractors provide, First 5 San Francisco with a copy of any such notice at the same time that it provides notice to any parent or guardian.

The contractor must expressly require all of its subcontractors with supervisory or disciplinary authority over a minor to comply with this requirement as a condition of its contract with the subcontractor.

Other requirements of agencies receiving grant funds include:

- The contractor must comply with the Domestic Partners or Equal Benefits Ordinance. For further information regarding compliance, respondents are encouraged to consult the Human Rights Commission at (415) 252-2500.
- The contractor must comply with the first source hiring program including developing agreements with the City to consider hiring economically disadvantaged individuals for entry-level positions.
- The contractor must comply with the Sunshine Ordinance. In accordance with San Francisco Administrative Code section 67.24(e), contracts, contractors' bids, responses to requests for proposals and all other records of communications between City and persons or firms seeking contracts, shall be open to inspection immediately after a contract has been awarded. Nothing in this provision requires the disclosure of a private person's or organizations net worth or other proprietary financial data submitted for qualification for a contract or other benefit until and unless that person or organization is awarded the contract or benefit. Information provided that is covered by this paragraph will be made available to the public upon request.
- The contractor must comply with a provision of the Sunshine Ordinance that affects non-profits with at least \$250,000 in City funding and at least one applicable contract. The ordinance requires the non-profit to hold at least 2 open board meetings, to allow public access to financial records, and to promote community representation on their Board of Directors or equivalent, and to describe in its RFQ response all complaints regarding compliance with the Sunshine Ordinance in the last two years, and the resolutions of these complaints.
- The contractor must comply with the San Francisco Children and Families Commission Tobacco-Free Policy – Form G.

XI. Reservations of Rights by First 5 San Francisco

- Issuance of this RFQ does not constitute a commitment by First 5 San Francisco to award a contract. First 5 San Francisco reserves the right to reject any or all proposals received in response to this RFQ, or to cancel this RFQ if it is in the best interest of the funding agencies to do so.
- Actual award of funding is dependent on a successful grant negotiation. During the grant negotiation, First 5 San Francisco may seek modifications to the proposed activities and budget. If a grant agreement cannot be completed within a reasonable time frame, determined by First 5 San Francisco, First 5 San Francisco may terminate negotiations and pursue an agreement with a different applicant.

- Applicants submitting a proposal agree that by submitting a proposal they authorize First 5 San Francisco to verify any or all information contained in the proposal.
- First 5 San Francisco's decision to award a grant to an organization that proposes to use subcontractors to perform the work funded by the grant does not waive First 5 San Francisco's right to approve or disapprove the subcontractors selected.
- First 5 San Francisco reserves the right, after grant award, to amend the resulting contract as needed throughout the term of the contract to best meet the needs of all parties.
- The applicant will comply with all requirements of the City and County of San Francisco and the Funding Agencies.

Allowable Grant Costs

First 5 San Francisco awards are cost reimbursement grants for expenditures described in pre-approved budgets. Except for advances of funds, agencies must incur expenses in pursuit of grant activities prior to reimbursement by First 5 San Francisco.

- Requested funding must be used to implement the types of activities described in the Scope of Work.
- This grant shall be used only to supplement, enhance, or augment existing levels of service or create new services. Funds may be used to continue First 5 San Francisco funded programming.
- The funds shall only be used for services to children 0 -5 years old, their families or caregivers, or expecting parents.

Unallowable Grant Costs

- Indirect and Administrative costs may not exceed an amount equal to 15% of the total grant/contract amount.
- No grant funds shall be used to supplant state or local general fund money for any purpose. In other words, this funding cannot replace other federal, state, or local funds currently used or already planned and committed for expansion activities, nor may grant funds be used to replace existing program revenues.
- Funds cannot be used for activities outside the Scope of Work.
- Funds cannot be used for capital expenditures.
- Accruals for staff vacation and sick time off are not payable by this grant/contract

FORM A –COVERSHEET

**Family Resource Center Initiative Evaluation Contractor
First 5 San Francisco**

Complete the Proposal Cover Sheet

**This will serve as the front cover of your proposal.
An official authorized to bind the entity must sign it.**

Name of Agency/Organization	
Program Contact/Title	Telephone Number
Alternate Contact/Title	Telephone Number
Agency Address	FAX Number
Amount of Grant Application Request	\$
Name of Agency Director	
Signature of Agency Director	
Name of the President of the Board of Directors	
Signature of President of the Board of Directors	

***Application Deadline:
December 1, 2009
at
First 5 San Francisco
1390 Market Street, Ste. 318
San Francisco, CA 94102***

FORM B: CHECK LIST – Family Resource Center Initiative Evaluation Contractor

Submit one (1) original and seven (7) copies of the following:

FORMS

_____ Form A: Cover Sheet

_____ Form B: Check List

_____ Form C: Program Narrative

_____ Form D: Project Management

_____ Form E: Budget

ATTACHMENTS TO ALL COPIES OF PROPOSAL

_____ Agency Organization Chart

_____ Resumes of key staff and consultants and position descriptions of positions to be hired

_____ A minimum of three (3) references recently familiar with the quality and reliability of the proposer's work

ATTACHMENTS TO ORIGINAL

All requested attachments are related to the lead organization. You need only provide one copy of each requested attachment as part of the original application, not the ten (10) additional copies required for all other forms.

_____ IRS determination letter of 501(c)(3) status, if applicable

_____ Most recently filed Form 990 tax return with attachments (Schedule A), if applicable

_____ Most recent financial statement (audited, if available)

_____ Current Agency Budget

_____ Listing of any federal, state, or local government funded grants terminating in the last 6 months and a brief description of the activities funded.

Do not include any materials or attachments other than those listed above. Additional materials will be discarded, and they will not be provided to the proposal review panel.

FORM C: PROGRAM NARRATIVE

Please provide the following information in narrative format. Your response will be read and scored by outside reviewers, so please be clear and concise in your answers. In order to make your proposal easier to read and score, your narrative should follow the structure outlined on the following pages, and each section should include the titles listed below in bold. Be sure to stay within the page limits listed for each section.

A. Agency Experience and Qualifications (6 page limit)

In this section please describe the following:

A.1. Mission and Values

Directions: Describe the mission and core values/operating principles of your agency as well as key services provided.

A.2. Agency Experience and Expertise

Directions: Describe your agency's special expertise as it relates to the RFQ. Include any experience working on similar evaluations, with county First 5 Commissions, and/or Family Resource Centers. Also include any experience you may have with any of the evaluation methods and data sources noted in the FRC Initiative Evaluation Plan.

A.3. Governance Structure

Directions: Describe the leadership and governance structure of your agency and describe how this project with fit into your overall organization. Attach agency organizational chart to application.

A.4. Staffing

Directions: Identify the key staff responsible for management and implementation of the proposed project; include the relevant experience of key staff and their specific role in implementation of the requested scope of work.

B. Data Housing and Data Analysis (5 page limit)

In this section, describe:

- A description of proposed procedures and formats for transferring and securely housing data from a variety of different data sources.
- A description of strategies your agency has used effectively to overcome challenges related to organizing, cleaning, and matching large data sets from multiple data sources.
- A description of proposed quantitative and qualitative data analysis techniques
- Procedures for making data available for analysis and review by First 5 San Francisco staff and funded agency staff, as desired.

C. Participatory Evaluation (4 page limit)

In this section, please describe:

- Describe how you will engage and maintain ongoing relationships with First 5 San Francisco staff, the FRC Initiative Evaluation Workgroup, and funded agencies.
- Discuss any challenges you anticipate in implementing the evaluation and how you will address them.

- Describe how you will ensure that process and outcome data are used to inform ongoing improvement of the initiative and funded programs.

D. Cultural Competence (1 page)

Please describe how your agency will ensure cultural competence, including culturally competent approaches to data collection and analysis as well as the ability to work effectively with programs serving the culturally diverse children and families of San Francisco.

E. Performance Monitoring (2 pages)

Please refer to Section III Scope of Work on page 6 and propose a set of performance objectives/measures that can be used to monitor contract deliverables, work quality and overall performance. Please use the table below and include the objectives and corresponding annual targets.

Performance Measure	Quarter 1 Target (Feb.- Apr.)	Quarter 2 Target (May - July)	Quarter 3 Target (Aug.- Oct.)	Quarter 4 Target (Nov.- Jan.)	Annual Target
<i>A) Project Planning and Ramp-up</i>					
<i>Example: Number of planning meetings attended by evaluation contractor staff</i>	3	1			4
<i>B) Data Housing, Management, and Analysis</i>					
<i>C) Report Writing and Presentations</i>					
<i>D) Training and Support</i>					
<i>E) Communication and Collaboration</i>					

FORM D: PROJECT MANAGEMENT – Expand Table as Needed

Use the table below to describe the tasks that must be performed in order to manage the project effectively. The table requires that you describe two types of tasks:

- 1) Tasks that support planning and start-up; and
- 2) Tasks that support the ongoing management of your project once in full implementation.

Project Planning and Ramp-up (February 2010 – April 2010)			
Task	By Whom	By When	Anticipated Challenges
Ongoing Project Management (May 2010 – January 2011)			
Task	By Whom	By When	Anticipated Challenges

FORM E: BUDGET – INSTRUCTION SHEET

Use Form E to create a line item budget for 1) an initial planning and ramp up period and 2) a full year of operation. Please include and attach a budget narrative to your Form E. In your narrative please give specific attention to any item in the budget whose purpose may not be obvious or immediately clear.

Please provide the amount being requested from the funding agencies in the amount requested column. If there is other funding being leveraged for a budget line, report that amount in the “Funding from other Sources – Cash” column. If there are other resources being leveraged for a budget line, report the value of those resources in the “Funding from other Sources – In-Kind” column. Provide a total of the resources committed to the project in the “Total” column.

This contract will be cost-reimbursable, meaning it is based on actual expenditures. Grantees are required to maintain documentation of all program expenses billed to the activities funded through this RFQ, and you will be asked to produce receipts, cancelled checks and supporting documents during the fiscal site visit.

A. Personnel: List the position titles, percentage full-time equivalent (FTE, e.g., 100 for 1FTE, 50% for .5FTE) for the entire program personnel, and the hourly pay rate for all staff members. Listing the hourly pay rate is particularly important because all funded programs should be in compliance with San Francisco’s Minimum Compensation Ordinance. The text of the Minimum Compensation Ordinance can be found online at <http://www.sfgov.org/oca/lwlv.htm>.

B. Fringe Benefits/Taxes: While you are not required to show calculations for fringe benefits and taxes related to each employee on the budget form, you are required to show these calculations as part of the budget narrative.

C. Professionals/Consultants: This category should include payments made to individuals who provide special services in order to help you operate your program, but who are not employees, such as consultants, trainers or evaluators. Outside consultants that are paid to provide staff development services should also be included here. Please follow the instructions provided on Form E for this section and show all calculations.

D. Subcontractors: This refers to subcontractors who provide services to your target population to help enhance your program. Subcontractors are usually other nonprofit, community-based organizations. The total listed here should only reflect the subcontractor’s program expenses; the subcontractor’s administrative expenses should be listed on a separate line in the Administrative Expenses portion of the budget spreadsheet.

E. Program Materials and Supplies: List all materials and supplies used by your program. This includes paper and pencils, books, arts and crafts supplies and recreational equipment, for example. This category should also include reproduction costs for program materials. Please show all calculations.

F. Other Program Expenses: This category is for items that do not fit into any of the above categories. For example, costs for criminal screening and fingerprinting can be shown here. Other examples include youth stipends, field trips, special events, mileage, MUNI fast passes, bus rentals, graduation ceremonies and food for participants.

Please break out your program's other expenses, and do not include a line item titled "Other Program Expenses" with a lump sum amount.

G. Administrative and Indirect Costs: Total Administrative and Indirect Costs must not exceed 15% of the total grant budget. The 15% cap also applies to all subcontractors. A lower threshold of 1 – 10% will apply to contracts with pass-through items such as stipends, reimbursements and subcontracts, with the percentage depending on the dollar amount of the pass-through.

Grantees must provide line-item detail for Administrative Costs in their grant budgets.

Indirect Costs

Allowed prorated indirect costs include audit, insurance, bookkeepers, accounting services, payroll, the executive director's salary and other administrative support salaries. In addition, this category includes the prorated cost of administrative postage, rent, equipment lease, utilities, pagers, phone bills, cellular phone bills, janitorial services, insurance, Internet lines, etc.

Administrative Costs

List the position titles, percentage full-time equivalent (FTE, e.g., 100 for 1FTE, 50% for .5FTE) for administrative personnel charged to this grant, and the hourly pay rate for all staff members. Listing the hourly pay rate is particularly important because all funded programs should be in compliance with San Francisco's Minimum Compensation Ordinance. The text of the Minimum Compensation Ordinance can be found online at <http://www.sfgov.org/oca/lwlh.htm>.

Form E - Budget

Budget Request Form: Planning and Ramp Up

From Date:

To Date:

A. Program Expenses						
Personnel	Salary Range	FTE (%)	Amount Requested	Funding from other Sources-Cash	Funding from other Sources In-Kind	Total
a.						
b.						
c.						
d.						
e.						
f.						
B. Benefits @ _____%						
Subtotal Personnel						

Operating Expenses	Amount Requested	Funding from Other Sources-Cash	Funding from Other Sources In-Kind	Total
C. Professionals/Consultants				
D. Subcontracts				
E. Program Materials (list)				
F. Other Program Expenses (list)				
Subtotal Operating Expenses				
G. Administrative or Indirect Costs(list-15% limit)				
Budget Total				

Please identify any in-kind support such as volunteers (identify roles of these volunteers), donated space, equipment etc. that are available to support this project. The value of these items should be listed in the "Funding from Other Sources" column of the budget request form. If any of these funds are not secured yet, but are anticipated, please put an "NS" next to the amount.

Budget Request Form

Full Year Operating Budget

A. Program Expenses						
Personnel	Salary Range	FTE (%)	Amount Requested	Funding from other Sources- Cash	Funding from other Sources In-Kind	Total
a.						
b.						
c.						
d.						
e.						
f.						
B. Benefits @ ____%						
Subtotal Personnel						

Operating Expenses	Amount Requested	Funding from Other Sources-Cash	Funding from Other Sources In-Kind	Total
C. Professional Services				
D. Subcontracts				
E. Program Materials (list)				
F. Other Program Expenses (list)				
Subtotal Operating Expenses				
G. Administrative or Indirect Costs(list-15% limit)				
Budget Total				

Please identify any in-kind support such as volunteers (identify roles of these volunteers), donated space, equipment etc. that are available to support this project. The value of these items should be listed in the “Funding from Other Sources” column of the budget request form. If any of these funds are not secured yet, but are anticipated, please put an “NS” next to the amount.

Form F

**SAN FRANCISCO CHILDREN AND FAMILIES COMMISSION
TOBACCO – FREE POLICY**

Section 1. Definitions.

As used in this Policy the term:

“City” shall mean the City and County of San Francisco.

“Commission” shall mean the San Francisco Children and Families Commission.

“Contract” shall mean an agreement for grants to be provided, or for goods or services to be purchased out of the San Francisco Children and Families Trust Fund under the control of the Commission and does not include property grants, agreements entered into pursuant to settlement of legal proceedings, or contracts for a cumulative amount of \$5,000 or less per vendor in each fiscal year.

“Contractor” means any person or persons, firm, partnership, corporation, or combination thereof, who enters into a contract all or part of the funding of which comes from the San Francisco Children and Families Trust Fund.

“Director” shall mean the Executive Director of the San Francisco Children and Families Commission.

“Subcontract” shall mean an agreement to provide goods and/or services, including construction, labor, materials or equipment, to a contractor, if such goods or services are procured or used in the fulfillment of the contractor's obligations arising from a contract subject to this Policy.

“Subcontractor” means any person or persons, firm, partnership, corporation or any combination thereof, who enters into a subcontract with a contractor. Such term shall include any person or entity who enters into an agreement with any subcontractor for the performance of 10 percent or more of any subcontract.

Section 3. Tobacco-Free Policy

(a) Policy

Every contract awarded by the Commission shall incorporate by reference and require contractor to comply with the provisions of this section. In addition, all contractors must include or incorporate by reference in all subcontracts and require subcontractors to comply with the requirements of this Policy; failure to do so shall constitute a material breach of contract.

In the performance of a contract, the contractor or subcontractor shall agree as follows:

(1) Smoke-Free Workplaces

The Contractor shall prohibit smoking in its offices, automobiles or at Contractor-sponsored events located in the City and County of San Francisco.

(2) Tobacco Hazards Education and Smoking Cessation Referrals

The Contractor shall make available to clients, employees and community members educational materials, provided by the Commission, on the health hazards of tobacco.

The Contractor shall make available to clients, employees and community members, at the Contractor's offices and service delivery and event sites, information provided by the Commission, regarding smoking cessation services.

(3) Divestment

The Contractor shall divest from any investment in companies that, at the time the Contractor responds to a solicitation of bids from the Commission, derive more than 15 percent of their revenues from tobacco products.

(4) Disclosure of Tobacco Industry Funding

The Contractor shall report annually to the Commission the receipt of any moneys from a person, persons, firm, partnership, corporation, or combination thereof that derives more than 15 percent of its revenue from the production or sales of tobacco products. The report shall include the name of the entity, the amount received, the percentage of the agency's total budget the amount represents, the purpose of the contribution, and any efforts made to obtain alternative funding.

(b) Penalties

(1) Whenever the Director determines that a person or entity under contract with the Commission has violated any provision of the Tobacco-Free Policy described in section, the Director shall have the authority to impose such sanctions or take such other actions as are designed to ensure compliance with the provisions of this Policy which shall include, but are not limited to:

(A) Suspension or termination of a contract;

(B) Ordering the withholding of funds due the contractor under any contract with the Commission;

(C) Disqualification of a bidder or contractor from eligibility for providing commodities or services to the Commission for a period not to exceed five years, with a right to review and reconsideration by the Commission after two years upon a showing of corrective action indicating violations are not likely to reoccur.

(2) All contracts shall provide that in the event any contractor fails to comply in good faith with any of the provisions of this Article the contractor shall be liable for liquidated damages in an amount up to five percent of the contractor's net profit under the contract, or ten percent of the total amount of the contract dollars whichever is greater. All contracts shall also contain a provision whereby the contractor acknowledges and agrees that the liquidated damages assessed shall be payable to the Commission upon demand and may be set off against any monies due to the contractor from any contract with the Commission.

Section Four. Waivers and Exceptions

(a) Sole source.

The Director may waive the requirements of this Policy whenever the Director finds that the needed goods or services are available only from a sole source and the prospective contractor is not otherwise currently disqualified from doing business with the City, or from doing business with any governmental agency based on any contract compliance requirements.

(b) No qualified bidders who comply and service/project is essential to City/residents.

After taking all reasonable measures to find an entity that complies with the Policy, the Director may waive any or all of the requirements of this Policy for any contract or bid package advertised and made available to the public, or any competitive or sealed bids received by the Commission as of the date of the enactment of this Policy where the Director determines that there are no qualified responsive bidders or prospective contractors who could be certified by the Commission as being in compliance with the requirements of this Policy and that the contract is for goods, a service or a project that is essential to the City or City residents.

(c) Bulk purchasing arrangements through federal, state, regional or City entities.

The Director may waive the requirements of this Policy where the Director determines that transactions entered into pursuant to bulk purchasing arrangements through federal, State, regional or City entities that actually reduce the Commission's purchasing costs would be in the best interest of the Commission.

(d) Contract serves public benefit.

The Director may waive the requirements of this Policy where the Director determines that the benefit of the contract to the public and the Commission's ability to carry out its charge pursuant to state and local law outweigh the harm in the contractor's noncompliance with the Policy.

(e) Contractor is a public entity.

This Policy shall not apply where the prospective contractor is a public entity or City Commission and the Director finds that the proposed contract is necessary to serve a substantial public interest.

(f) Requirements violate public agency grant and good faith attempt has been made to change conditions of grant.

This Policy shall not apply where the Director finds that the requirements of this Policy would violate or be inconsistent with the terms or conditions of a grant, subvention or agreement with a public agency or the instructions of an authorized representative of any such agency with respect to any such grant, subvention or agreement, provided that the Director has made a good faith attempt to change the terms or conditions of any such grant, subvention or agreement to authorize application of this Policy.

(g) Retirement and Pension Plans

This Policy shall not apply to a contractor or subcontractor's investment of funds where the funds are held in trust for the benefit of employees or third parties.

(h) Federal or State law

This Policy shall be construed and applied so as not to conflict with applicable federal or State laws, rules or regulations.

Section 5. Effective Date

This policy shall apply to all contracts entered into on or after July 1, 2001.

Attachment A: Family Resource Center Initiative Overarching Evaluation Framework and Working Evaluation Plan

Overarching Evaluation Framework: 9 - 2009

Goals	Desired Outcomes	Essential Service Clusters	Participant Output Measures	Participant Outcome Measures
Families receive adequate services to meet their needs	Families are knowledgeable about available resources to help meet their family's needs	ACCESS TO RESOURCES AND OPPORTUNITIES	*Numbers of basic needs information, referral, and services provided *Numbers of individuals served - <u>Data sources:</u> First 5 San Francisco Contract Management System (CMS)	Participant Outcomes not tracked for this measure
	Families access resources to meet basic living needs – food, clothing, shelter, transportation			
	Families will be supported in building and protecting financial assets			
Parents have the knowledge, skills, strategies, and support to parent effectively even in times of stress	Parents have realistic expectations of children and use positive, age-appropriate disciplinary practices	PARENTING EDUCATION AND SUPPORT	*Numbers of sessions offered *Unduplicated counts of parent attendance *Unduplicated counts of individuals completing Parent Education Curriculum and groups - <u>Data sources:</u> CMS	* Percent of parents improving level of parental stress, parent/child relationship, and discipline practices - <u>Data sources being considered:</u> Parental Stress Scale or Parental Stress Index (Short Form) combined with The Parenting Scale
	Parents establish predictable, age-appropriate daily routines for children			
	Parents demonstrate positive feelings and perceptions about parenting experience			
	Parents provide nurturing and positive emotional support to their children <i>(First 5 SF Desired Outcome)</i>			
Families create plans to improve their family life	Parents demonstrate efficacy, including the capacity to seek help in times of need	COORDINATED SUPPORT SERVICES	*Unduplicated counts of parents/families receiving case mgmt, Differential Response, Enhanced Visitation *Counseling Hours provided *Numbers of referrals & service linkages - <u>Data sources:</u> CMS	*Percent of families progressing on Family Development Matrix * Percent of Child Welfare involved families demonstrating: 1)recurrence of maltreatment, 2)entry into care, 3)re-entry into care, and/or 4)re-unification within preferred timeframe - <u>Data sources being considered:</u> Family Development Matrix; Child Welfare Database
	Parents are free from issues that negatively impact parenting, including SA, symptoms of depression & domestic violence			
Families take actions to build their own capacity & improve family functioning	Families are connected to a supportive community <i>(First 5 SF Desired Outcome)</i>			
	Children are safe during times of family crisis and/or stress			

Goals	Desired Outcomes	Essential Service Clusters	Participant Output Measures	Participant Outcome Measures
Children are ready for school	Children and families learn appropriate skills to prepare for school	DIRECT SERVICES TO PROMOTE SCHOOL READINESS AND SCHOOL SUCCESS	*Numbers of sessions offered *Unduplicated counts of parent and child attendance <u>- Data sources: CMS</u>	* Percent of parents/caregiver participants increasing use of strategies and activities that promote school readiness <u>- Data sources being considered: Parent as a Teacher Inventory</u>
	Parents engage in appropriate learning & play with their children on a regular basis			
	Families support children’s social, emotional, cognitive and physical development (First 5 SF Desired Outcome)			
The FRC hub fosters neighborhood leadership development and community engagement	FRC offers diverse parent involvement opportunities	COMMUNITY BUILDING	* Leader group membership; Parent role in decision-making * Listing of events * Collaborative membership <u>- Data sources: CMS</u>	Participant Outcomes not tracked for this measure
	Communities are family-friendly and fun			
	Communities work together to address neighborhood issues			
	FRC actively communicates its services to the community.			
Communities have enhanced resources to respond to families				

Proposed Measures of FRC Quality:

a) San Francisco Family Support Network (SFFSN) Standards Self Assessment

b) San Francisco Family Support Network Participant Evaluation

Working Evaluation Plan: 9 - 2009

Evaluation Method	Purpose	Rationale for Selection	Decision Points/Tasks	Timeline
YEAR ONE MEASURES				
ACCOUNTABILITY & PARTICIPATION MEASURES				
CMS Database	Standard, web-based tracking for: <ul style="list-style-type: none"> - Billing/Accountability/Reporting - Participant Attendance - Participant Demographics - Linkage to HSA child welfare database/outcomes 	<ul style="list-style-type: none"> - High level of familiarity and cost effectiveness - Can accommodate future outcome evaluation 	<ul style="list-style-type: none"> - Continue to enhance and upgrade system throughout 2009-2011. 	<ul style="list-style-type: none"> - Year 2 Revisions Complete June 30th, 2010
QUALITY MEASURES				
a) San Francisco Family Support Network (SFFSN) Standards Self Assessment b) San Francisco Family Support Network Participant Evaluation	<ul style="list-style-type: none"> - Assesses implementation of the SFFSN Standards, which are based on nine principles of family support, from the perspective of program staff and participants 	<ul style="list-style-type: none"> - Builds off work of the SFFSN; both funders and grantees have had input into this work 	<ul style="list-style-type: none"> - Decide on funder assessment or self-assessment; finalize protocol - Clarify if HSA satisfaction survey is still a requirement - Determine which version of Participant Satisfaction Survey and finalize procedure. 	<ul style="list-style-type: none"> - January 1st, 2010
OUTCOME MEASURES				
a) Parental Stress Scale or Parental Stress Index (Pre/Post) b) The Parenting Scale (Pre/Post)	<ul style="list-style-type: none"> - Measure key parenting outcomes associated with Evidence Based Parent Education Curricula 	<ul style="list-style-type: none"> - Instruments have been field-tested and widely used in other parent education research - Instruments afford a degree of flexibility for multiple types of curricula 	<ul style="list-style-type: none"> - Decide between Parental Stress Index and Parental Stress Scale - Review for accurate translation and cultural appropriateness - Develop assessment protocols - Compare with other embedded curriculum assessments 	<ul style="list-style-type: none"> - October 15th, 2009
Family Development Matrix (<i>Currently Used by FRCs Engaged in Formal Linkage with Child Welfare; Optional for Other FRCs</i>)	<ul style="list-style-type: none"> - Measures 24 case management outcome indicators, including two indicators of school success: parent involvement in child's school/ability to connect with ed. resources and child attendance 	<ul style="list-style-type: none"> - Connects to Child Abuse Prevention Pathways - Aligns with work in 12 other counties 	<ul style="list-style-type: none"> - Ensure effective integration with other data systems - Decide whether appropriate for other grantees engaged in case management 	<ul style="list-style-type: none"> - May 1st, 2010
<i>Optional Outcome Measure – Child Strengths and Difficulties Questionnaire</i>	<ul style="list-style-type: none"> - Measures key child outcomes associated with Evidence Based Parent Education Curricula 	<ul style="list-style-type: none"> - Field-tested and widely used in research - Instrument is available for multiple age groups and in multiple languages 	<ul style="list-style-type: none"> - Create guidelines and encourage use when appropriate based on group type and presenting needs 	<ul style="list-style-type: none"> - October 15th, 2009

YEAR TWO MEASURES

Parents as a Teacher Inventory	- Measures key school readiness outcomes in the areas of play, creativity, other parent/child interactive skills	- Field-tested and widely used in research	- Review for accurate translation and cultural appropriateness - Make decision about shortening if copyright issues allow	October, 2010
--------------------------------	--	--	--	---------------

OVERARCHING ISSUES AND TASKS

- 1) Acquire and orient external consultant
- 2) Determine how data and information be used and who the audience is
- 3) Provide clarity and support for evaluation among Population-Focused Grantees
 - a. To what extent can/should Population-focused grantees participate in the common set of evaluation tools?
 - b. Are there other normed tools that are more appropriate for these grantees?
 - c. How will we support outcome measurement that is unique to specific Population-focused grantees?
- 4) Better integrate databases for manageability, compatibility, and usefulness
- 5) Identify strategies and resources for agency specific support around evaluation, data collection/management, and reporting
- 6) Identify strategies and resources for TA and training to support general evaluation and implementation of the FRC Initiative Framework