



Request for Qualifications Early Literacy Consultant

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

June 23, 2008

**Request for Qualifications
Early Literacy Consultant**

Contract Amount:	\$75,000 per year
Contract Period:	October 2008 – June 30, 2009, potentially renewable to FY 10/11
Non-Mandatory Bidders Conference	July 1, 2008, 3:00 – 4:30 p.m. at 1390 Market St., Ste. 318 San Francisco, CA
Proposal Due Date:	July 16, 2008
Contact Person:	Derik Aoki 415.557.9912

Introduction

First 5 San Francisco is committed to ensuring that all San Francisco children ages 0-5 and their families have access to family support and school readiness services to enhance child health and safety and strengthen family nurturing and stability. In order to reach this goal: First 5 San Francisco has allocated up to \$75,000 per year to design and implement activities and products to improve family resource centers' ability to improve children's early literacy skills.

The closing date for the submission of applications is 5:00 p.m. SHARP on July 16, 2008. 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.

Hand-deliver one (1) original and nine (9) copies of the application to:
 First 5 San Francisco
 1390 Market Street, Suite 318
 San Francisco, CA 94102
 Attn: Derik Aoki

ESTIMATED TIMELINE	
RFP Issued	June 23, 2008
Bidders' Conference	July 1, 2008
Letter of Intent Due	July 11, 2008
Proposals Due	July 16, 2008
Notice of Recommendation for Funding	August 13, 2008
Tentative Commission Approval	September 3, 2008
Anticipated Contract Start	October 1, 2008

Purpose of RFP

Background

The First 5 San Francisco Family Support Initiative and School Readiness Initiative (SRI) focus on activities involving parents and children through their participation in programming at neighborhood family resource centers. Through these initiatives our Desired Outcomes include achievement of measureable results demonstrating 1) parents' ability to support their children's social, emotional, cognitive and physical development and 2) a child's readiness for school. Achievement of these outcomes is deeply dependent upon the skills, knowledge and competency of the staff of our family resource center partners. To facilitate the achievement of the Desired Outcomes, the SRI includes funding to provide technical assistance and consultation to the staff of family resource centers. This RFQ is to identify an agency or individual to be an early literacy consultant to family resource center staff.

First 5 San Francisco staff has been meeting monthly with staff from the family resource centers participating in the SRI. Through their input and in conversations with local early literacy experts, a scope of work was designed to provide technical assistance and training to family resource center staff.

The primary target of these services will be the staff of family resource centers participating in the SRI. However, First 5 San Francisco anticipates some activities developed through this funding will be able to include staff from additional family resource centers and agencies.

Links to Strategic Plan Goal and Desired Outcomes:

This funding will support achievement of Desired Outcomes associated with the Family Support Initiative and the School Readiness Initiative. These funds will support achievement of these outcomes by increasing the capacity of staff to support families' ability to develop children's literacy skills. The First Five San Francisco Strategic Plan contains a specific goal area and outcome related to this approach - Goal Four: Improved Systems of Care and Desired Outcome: Greater knowledge and utilization of evidence-based practices among practitioners who work in settings funded by First 5 San Francisco.

Available Funding and Terms of Grant

The allocated funding for this project is up to \$75,000 per year. The initial grant period is estimated to be October 1, 2008 to June 30, 2009 and may be funded at a prorated rate. Starting FY 09/10, the funding available is up to \$76,875 per year, which includes the budgeted annual COLA increase at 2.5%. Following a grant performance review of the FY 09/10 grant cycle, the grant is annually renewable through FY 10/11.

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. The grant award in future years may be decreased, if there a reduced need for consultation services emerges.

Scope of Work

The consultant will serve the staff of the family resource centers participating in the SRI –the SRI FRCs. As of June 2008, these agencies are Good Samaritan Family Resource Center, Instituto Familiar de la Raza, South of Market Child Care, Inc., EOC-Potrero Hill Family Resource Center, Edgewood Center for Children and Families – Parent University, Urban Services YMCA – Western Addition Family Resource Center and Excelsior Family Resource Center. It is anticipated the family resource centers who are partners in the Family Support Initiative and School Readiness Initiative may change during the course of this grant. If this occurs, the scope of work will focus on the new partner agencies. For some activities, it is expected that services may be able to be leveraged to include staff from additional family resource centers or agencies.

Each of these agencies is funded to implement activities to promote the optimal development and school readiness of children 0- 5 years old. To achieve this, the agencies have implemented parent education/skills training, parent-child activities and a variety of direct services programming. The consultant will promote staff understanding of early literacy development and ensure the incorporation of evidence based best practice for early literacy development in infants/toddlers and preschoolers.

The scope of work of the consultant will include, but is not limited to the following activities.

Attend Every Child Ready to Read trainings & assess FRC staff strengths and needs.

The SRI FRC staff will be trained in the library's Every Child Ready to Read curriculum. This curriculum will help to establish a theoretical and practical foundation for evidence based early literacy programming at the SRI FRCs. The consultant's activities should build upon and leverage this foundation. The training will occur in groups comprised of the staff of family resource centers. The consultant should attend the training sessions and offer library staff support, if requested. The consultant will become familiar with the concepts that will form the foundation for SRI FRC staff's understanding of early literacy and begin to assess individual's knowledge and competency.

A key factor to success of consultation services is the relationship between the consultant and the client. The consultant will develop a strategy to ensure that a successful inter-personal dynamic has been established between the consultant and agency staff – management/administrative and direct service line staff.

Develop a mutually agreed to service plan for each SRI FRC based on the following core activities:

- Assess current early literacy activities for effectiveness and age appropriateness
- Mentor staff on the development of early literacy programming that includes evidence based activities for infants/toddlers and preschoolers.
- Observe and critique staff implementation of early literacy activities
- Assist staff in selection of materials for SRI FRC library and activities
- Provide support to staff on activities to support immigrant literacy development
- Provide support to staff to increase parent involvement in literacy development activities in the home
- Link staff to early literacy resources – local library, training, web resources, local activities, etc.
- Provide feedback to staff on the progress against workplan targets and goals

The consultant should conduct a needs assessment to define how best to support the SRI FRC's early literacy supportive activities. This may include, but is not limited to, the development and planning of new activities, implementation of activities, recommendations on environmental design and material purchase and improving staff understanding of theoretical concepts that support best practice recommendations.

This is a consultation model. The activities of the consultant should support the SRI FRC improved performance of activities they implement. The consultant may assist, coach, model and mentor SRI FRC staff, but consultant capacity should not be used as additional programming staff capacity.

Based on work with individual SRI FRC staff, develop group training modules for family resource center staff. Through the process of assessing the needs of SRI FRC staff, the consultant should identify opportunities for group training and capacity building. For these needs, group training modules should be developed and delivered. The needs identified should be discussed and prioritized with First 5 San Francisco staff. If capacity and training methods allow, First 5 San Francisco may request all its funded family resource centers attend these trainings.

Provide a kit of materials and books to support activity implementation. The consultant should develop a kit of materials, information, books and supplies that can enhance the early literacy programming components of the SRI FRCs and promote SRI FRC staff's knowledge, skills and competency. The kit could be added to over time and should be replicable for expansion to other audiences and agencies. The design and development of the kit should be done in consultation with First 5 San Francisco staff.

Additional Activities. The activities listed should be provided through the funding provided to the consultant. The listing is a foundation and other services and activities can be included in the proposal.

Through the negotiation and planning process that follows the award of this grant, minimum service hour standards may be set. The consultant should provide feedback to First 5 San Francisco regarding the ongoing consultation needs of SRI FRCs and identify the need to refine the grant plan and scope of work

Evaluation and Data Collection

First 5 San Francisco is committed to evaluating the value and impact of funding efforts. Agencies awarded funds will be required to establish, track, and report on data related to the following types of performance measures:

- Measures of practitioner engagement and participation in services;
- Measures of quality and satisfaction; and
- Measures of practitioner level changes and outcomes.

As part of this RFQ, agencies will develop their Logic Model and Evaluation plan which will guide their compliance with this requirement. Agencies will also demonstrate their capacity to perform evaluation activities as part of the selection process. This may include the request to share the

results of past evaluation efforts. If selected, agencies may be asked to revise and/or expand their logic model and evaluation plan with assistance from First 5 San Francisco.

Due to the fact that this is a consultation model supporting First 5 San Francisco's Desired Outcome to encourage **Greater knowledge and utilization of evidence-based practices among practitioners who work in settings funded by First 5 San Francisco**, we are particularly interested in tracking the following types of practitioner level changes and outcomes:

- Improvements in the quality of early literacy environments;
- Enhanced Early Literacy Professional Development (including changes in selected knowledge, skill, and awareness areas); and
- Increased use of evidenced-based strategies to improve early literacy.

Preferred Qualifications

Agencies or individuals seeking funding through this initiative should demonstrate the following qualifications:

Demonstrated familiarity with best practices related to implementation of age appropriate early literacy development activities for infants/toddlers and preschoolers and the theoretical support for those practices.

Demonstrated success in planning and delivering training on early literacy development activities for children under five and their parents/caregivers.

Demonstrated success in the consultant role – assisting partners with varying levels of existing knowledge and expertise in identifying needs and developing and implementing performance improvement plans.

Demonstrated familiarity with San Francisco families' - including English language learners - needs for early literacy support, family resource centers and resources for early literacy support in San Francisco.

Demonstrated ability to describe and measure the impact of early literacy professional development activities and consultation services.

Request for Proposal Process and Requirements

Proposal Content and Instructions

To apply for funds, you must hand-deliver one (1) original and nine (9) copies of your proposal to First 5 San Francisco's office at 1390 Market Street, Ste. 318 San Francisco, CA **by July 16, 2008 at 5:00 p.m.** 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.

Proposal 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 ten 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 – 40 points
 - Mission and Values
 - Agency Experience and Expertise
 - Staffing
 - Community Partnerships
- ⇒ Project Overview – 30 points
 - Project Goal Statement
 - Target Population
 - Project Design/Activities
 - Logic Model and Evaluation Plan
- ⇒ Evaluation Capacity – 15 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.

Pre-Proposal Conference

Agencies intending to submit a proposal are encouraged to attend a pre-proposal conference on **July 1, 2008, at 1390 Market St., Ste. 318 San Francisco, CA at 3:00 p.m.** The pre-proposal conference will be an opportunity for agencies to seek clarification on the contents of this RFP.

Letter of Intent

Organizations intending to submit a proposal are requested to submit a Letter of Intent, so that it is received by First 5 San Francisco by July 11, 2008. The Letter of Intent should be on agency letterhead and indicate the agency's intent to apply for 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:

*Derik Aoki
First 5 San Francisco
1390 Market Street, Ste. 318
San Francisco, CA 94102*

Proposal Format

Proposal 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.
- **Logic Model and Evaluation Plan – Form D:** Complete the Logic Model and Evaluation Plan by using the instructions and examples provided for Form D.
- **Project Management – Form E:** Complete the Project Management table using the instructions provided on Form E.
- **Budget - Form F:** Complete the Budget Summary and Budget Detail spreadsheets by using the instructions provided for Form F.
- **Proposal Attachments to All Proposal Copies:** The following listed attachments should accompany all copies of the proposal.
 - a. Organization chart for the proposal that shows placement of this project in the lead agency and diagrams relationships with any subcontractors.
 - b. Resumes of key staff and consultants and position descriptions of positions to be hired
 - c. Letters of commitment from key partners, if appropriate.
- **Proposal Attachments to ORIGINAL Proposal Copy:** 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
 - b. Most recently filed Form 990 tax return with attachments (Schedule A)
 - c. Most recent financial statement (audited, if available)
 - d. Current agency global budget

- e. List of current government grants ending beginning June 2005. 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.

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.

Minimum Eligibility Requirements

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

- Applicant must be a community-based organization that is nonprofit and tax-exempt under Section 501(c)(3) of the Internal Revenue Code, a part of the San Francisco Unified School District, City College of San Francisco, San Francisco State University or other educational institution or a professional corporation or partnership.
- Services must be provided to residents of the City and County of San Francisco.
- If awarded a grant, 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 RFP**.

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.htm. 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 RFP 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.

Reservations of Rights by First 5 San Francisco

- Issuance of this RFP 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 RFP, or to cancel this RFP 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 12% of the total grant amount. In addition, indirect costs may not exceed an amount equal to 15% of the total identified Personnel costs.
- 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

FORM A –COVERSHEET

Early Literacy Consultant

First 5 San Francisco

FY 2007 - 2008

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- Three year budget	\$
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:
July 16, 2008 at 5:00 p.m.
at
First 5 San Francisco
1390 Market Street, Ste. 318
San Francisco, CA 94102**

FORM B: CHECK LIST – Early Literacy Consultant -

Submit one (1) original and ten (10) copies of the following:

FORMS

- _____ Form A: Cover Sheet
- _____ Form B: Check List
- _____ Form C: Program Narrative
- _____ Form D: Logic Model and Evaluation Plan
- _____ Form E: Project Management
- _____ Form F: Budget

ATTACHMENTS TO ALL COPIES OF PROPOSAL

- _____ Organization chart for the proposal that shows placement of this project in the lead agency and diagrams relationships with any subcontractors
- _____ Resumes of key staff and consultants and position descriptions of positions to be hired
- _____ Letters of commitment from key partners, if appropriate
- _____ List of Board Members

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
- _____ Most recently filed Form 990 tax return with attachments (Schedule A)
- _____ 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 (5 page limit)

A.1. Mission and Values

Directions: Describe the mission and core values/operating principles of your agency.

A.2. Agency Experience and Expertise

Directions: Describe your agency's special expertise as it relates to the RFP and your agency's ability to leverage additional funding or support for this RFP. **Be sure to address the qualifications sought in relation to this RFQ.**

A.3. Governance Structure

Directions: Describe the leadership and governance structure of your agency (attach list of Board Members).

A.4. Staffing

Directions: Identify the key staff responsible for management and implementation of the proposed project; include the relevant experience of key staff. **Be sure to address the qualifications sought in relation to this RFQ.**

A.5. Community Partnerships

Directions: If appropriate to your program design, describe community partnerships that are in place to support the activities of this RFP (attach letters of commitment).

B. Project Overview (4 page limit)

First 5 San Francisco Strategic Plan Goal: Improved Systems of Care

Strategic Plan Desired Outcomes: Greater knowledge and utilization of evidence-based practices among practitioners who work in settings funded by First 5 San Francisco.

B.1. Project Goal Statement

Definition: A project goal is a broad, general statement of what you want to accomplish.
Example: Operate a mobile health van that will provide basic health care and health information to families in remote areas of the city.

Directions: Write a goal statement for this project that relates to the First 5 San Francisco Strategic Plan Desired Outcome for this project. Describe the connection between your project goal and the desired outcome.

B.2. Target Population

Definition: Demographic group that will be served by the project you are proposing; often can also include an assessment of the needs and strengths that are specific to the group being targeted for service. *Example: We will engage a total of 200 low-income parents and their children 0-5 from the Sunset District of San Francisco. Parents exhibit a need for economic supports as evidenced by high rates of poverty (include data) and unemployment (include data)*

Directions: Provide additional information about the target population – staff and SRI FRC program participants - and the neighborhoods they serve. Describe any other needs and strengths specific to this target population that were not addressed in the introductory section of this RFQ, and include information about who and how many from this population your project is best suited to engage (e.g. directors, line staff, parents).

B.3. Project Design

Directions: Describe the design of your project, including:

- Proposed services that will be developed to satisfy the required and suggested services of this RFP, include qualitative and quantitative descriptors if appropriate
- Estimated frequency of services
- Responsible staff and integration of services into existing agency structure/activities
- Evidence from field literature that leads you to believe your project will be effective in addressing the needs of the target population.

Complete Form D to provide the specifics of core services that will lead directly to your desired outcomes.

Complete Form E – Project Management. This form allows you to describe a project work plan. The work plan should describe important milestones of project implementation and provide describe the occurrence of service offerings.

C. Evaluation Capacity (2 page limit)

Directions: Form D will guide you in developing an evaluation plan that details participation measures, measures of quality, outcome measures, measureable targets, and data sources. As a result, that information is not required in this section. In order to help us learn more about your agency’s ability to implement the plan described on Form D, please provide an overview of your agency’s approach to evaluation and continuous improvement, including:

- 1) A description of your agency’s experience with, and capacity to, manage evaluation and measurement tasks such as survey design and data collection strategies, data analysis, and report writing. Discuss strategies you have used successfully in the past and intend to replicate or if your experience is more limited, describe resources that may be available to assist your agency in this area.
- 2) Describe any experience your agency has with the design or application of tools specifically geared toward measuring changes in the quality of early literacy environments, staff capacity, and/or staff professional development.
- 3) Findings from past evaluations that are relevant to this proposal and/or related evaluation projects that are currently underway.
- 4) Describe how the information collected will be used to inform program improvement, shape future program activities, and/or contribute to technical assistance plans.

FORM D: LOGIC MODEL AND EVALUATION PLAN - INSTRUCTIONS

Complete Form D to provide an overview of the services and major project deliverables that will take place once your project is in its full implementation phase. Services described in this section should lead directly to your desired outcomes. Form D also requires you to describe how you will measure your services and the resulting outcomes. See Form D Example Page.

Glossary of Form D Terms

Services – Core activities and major project deliverables that lead directly to your desired outcomes. *Example: Implement a parenting class that will run for 10 weeks with 2 hour weekly sessions.*

Outputs - In a general sense “outputs” are the most immediate, measurable products of your planned services. They describe not just what your project will do, but for whom and how well. First 5 San Francisco has identified two types of outputs - - participation and quality of service delivery.

Participation Outputs – Specifies who and how many will participate in each service. *Example: 200 parents will leave event with information about parenting classes and other community resources.*

Quality Outputs – Specifies the level of quality associated with each service and tells you how well you are doing with respect your service delivery. *Aspects of quality that can be the focus of attention for any given activity can include: general satisfaction; ease of use; appeal; accessibility; cultural competence; staff availability; and staff expertise, etc. These can be measured through satisfaction surveys; focus groups; self-assessments; or external reviewer assessments.*

Outcomes – The expected changes and benefits for your target population that will result from each service. Most likely your proposal will focus on immediate and intermediate outcomes as defined below.

Immediate Outcomes - the expected change in the awareness, skills or knowledge of the target population

Intermediate Outcomes - expected change practice, behavior, or application of knowledge
Example: 80% (of the 25 parents) will improve their parenting skills. Outcomes can be measured through participant surveys, staff surveys, focus groups, and pre/post tests.

Measure (sometimes also referred to as Performance Measure) - a quantifiable method for tracking and gauging your performance. *Example Participation Measure: number of participants completing the 6 week course.*

Target - the desired condition or optimal level of performance for each measure (*i.e. what was planned*)

Data Source – tools, instruments, forms, and data collection approaches that will generate the information you need to complete your performance measurement. *Examples: service/case logs, attendance/sign-in sheets, meeting minutes & agendas, focus groups, questionnaires/surveys, self-assessments, pre- and post-tests, environmental rating scales and other program observations.*

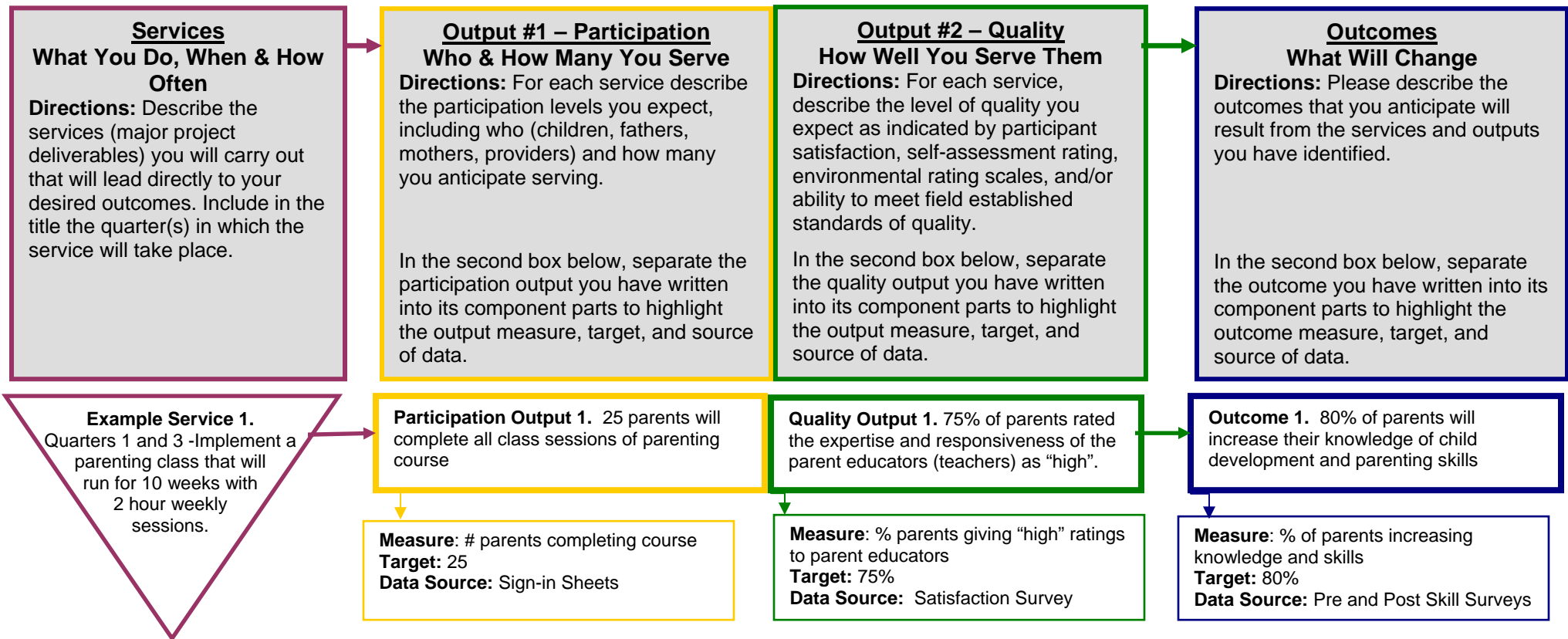
FORM D: LOGIC MODEL AND EVALUATION PLAN – INSTRUCTION AND EXAMPLE SHEET

First 5 San Francisco Strategic Plan Goal: *Improved Systems of Care*

Project Goal Statement -

Directions: Write your goal statement from Part B.1. of the RFP.

First 5 San Francisco Desired Outcome(s) - *Greater knowledge and utilization of evidence-based practices among practitioners who work in settings funded by First 5 San Francisco*

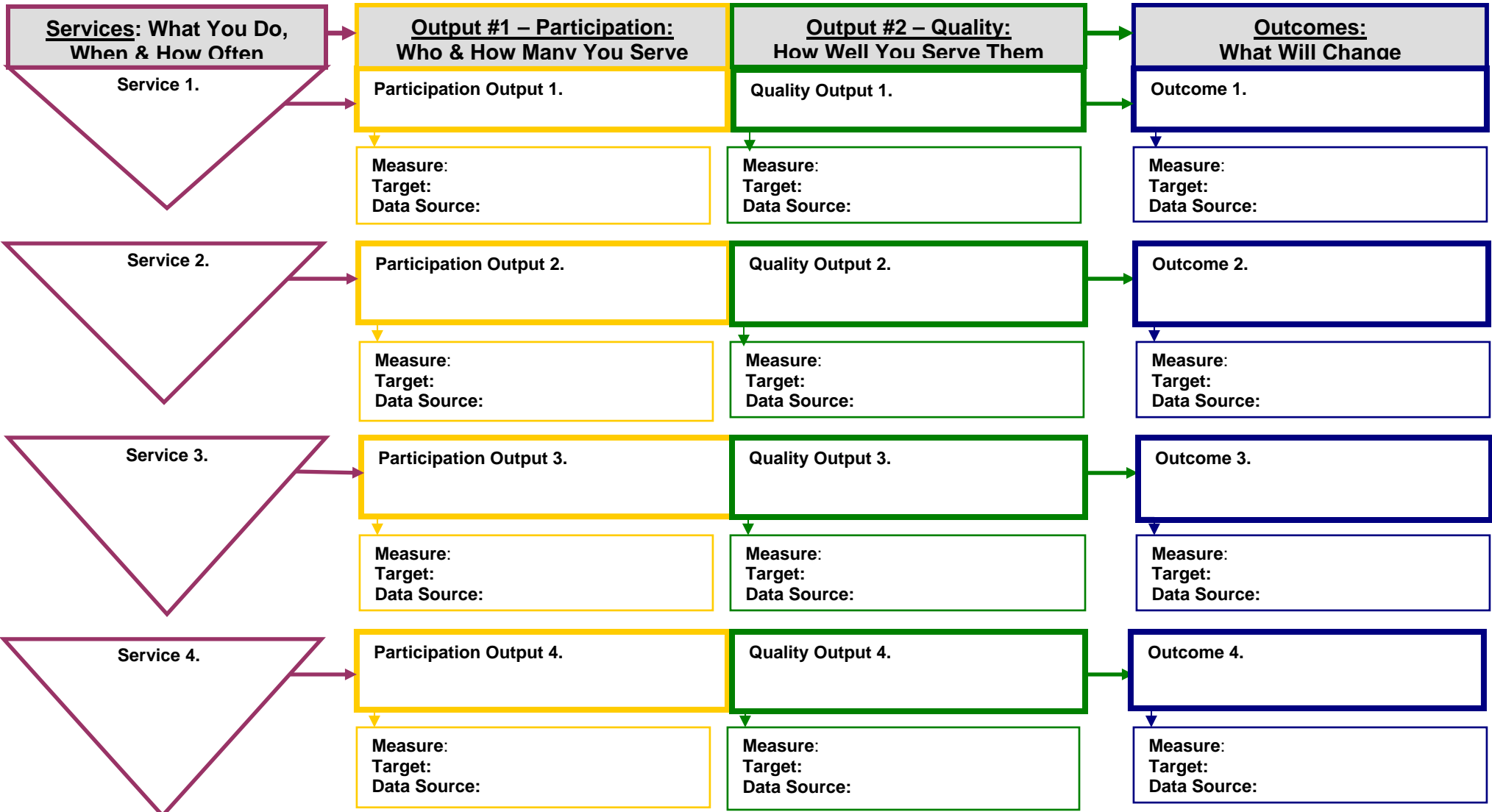


FORM D: LOGIC MODEL AND EVALUATION PLAN – Use Additional Pages as Needed
Project Name: ___Early Literacy Consultant

First 5 San Francisco Strategic Plan Goal: Improved Systems of Care

Project Goal Statement -

First 5 San Francisco Desired Outcome(s) - *Greater knowledge and utilization of evidence-based practices among practitioners who work in settings funded by First 5 San Francisco*



FORM E: 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 start-up, such as hiring and training staff, acquiring facilities and equipment, securing collaborative partnerships, pilot testing strategies, etc.
- 2) Tasks that support the ongoing management of your project once in full implementation and enable successful delivery of the core services described in Form D, such as development or revision of curricula, ongoing staff development, recruitment and outreach of participants, etc.

Project Start-up			
Task	By Whom	By When	Anticipated Challenges
Ongoing Project Management			
Service 1: _____			
Task	By Whom	By When	Anticipated Challenges
Service 2: _____			
Task	By Whom	By When	Anticipated Challenges

FORM F: BUDGET – INSTRUCTION SHEET

Use Attachment 3 to create a line item budget for 1) an initial planning and ramp up period and 2) a full year of operation.

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 RFP, 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/lwlh.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 F 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 or Indirect Costs: The total indirect cost allocation to a grant may not exceed 15% of total personnel costs (salary and benefit). In addition, the total administrative and indirect costs may not exceed 12% of the total grant budget.

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 F - Budget

Planning and Ramp Up

From Date:

To Date:

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

Operating Expenses	Amount Requested	Funding from Other Sources- <i>Cash</i>	Funding from Other Sources <i>In-Kind</i>	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				
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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 the 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 "N/A" next to the amount.*

**Budget Request Form
Full Year Operating Budget**

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

Operating Expenses	Amount Requested	Funding from Other Sources- <i>Cash</i>	Funding from Other Sources <i>In-Kind</i>	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				
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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 "NS" next to the amount.*

**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.