



# **Request for Qualifications Prenatal to Three Initiative Pilot**

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

**May 28, 2008**

**Request for Qualifications  
Prenatal to Three Pilot**

<b>Contract Amount:</b>	\$300,000 per year
<b>Contract Period:</b>	Anticipated October 1, 2008 – June 30, 2010, renewable to June 30, 2012 based on project performance
<b>Mandatory SOI Conference</b>	June 11, 2008, 10:00 a.m. at 1390 Market St., Ste 900.
<b>Bidder's Conference</b>	July 9, 2008, 10:00 a.m. at 1390 Market St., Ste. 900
<b>Proposal Due Date:</b>	August 5, 2008 at 5:00 p.m.
<b>Contact Person:</b>	<b>Derik Aoki – 557-9912</b>

**Introduction**

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First 5 San Francisco is committed to ensuring that all San Francisco children ages 0-5 and their families have access to family support 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 \$300,000 per year to implement activities to support the creation of a Prenatal to Three Initiative Pilot.

**The closing date for the submission of applications is 5:00 p.m. SHARP on August 5, 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

<b>ESTIMATED TIMELINE</b>	
Mandatory SOI Conference	June 11, 2008
RFQ Issued	June 20, 2008
Bidder's Conference	July 9, 2008 at 10:00 a.m.
Letter of Intent Due	July 7, 2008
Proposals Due	August 5, 2008 at 5:00 p.m.
Notice of Recommendation for Funding	Anticipated September 10, 2008
Tentative Commission Approval	Anticipated October 1, 2008
Anticipated Contract Start	Anticipated October 1 ,2008

**Purpose of RFQ**

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## **Background and Development of Proposal**

Last fall, First 5 San Francisco, in partnership with the Bella Vista Foundation convened a 25 member Project Think Tank to recommend a design for a Prenatal to Three Initiative to address the needs of families whose children are believed to be at risk for poor health and developmental outcomes. The initiative will provide support to at-risk children and their families through extended participant program engagement from pregnancy through a child's third year.

The Prenatal to Three Initiative Pilot addresses four Desired Outcomes within the First 5 San Francisco 2007 to 2012 Strategic Plan, as follows:

1. Children are physically and emotionally healthy
2. Families provide nurturing and positive emotional support to their children
3. Families support their children's social, emotional and physical development
4. Families are connected to a supportive community

The Desired Outcomes are drawn from each of four Strategic Plan Focus Areas

1. Improved child health
2. Enhanced child development
3. Improved family functioning
4. Improved systems of care

The Project Think Tank met over four two-hour meetings between November 1, 2007 and January 31, 2008. The charge to the work group was to develop a service model specifically for First 5 San Francisco's Prenatal to Three Initiative Pilot. Participant recommendations form the basis of this Request for Qualifications (RFQ).

The Project Think Tank identified issues that the Prenatal to Three Initiative Pilot should address to impact the Desired Outcomes.

### *Some children lack optimal health at birth*

While most children in San Francisco are born healthy, certain populations demonstrate less favorable birth experiences than average. For example, while less than one percent of all Caucasian mothers in San Francisco receive late or no prenatal care, nearly seven percent of African American and nearly five percent of Latinas fail to access prenatal care until the third trimester, or receive no prenatal care. African American infants are also more than twice as likely to be born with low birth weights as children of other backgrounds (14.9 percent) versus the percentages for Caucasian (6.2 percent), Asians (6.5 percent) or Latinos (6.5 percent).

Research confirms that a healthy beginning sets the stage for all other aspects of a child's development and his/her overall well-being. Children born pre-term or with low birth weights are in serious jeopardy of experiencing poor social, educational and health outcomes. As they grow, they typically lag behind their peers in language development, are more likely to have problems in school, and have a higher incidence of learning disabilities.

### *Families have difficulty identifying and accessing services*

The Project Think Tank agreed that an abundance of resources exist in San Francisco that serve high-risk, low-income, prenatal to three families. It was also acknowledged that there are waiting

lists for many services and accessing services is challenging for families with the highest needs, especially mothers experiencing depression and isolation. Families may not be aware of the services; programs may be operating at capacity; or, services may not be linguistically or culturally available or appropriate.

The Project Think Tank noted the system for follow-up for women upon discharge from the hospital post birth is inadequate. It is expected that families will function in a self-reliant fashion to follow-up on recommendations and referrals made by healthcare providers. Due to general stress, exhaustion and oftentimes maternal depression, this expectation is unrealistic and frequently unmet. Families attempting to link to services encounter challenges. The number of providers, variety of service offerings and perceptions of eligibility for service can confuse families. Care may not be coordinated among providers, and consumers may not succeed in connecting with agencies or services to address their personal situations.

#### *Families at-risk benefit from a supportive community*

Risk factors associated with poverty, social isolation, linguistic isolation and poor mental health, including depression mean families can be isolated – lacking a support system. Isolated families lack connection to peers whose experience and knowledge can inform their own experience. Also, isolated families may lack knowledge of community resources and service providers that exist to address issues they may be facing. Even if they are aware of available resources, some at risk families may be hesitant to access services for their own reasons.

### **Available Funding and Term of Grant**

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The allocated funding for this project is up to \$300,000 per year. A single proposal will be funded through this procurement. The initial grant period is estimated to be October 2008 – June 2009. The initial year award will be made on a prorated basis and be determined in grant negotiations. 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. A review of grant activities and impacts will be made in the last half of FY 2009/2010 to determine whether the project is addressing the objectives of this RFQ. The review will determine whether grant funds will be extended through FY 2011/12.

First 5 San Francisco originated in November 1998. The voters of California passed Proposition 10, the California Children and Families First Act of 1998, the “Act”. Funded from additional excise taxes imposed on tobacco products, the Act is directed to promote, support, and improve the early development of children from prenatal to five years of age. In San Francisco, funds allocated to the county by the Act are administered by First 5 San Francisco.

First 5 San Francisco’s monies may only fund activities serving San Francisco’s children 0 – 5 years old and their families. Additionally, funded activities must be new or expansions of existing services and may not supplant local, state, or federal funding.

### **Scope of Work**

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First 5 San Francisco has allocated up to \$300,000 a year to address the named issues for a targeted at risk population of expectant and new mothers. It is believed that focusing on this

population through the activities of this scope of work will lead to achievement of the goals and outcomes set forth in First 5 San Francisco's 2007 – 2012 Strategic Plan.

The Prenatal to Three Initiative Pilot is a pilot program that if successful in meeting the goals established for this initiative may enable its replication.

The funded partner to the Prenatal to Three Initiative Pilot will provide services and supports for children and families starting with prenatal services and following families through their child's third year. Initiative services should include an at home assessment(s) of families' needs/requests for services, individualized support to link to those services and opportunities for ongoing peer support.

### **Target Population**

The target population for this Initiative lives in zip codes 94110 (Mission), 94112 (Mission, Excelsior, Ingleside), 94115 (Western Addition), 94124 (Bayview- Hunter's Point) and/or 94134 (Visitacion Valley) and is low-income, socially isolated, linguistically isolated or has delivered a low birth weight baby. Projects may focus to as few as one of the zip code areas.

The project will target expectant and new mothers with children less than two years old.

### **Service Delivery Model**

The desired service model is prevention focused, and builds on as well as links to resources that currently exist in San Francisco. The ideal model will allow expectant and new mothers and, once born, their children to participate in the program through the child's third year, enabling connections and follow-up otherwise unavailable to the target population.

The service delivery model will include a home visiting service component and be nested in proven best practice. The service delivery model must be based on the Principles of Family Support. Family support is relationship-based; participants are respected; services are offered in participants' primary language; relationships between participants and service providers are equal.

It is anticipated that the Prenatal to Three Initiative activities will leverage existing resources and programs.

### **Program Strategies and Activities**

The Prenatal to Three Initiative Pilot seeks to support optimal child social/emotional, physical and cognitive development and maternal health by providing services and supports delivered in obstetric and pediatric clinics and community environments, especially family resource centers and participants' homes. The pilot is designed to test the viability of partnership and collaboration between medical clinics and other community resources that serve pregnant women, their partners and families with young children. The program services will include preventive prenatal and post natal medical services provided in small groups, home based developmental and parental screening and support, links to needed/requested services - including family resource centers - and opportunities for ongoing peer support among families with similarly aged children, so that families can learn together and share common experience regarding their children of similar age.

The program design includes recruitment of mothers of similarly aged children or expected birthdates at clinical settings. These mothers and their partners will begin to receive clinical

assessment and guidance with their physician in a group with other parents. Further, mothers who participate will receive home visits where developmental and health/mental health screening and additional support will be provided. Families will be linked to family resource centers and encouraged to participate in all program activities. The program will be designed to continue to support families through their child's third year.

In support of implementation of this project design, the agency or collaborative will be required to implement the following activities.

#### *Program Planning and Partnership Development*

This is a new initiative that is attempting to create collaboration and linkage across service domains. It is anticipated service providers funded to implement these activities will need time to develop work processes and program plan refinements following the award of grant funds. A planning period is allowed to ensure a quality program experience for program participants.

#### *Outreach*

The services of the Prenatal to Three Initiative Pilot are intended to include families who may not currently be connected to services. The funded partner is expected to develop outreach and recruitment strategies that will target expectant and new mothers and families with children up to two years of age. Strategies should be in place to support recruitment of families on an ongoing basis and may include partnerships with medical clinics, government supported subsidy programs (eg., Medi-Cal, WIC ) and family resource centers. The program model may suggest that program participants be grouped together with other participants who receive medical care from the same medical clinic. This would not prohibit the program from being implemented at multiple clinical sites.

#### *Group Medical Appointments for Prenatal Obstetric and Preventive and Well-child Visits*

The Prenatal to Three Initiative Pilot will implement group well baby/well child medical appointments for program participants. Parents often feel they do not have enough time with their doctor during appointments and physicians sometimes feel pressured to move quickly from patient to patient to keep up with the demands of their practice. Group appointment settings have been implemented to address these issues and allow for extended discussion between physicians and their patients. Parents find that they can learn from the questions and experiences of other families that are experiencing similar circumstances. The approach will allow time for individual private physical examinations and follow-up appointments.

In addition to the extended time mothers have with their physician, a primary benefit of the approach is the building of a group of mothers who are connected by their common experience – in this case, the birth of a child and/or the rewards and challenges of raising a child of a similar age. The issues raised by the mothers should be addressed in the programming created in the other components of the pilot program. Group appointments should be based on evidenced based practice such as Centering Pregnancy and Centering Parenting.

#### *Home Based Screening, Assessment and Parent Education*

The program plan should include both individual home based interventions and place based group activities. Home based services offer a unique opportunity for staff to learn about individual families, the environment in which children are being raised and observe parent-child interactions

in their natural setting. Some families, who may not access services in other locations, may accept services at their home. Home based services should include:

- Child physical, developmental and mental health screening
- Links to health and mental health services
- Screening for maternal depression and parental stress
- Parenting skill development and support
- Dissemination of information on community resources and activities – family resource centers, libraries, Preschool for All, basic needs assistance, medical/dental homes, etc.

A plan of action should be developed for each family based on screenings and families' requests. The staff and agency(s) responsible should have experience and capacity to make referrals following screening for appropriate follow-up. The model should include a system of support to ensure service linkages are made and tracked.

The home visit, partially through discussion of screening activities, is an opportunity to provide parent education and skill building. The home visitor should be knowledgeable of child development principles and possess expertise in engaging parents regarding their children. Home visiting activities should be based on an evidence based practice. Home visiting should be performed by professional staff, who may be partnered with paraprofessionals.

#### *Linkage to services and Communities of Support – Family Resource Centers*

The program will include active linkages of families to the service offerings of family resource centers. Family resource centers are funded to provide community building activities for families with young children, peer support, parent education and linkage to resources to meet an individual family's needs, including public benefits, establishment of a medical and dental home, and linkages to child care (including Preschool for All). Family resource centers participating in First 5 San Francisco's Family Support Initiative also implement activities that are supportive of young children's cognitive, social/emotional and physical development and parenting skills development.

The funded partner should ensure program participants have access to and are actively linked to family resource centers with strong programming components addressing child development and school readiness for infants/toddlers and preschoolers. Partners are encouraged to cross-leverage existing family support funding from First 5 San Francisco to meet this program objective.

#### *Retention*

The unique and powerful characteristic of the Prenatal to Three Initiative Pilot is the proposed long term involvement a family would have with the program – up to three years. Programs should develop strategies to ensure families remain engaged and motivated to participate in the offered programming over the course of this time period.

#### *Care Plan Coordination*

Agency and collaborative partners participating in the Prenatal to Three Pilot Program are required to develop systems to share program participant information and to coordinate efforts in serving program participants, to manage and share program participant information, screening results, participant program plans, participant's status relative to the program plan and other information and processes to facilitate services to program participants

## **Evaluation and Data Collection**

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Evaluation of the outcomes for the children and families participating in the Prenatal to Three Initiative is essential in order to test the value of the model and leverage additional funding to serve the target population in the future. The following are required of the successful grantee:

- Implementation of a tracking system to capture participant and case manager activities
- Identifying, utilizing and ensuring that program participants complete pre and post survey instruments relevant to the desired outcomes
- Refining the indicators of change by adding measurable expectations to all indicators and desired outcomes
- Analyzing data collected and reporting on the results as required
- Participating in First 5 evaluation studies

## **Indicators of Change**

Desired indicators of change to be tracked during the grant period include, but are not limited to:

- Increased number of mothers receiving prenatal care
- Increased number of mothers accepting supportive services
- Increased number of mothers receiving mental health services, especially for depression
- Increased numbers of mothers participating in wrap-around programs that include ESL, job training, etc.
- Increased numbers of parents being involved in community programs, especially family resource centers
- Increased number of children receiving ongoing pediatric and dental care
- Increased number of infants and toddlers attending quality childcare programs
- Increased parental knowledge of how to access community services for themselves and their infants
- Increased percentages of children who are identified with special needs are linked to services
- Increased number of medical providers expressing satisfaction with model and greater familiarity with community resources

## **Preferred Qualifications**

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Agencies funded through this initiative should demonstrate the following qualifications:

1. Proven ability to implement a prevention focused service delivery model for expectant and new mothers based on best practices and the principles of family support for families.
2. Demonstrated success of medical treatment of pregnant women and their newborns through the child's third year.
3. Demonstrated capacity to screen, assess and treat or link to services expectant or new mothers who are experiencing depression and stress.
4. Success in providing services through a home visiting model

5. Proven, successful experience in working effectively with the target population as well as cooperative relationships with public and private agencies serving the target population
6. Demonstrated experience and expertise in child development and in providing or supporting parenting skills development of at risk populations
7. Proven experience in linking families to varying levels of needed/requested services and supervising this process
8. Demonstrated ability to implement evaluation as part of the service delivery model

## **Request for Proposal Process and Requirements**

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### **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 August 5, 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 nine 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 – 30 points
- ⇒ Project Overview –40 points
- ⇒ Evaluation Capacity and Plan – 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 9, 2008, 10:00 a.m. at 1390 Market St., Ste. 900 , San Francisco, California. 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 7, 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**

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#### **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**

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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 call Derik Aoki at 557-9912.

## **Minimum Eligibility Requirements**

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### **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**

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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](http://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**

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- 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**

**Prenatal to Three Initiative Pilot**

**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:  
August 5, 2008 at 5:00 p.m.  
at  
First 5 San Francisco  
1390 Market Street, Ste. 318  
San Francisco, CA 94102**

**FORM B: CHECK LIST – Prenatal to Three Initiative Pilot -**

**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

***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
- \_\_\_\_\_ List of Board Members
  
- \_\_\_\_\_ 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 (7 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 RFQ – see Preferred Qualifications - and your agency's ability to leverage additional funding or other programs of the agency(ies) that support the requested services of this RFQ. **Specifically describe existing services that will be available to program participants that support physical, social/emotional, cognitive and early literacy development of children 0 -5 years old.**

#### **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.

#### **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 (6 page limit)**

#### **First 5 San Francisco Strategic Plan Goal:**

- Improved child health
- Enhanced child development
- Improved family functioning
- Improved systems of care

#### **Strategic Plan Desired Outcomes:**

- Children are physically and emotionally healthy
- Families provide nurturing and positive emotional support to their children
- Families support their children's social, emotional and physical development
- Families are connected to a supportive community

### **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 then select and identify one or more of the First 5 San Francisco Strategic Plan Desired Outcomes outlined above that you feel best aligns with your project goal. Describe the connection between your project goal and the desired outcome(s) you have selected.

### **B.2. Target Population**

Definition: Demographic and other descriptive information of the 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: Describe the target demographic group, geographic area and other characteristics of the targeted population to be served. Include a description of strengths and needs that are present in the proposed target population. This pilot will be used to learn about the proposed program design and the ability to replicate the model among other providers. Describe the strengths and challenges that may be presented in attempting to generalize the experience of the selected target population.

### **B.3. Project Design**

Directions: Describe the design of your project, including:

- Proposal for a service delivery model, including the services and activities that will be developed to satisfy the required and suggested services of this RFQ, including a description of clients' experience of the services
- Estimated frequency of services and the number of children and families to be served – Including description of the number of prenatal and well child groups to be run; the anticipated home visiting model/plan, including the specific screening activity/tool.
- Responsibilities of individual staff and collaborative partners, if any, and integration of services into existing agency structures/services and project oversight
- Integration of project within surrounding service community (i.e. ensuring continuity of service when participants' needs extend beyond your agency's scope)
- Evaluation activities to be created to assess outputs, quality and outcomes of funded activities.
- Evidence from field literature that leads you to believe your project will be effective in addressing the needs of the target population.
- Describe the revenue that may be expected to be generated by funded activities and how these funds will be used to contribute to achievement of project objectives.

Complete Form D to provide the specifics of core services to describe how achievement of desired outcomes will be measured.

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 (1 page limit)**

Directions: Form D will guide you in developing an evaluation plan that details performance measures, measures of quality, outcome measures, measureable targets, and data sources so 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) Findings from past evaluations that are relevant to this proposal and/or related evaluation projects that are currently underway.
- 3) 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 and 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.*

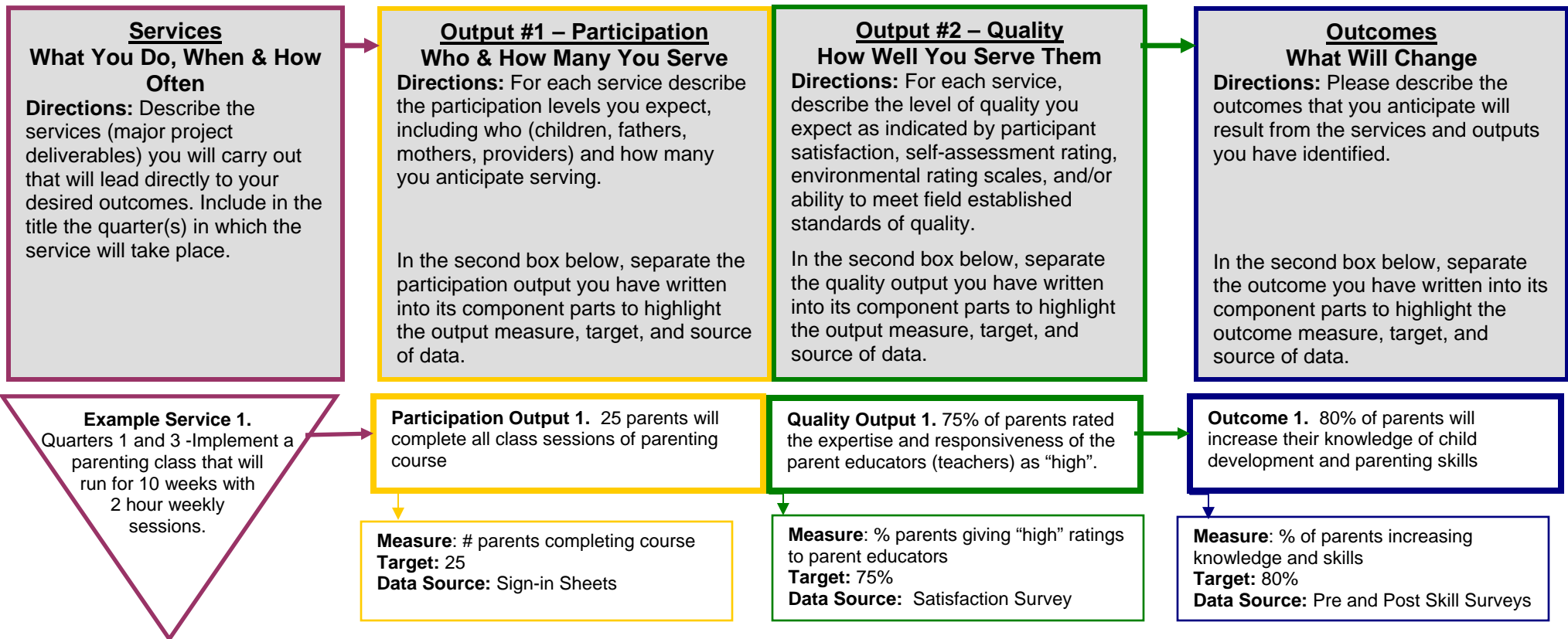
**FORM D: LOGIC MODEL AND EVALUATION PLAN – INSTRUCTION AND EXAMPLE SHEET**

**First 5 San Francisco Strategic Plan Goal: Improved Child Health**

**Project Goal Statement -**

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

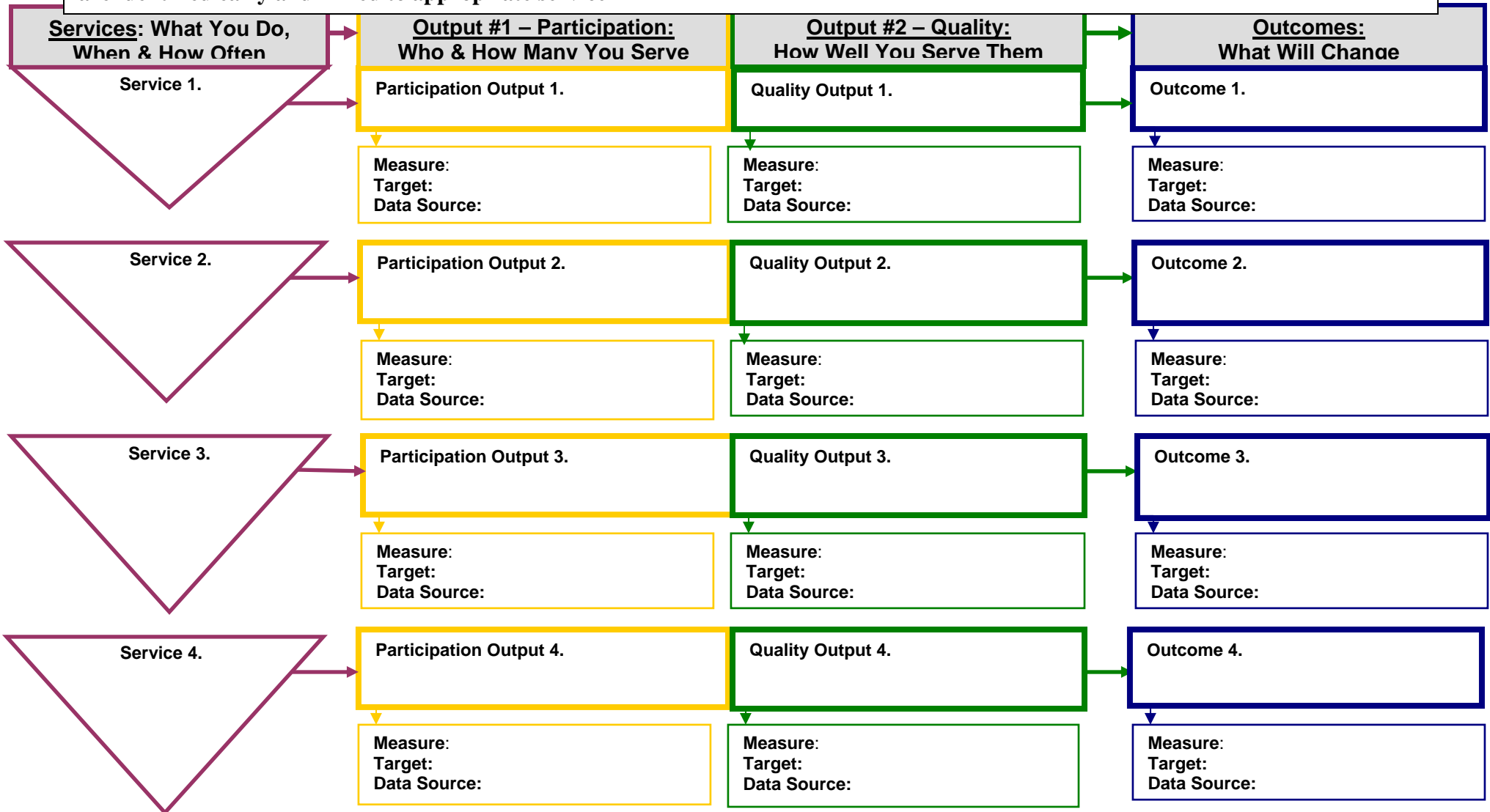
**First 5 San Francisco Desired Outcome(s) - Children are physically and emotionally healthy, Children with special health care needs are identified early and linked to appropriate services**



**First 5 San Francisco Strategic Plan Goal: Improved Child Health**

**Project Goal Statement -**

**First 5 San Francisco Desired Outcome(s) - Children are physically and emotionally healthy, Children with special health care needs are identified early and linked to appropriate service**



**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.

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

## 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. You may attach a budget narrative to clarify and explain budgeted expenses.

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>.

**Planning and Ramp Up**

From Date: \_\_\_\_\_ To Date: \_\_\_\_\_

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

<b>Operating Expenses</b>	<b>Amount Requested</b>	<b>Funding from Other Sources- <i>Cash</i></b>	<b>Funding from Other Sources <i>In-Kind</i></b>	<b>Total</b>
C. Professionals/Consultants				
D. Subcontracts				
E. Program Materials (list)				
F. Other Program Expenses (list)				
Subtotal Operating Expenses				
G. Administrative or Indirect Costs(list-12% limit)				

<b>Budget Total</b>				
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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**

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

<b>Operating Expenses</b>	<b>Amount Requested</b>	<b>Funding from Other Sources- <i>Cash</i></b>	<b>Funding from Other Sources <i>In-Kind</i></b>	<b>Total</b>
C. Professional Services				
D. Subcontracts				
E. Program Materials (list)				
F. Other Program Expenses (list)				
Subtotal Operating Expenses				
G. Administrative or Indirect Costs(list-12% limit)				

<b>Budget Total</b>				
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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.