

**City and County of San Francisco
Office of Early Care & Education**



Request for Proposals #744 for

Early Care and Education (ECE) Integration Services



Date issued:	January 12, 2017
Pre-proposal conference:	2:00 p.m., January 24, 2017
Proposal due:	5:00 p.m., February 17, 2017

Request for Proposals for Early Care and Education (ECE) Integration Services

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I. Introduction and Schedule

A. General

The San Francisco Office of Early Care and Education (OECE) in partnership with the San Francisco Human Services Agency (SF-HSA) announces its intent to seek proposals from organizations or individuals interested in contracting to provide Early Care and Education Integrated Services to support the city's implementation of the San Francisco Citywide Plan for Early Care and Education.

The Plan envisions a seamless system of continuous access to high quality early education services for young children 0-5 and their families. Central to this vision is providing a fair rate to the service providers, which better reflects the cost of providing quality services. Empowering families with information to choose a high quality, early care and education option for their child is also central to the vision. For implementation of the Citywide Plan, as described more fully below, OECE seeks the leadership of one or two ECE Integrated Services partners ("Grantees") to:

- Improve our system to seamlessly connect families to quality choices in a timely way;
- Broker assistance to pay for services when needed;
- Ensure providers are paid an enhanced local rate to support quality programming, while leveraging federal and state funding whenever possible; and
- Promote continuous participation in quality programs for children among target populations.

OECE seeks integrated service partner(s) who share our vision of equity for San Francisco's children and families, and are committed to partnering to make system improvements to realize this vision.

OECE, in partnership with the SF-HSA seeks up to two Grantees to provide Early Care and Education Integrated Services. The Grantee(s) selected will be central to the implementation of the OECE Citywide Plan for Early Care and Education (ECE), through the effective leveraging of state and federal child care subsidy opportunities for families as well as supporting the Early Learning Scholarship (ELS) goals of continuity of care and choice in high quality care options for families. The ECE Integrated Services grantee(s) will manage the eligibility and need, family fee and payment calculations, and issuance of state and local child care subsidies as well as local rate enhancements in the new Early Learning Scholarship. The Grantee(s) will also provide outreach and support to families through comprehensive ECE Resource and Referral services.

The grant agreement shall have a **tentative term from July 1, 2017 to June 30, 2020**. In addition, the City shall have the option to extend the term for a period of two years, for a total of five years, subject to annual availability of funds, annual satisfactory Grantee performance, and need. OECE/SF-HSA has the sole, absolute discretion to exercise this option, and reserves the right to enter into grants of a shorter duration.

Payment for all services provided in accordance with provisions of this grant shall be contingent upon the availability of funds. The City shall not be required to provide any definite units of service nor does the City guarantee any minimum amount of funding for these services.

B. Schedule

The anticipated schedule for selecting a consultant is:

Proposal Phase	Date
RFP is issued by the City	January 12, 2017
Pre-proposal conference	2:00 p.m., January 24, 2017
Deadline for submission of written questions or requests for clarification	12:00 p.m., January 30, 2017
Proposals due	5:00 p.m., February 17, 2017

Dates and times subject to change

C. Definitions

0-5 Continuity	Target Population families who lose subsidy eligibility for state funding may continue in care until their child reaches kindergarten with annual eligibility redeterminations for state/federal funding
AP	Alternative Payment state contracted child care vouchers; AP Agencies are those public or private non-profit agencies contracting with California Department of Education to administer child care voucher programs
CAPP	California Alternative Payment Program
CDE	California Department of Education
CDSS	California Department of Social Services
Comprehensive Fiscal Analysis (CFA)	The Comprehensive Fiscal Analysis was conducted by a national team of experts, providing an inventory of federal, state, and local investments. It proposes, approaches, and models for restructuring San Francisco’s local early care and education investments. The CFA proposals and analysis is fundamental to the ELS redesign for the city. http://sfoece.org/wp-content/uploads/2016/04/CFA-Report.pdf
CPAC	Childcare Planning and Advisory Council

DHS	San Francisco Department of Human Services, a division of HSA
ELS	San Francisco Early Learning Scholarships, which are local funds: 1) fully funded to the QRIS Tier 3 Cost; or 2) are an enhancement to a state or federally subsidized child, to reimburse at QRIS Tier 3. OECE may determine, over time, changes in costs or tiers for ELS reimbursement.
ELS–Bridge	Early Learning Scholarship (ELS) Bridge provides continuity of care for families who have lost eligibility in local and/or state subsidy programs. All low-income families receive continuity through the program year, while target population families may receive continuity until the child reaches kindergarten.
ELS-City	Early Learning Scholarships for which the city is paying the full tuition to the Tier 3 cost of quality.
ELS-Gap	Early Learning Scholarship (ELS) GAP provides local funding to cover the “gap,” when one exists, between the maximum state subsidy reimbursement rate (i.e., Regional Market Rate or Standard Reimbursement) and the local QRIS Tier 3
ELS-PFA	San Francisco’s Preschool for All program offering universal free part-day preschool for four-year olds enrolled in PFA programs
HSA	San Francisco Human Services Agency
Low-Income	Families under 85% of the State Median Income as determined by the California Department Education
OECE	Office of Early Care and Education
P500	Project 500 is a San Francisco mayoral initiative that seeks to prevent the transfer of poverty from one generation to the next by providing meaningful pathways up and out of poverty, and by building an integrated and comprehensive system of care
Program Year Continuity	Low-income families who lose state subsidy eligibility may continue in care until the end of the program year, typically prior to fall through an ELS Bridge payment
QRIS	Quality Rating and Improvement System established by the State of California and adopted by San Francisco as a standard of quality. CA-QRIS Rating Matrix
QRIS State Quality Block Grant	CDE funded state stipends for quality in Title 5 contracted settings. Also the basis for a local program for non-state contractors participating in the quality system.

Resource and Referral	Assisting parents in finding child care that best meets their family needs through the provision of robust, up-to-date information regarding licensed providers
SF3C	San Francisco Child Care Connection – A centralized eligibility and waiting list and support to assist low-income families in connecting with quality subsidized early care and education options
San Francisco Citywide Plan for Early Care and Education	The San Francisco Board of Supervisor’s approved Early Care and Education plan to align early education goals, frameworks, funding, and outcomes targeting children birth through age five
Trustline	Background investigation and fingerprint clearances of license-exempt child care providers, with a feedback loop for criminal activity after the clearance

D. Target Population

The San Francisco child care system serves the needs of 0-5 year olds with a focus on low-income families. Target Population” families include: African American children, Latino children, English Language Learners, families who are homeless, children at-risk of abuse and/or neglect or involved with child welfare, and children with special needs or disabilities.

Specific eligibility requirements for state funded programs are defined by their respective funding agencies (e.g., The California Department of Social Services funds CalWORKs Stage 1 which serves low-income CalWORKs eligible families while the California Department of Education funds CAPP which serves low-income families and CalWORKs Stages 2 and 3 which serves former CalWORKs aided families). Certain subsidy programs may also serve children 0 through 12 years of age. Early Learning Scholarship enhanced reimbursement rates are offered to qualified providers who achieve Tier 3 on the QRIS, subject to fund availability.

II. Scope of Work

The Scope of Work is to be used as a general guide and is not intended to be a complete list of all work necessary to complete the project. Grantee(s) should use this description when designing their proposed programs. However, grantee(s) may suggest modifications and/or additions that will, in their estimation, make the program more feasible or effective. The description below outlines the key program elements and services the selected Grantee(s) will provide.

A. Description of Services

Early Care and Education Subsidy Administration

1. Administer the following **state/federal child care** subsidy programs:

CalWORKs Stage 1 – The HSA CalWORKs Employment Specialists are responsible for determining family subsidy eligibility and need and payment authorization through a referral and authorization provided to the Grantee. Grantee will perform other related subsidy administration services (listed below) including the seamless transition of Stage 1 families into Stage 2 child care as permitted by state contract regulations. Grantee(s) will provide ELS enhanced reimbursement rates to provider qualified by OECE, subject to fund availability.

CalWORKs Stage 2 – Provide subsidy administration services including determining eligibility and need for families discontinued from CalWORKs within the past 24 months in accordance with state regulation and guidelines and CDE funding terms and conditions. The Grantee's work includes ensuring the seamless transitions of Stage 2 families into Stage 3 at the 24th month of their Stage 2 subsidy as permitted by state contract regulations. Perform contract services as a State Stage 2 subcontractor. Grantee(s) will provide ELS enhanced reimbursement rates to provider qualified by OECE, subject to fund availability.

CAPP – Provide subsidy administration including determining eligibility and need for families in accordance with state regulations and guidelines and CDE funding terms and conditions. Perform contract services as a State CAPP subcontractor. Grantee(s) will provide ELS enhanced reimbursement rates to provider qualified by OECE, subject to fund availability.

FCS – The Family and Children's Services (FCS), Protective Services Workers (PSW) are responsible for determining family subsidy eligibility and need and payment authorization through a referral and authorization provided to the Grantee(s). Grantee(s) will perform other related subsidy administration services (listed below). Grantee(s) will provide ELS enhanced reimbursement rates to provider qualified by OECE, subject to fund availability.

P500 – The P500 Mobility Mentors and CalWORKs Employment Specialists are responsible for determining family subsidy eligibility and need and payment authorization through a referral and authorization provided to the Grantee(s). Grantee(s) will perform other related subsidy administration services (listed below).

QRIS Block Grant – Calculate and administer the state and local QRIS Block annual grant stipends based on eligible Title 5 enrollment, as well as the local adaptation for all programs participating in the local subsidy system.

- i. **State/federal** subsidy administration services to be provided by the Grantee(s) includes, but are not limited to the following:
 - a. Need and eligibility determination and redetermination.
 - b. When appropriate (e.g., CAPP) enrolling subsidy eligible families from SF3C.
 - c. Subsidy payment and family fee calculation, authorization, and issuance including calculating and administering the ELS GAP funding wherever the state/federal rate is below the QRIS Tier 3 rate.
 - d. Calculate and administer Quality Block Grant extension funding (locally funded) for state vouchers.
 - e. Record keeping, data reporting, and noticing.
 - f. Ensuring parent choice through subsidy determined allowable care options (e.g., licensed center, licensed Family Child Care, license-exempt providers such as family, friend and neighbors meeting state license-exempt eligibility criteria).
 - g. Fingerprinting (using the Trustline system) all license-exempt care providers as specified and required by state law.
 - h. Adherence to all state and federal program requirements related to the administration of respective subsidized child care programs.
 - i. Financial reporting, projections, and claiming to appropriate revenue sources.
 - j. Following the direction of, and collaborating with, OECE in the development of this new approach to administering local investments in early care and education to close the salary gap between the state and federal sources with salary for “quality” early care and education in the City of San Francisco.

Estimated State/Federal Annual Slots by Type

State/Federal Subsidy Type	Estimated Annual Slots
CalWORKs Stage 1	950
CalWORKs Stage 2	600
CAPP	32
FCS (federal and local)	180
P500	100(yr. 1); 200 (yr. 2)

2. Administer the following **local child care** subsidy program: The local program will be administered through an OECE network of qualified licensed providers participating in the quality improvement system and selected through a Notice of Funding Availability (NOFA) process. OECE will identify which child care enrollment database or databases, such as Cocoa, will be used by approved providers to track enrollments in the local subsidies. The Grantee(s) will have access to those enrollment databases and will provide OECE with access to the Grantee’s payment database for coordination of payment confirmation. (Also, see attachment A, B, and C):
 - a. Early Learning Scholarships (ELS) – City– Provide voucher and/or anchored slot subsidy administration services including determining eligibility and need. Only children on the SF3C centralized eligibility and waiting list will be eligible for this

type of scholarship. For “anchored” ELS-City slots, Grantee(s) will work closely with eligible providers to fill available “contracted” slots in an efficient and timely manner.

- b. Early Learning Scholarships (ELS) – Gap – Calculate and administer the ELS rate enhancement for those state and federal contracted and vouchered subsidy enrolled children in which the rate is below the QRIS Tier 3 threshold, including calculation of part-time and full-time rates and respective quality and/or rate enhancements.
- c. Early Learning Scholarships (ELS) – Bridge – Administer OECE approved Bridge local/state/federal enrollments full or part-day, for children enrolled in a federal, state or local subsidized child care program that have lost eligibility to ensure continuity of care. Track data for the enrollment types, including reasons for losing state eligibility (e.g., parent job loss, income exceeds state income ceiling, etc.). Provide continuity through program year for all state/federally subsidized children. Provide continuity for target population families to receive continuity until their child(ren) reach kindergarten, subject to fund availability
- d. Preschool for All (PFA) – Calculate and administer the PFA part-day tuition credit for Private Payer subsidized enrollments for four-year olds in OECE approved PFA centers and family child care homes.
- e. QRIS – Block Grant – Local – Calculate and administer the local QRIS Block Grant stipends to non-Title 5 enrollments in the local Quality Rating and Improvement System.

Note: OECE is qualifying providers and awarding funding for enhanced ELS rates described in Attachment C through a Notice of Funding Availability Process. (i.e., ELS, PFA, and other city funded rates and/or enhancements). The integrated services partner will provide payment rate calculations, support for necessary documentation, and issue local subsidies as determined by the OECE-ELS Funding Standards, as well as OECE determined monthly subsidy projections and data reporting necessary for OECE to ensure effective leveraging of state and federal resources and overall stewardship of local resources.

3. **Local subsidy** administration services to be provided by the Grantee(s) include, but are not limited to the following:
 - a. Need and eligibility determination and redetermination for local ELS child care.
 - b. Only enroll eligible families from SF3C.
 - c. Subsidy payment and family fee calculation, authorization, and issuance in accordance with the ELS funding standards including calculating and administering the ELS enhanced rate wherever the state/federal rate is below the QRIS Tier 3 rate.
 - d. Calculate and administer Quality Block Grant extensions (locally funded) to ELS vouchers/anchored slots.
 - e. Record keeping, data reporting, and noticing.
 - f. Ensure parents are able to find and select a licensed child care provider eligible to serve locally subsidized families (i.e., child care providers at a Quality Tier 3 or higher on the QRIS).

- g. Adherence to OECE - ELS Program Requirements related to the administration of subsidized child care.
- h. Financial reporting, projections, and claiming to appropriate revenue sources.

Estimated Locally Funded Annual Slots by Type

Local Subsidy Type	Estimated Annual Slots
ELS – City	1084
ELS – Gap (Title 5, State Vouchers & Early Head Start/Head Start)	3656
ELS – Bridge	713
ELS – PFA – 9 mos. & 12 mos.	1075

4. Provide eligibility redeterminations for local, state, and federal child care subsidies with a particular focus on ensuring continuity of eligibility through leveraging all available state and federal funding sources in order to maximize and direct local resources to target families. Frequency may change subject to federal and state policy. The Grantee(s) will provide detailed reporting and tracking to assist OECE in the ongoing analysis of how ELS-City and ELS-Bridge families move in and out of state/federal eligibility and any opportunities to improve the city’s ability to leverage state/federal funds over local.
5. Work directly with the Homeless Child Care Case Management Grantee to ensure the prioritization and enrollment of San Francisco homeless families, as defined by OECE, and in accordance with the SF Department of Homelessness and Supportive Housing.
6. Maintain enrollments within the projected budget levels for programs, with particular emphasis on enrollments within the capped programs budgets – CAPP, PFA, and ELS including monthly projections and enrollments to address attrition. OECE may change enrollment configuration over the course of the grant based on factors including community need, funding available, and other information acquired over time regarding this new approach.
7. Prepare timely reports on enrollments per state requirements including CDD 801A’s, CW115 and 115A and other state required reports. Each program may have specific demographic and other reporting requirements.
8. Allow OECE administrative access to all databases used for tracking subsidies and provider payments. Prepare and deliver monthly and ad hoc reports to OECE. Work in collaboration with OECE to design and deliver reports as determined by OECE.
9. Prepare and respond to the state funding application processes for OECE/SF-HSA CAPP and Stage 2, on behalf of OECE/SF-HSA, on a continuing basis.
10. Prepare and respond to local and state audits, case reviews and other compliance issues, including hosting site visits and case reviews by CDE and CDSS.

11. Develop strategies, in partnership with OECE, to streamline reporting processes and reduce paperwork required in the subsidy system, including electronic sign-in and out, automation of application and recertification, online reporting, and other efficiencies for local funding and as permitted by state law for state subsidy programs.
12. Identify ways to continually improve the efficacy, efficiency, and user experience of the subsidy administration services and related services, including ways to reduce redundancies, streamline processes, and reduce administrative burden on families and ECE providers.
13. Work together with OECE and the other ECE Integrated Services Grantee (should more than one grantee be selected), to develop and implement an integrated data reporting system, ensuring that child care voucher enrollments, ELS scholarships and QRIS Tier 3 Quality enhancements are tracked and reported according to revenue and allowable funding type. Track reasons for bridging children to ensure continuity of care within or over child care program year. Integrate databases with child care centralized eligibility wait list (currently SF3C), OECE child enrollment database(s) (such as Cocoa), and other system database integration where efficiencies of integration can support the SF ECE system goals.
14. In partnership with OECE, develop communication tools and methods to ensure that providers and families receiving local subsidies are aware that they are supported by City funds administered by OECE. This could include OECE branded inserts with payments, OECE marks and logos on checks, receipts, and other forms, in addition to “key-messaging” training for Grantee staff.

Resource and Referral

The state contracts with two Resource & Referral (R&R) agencies in San Francisco to provide information to all parents and community members about the availability of child care in the City. The state funding also supports the R&R agencies to assist potential providers in the licensing process, provide direct services, including training, and coordinate community resources for the benefit of parents and local child care providers.

OECE will provide additional local funds to state-funded R&R agencies in San Francisco to enhance their support for low-income families to connect them to quality ECE options that meet their needs and inform parents of ELS support. Local R&R funding is also directed to support R&R agencies to be culturally competent and language appropriate to meet the needs of low-income families and to collaborate with key agencies and initiatives that are critical to the local ECE system. Services include, but are not limited to:

1. Developing and implementing an approach to prioritize families based on their needs and whether they are target populations. Target population families will be offered more comprehensive counseling and referral services, including proactive follow-up over a specified period of time, while low-income and other families with fewer needs would be offered less intensive services. This multi-tiered approach will guide all aspects of the R&R services.
2. Developing and implementing, at the approval of OECE, an outreach strategy for engaging and serving OECE target populations, which are low-income families with children ages 0 to

5 who are African American, Latino, Dual Language Learners, Children with Special Needs, homeless, at-risk of abuse and/or neglect or involved with child welfare. The outreach strategy should include multiple methods for reaching targeted families, including staff presence at key community events such as preschool fairs, Project Homeless Connect, and other opportunities to reach the target population families, and should be multi-lingual and culturally responsive.

3. Counseling target population families in person, over the phone, via email, via text, and through other methods (e.g., mobile applications, etc.) about the child care subsidy system, eligibility, and the types of child care providers, the SF3C process (if applicable), and related services available. Counseling should be culturally responsive and available in the languages of the target population and responsive to the schedules of the populations served.
4. Developing robust, user-friendly information online about the types of financial support available for families' child care needs, including ways for users to approximately determine their own eligibility and the dollar amount of financial support they may be eligible for.
5. Adding families to the SF3C centralized eligibility and waiting list, or assisting families to join the SF3C list themselves.
6. Preregistering eligible families with Emergency Back-up/Mildly Ill child care services and also connecting families with Rapid Response child care as needed.
7. Referring target population families to social services and supports beyond child care, such as, but not limited to, parenting classes/support groups, food assistance, housing, employment, health, financial support or management, and other needs.
8. Provide First Aid training, including interpreting services.
9. Co-locating staff and services from 8:30 a.m. to 4:00 p.m., when the HSA sites are open, at the Child Care R&R kiosk located in the lobby at 170 Otis St., responding to the R&R needs of families, including language needs in Spanish and Cantonese, and distributing diapers as part of the San Francisco Diaper Bank program to all eligible clients.
10. Exploring co-location of staff at additional HSA sites and programs with high numbers of families, such as 3120 Mission St. and 1440 Harrison St.
11. Collaborating with key agencies and initiatives that are critical to the local ECE system, including close coordination with the other local R&R, OECE, and other relevant agencies to maximize efficiencies, avoid duplication, and ensure families receive aligned, consistent information.
12. Using the existing R&R databases (i.e., currently housed at Wu Yee Children's Services and Children's Council of San Francisco) of providers and parent profiles, create a shared database for use by all local R&R's and OECE, which will interface with the state R&R system when and if developed. The shared database will track information about ECE providers and families engaging with the R &R and may be integrated to link with other relevant ECE databases such as OECE's enrollment database(s) (such as Cocoa) and the centralized eligibility and waiting list (currently SF3C). The on-line access to families will be designed with the consumer/family in mind. The profiles will be visually well designed and provide access via computer, smart-phone and tablet. The on-line interface functionality will provide information to parents including, but is not limited to the following:
 - i. Support licensed provider profiles of centers and family child care homes that provide the following information/services:
 - a. Real-time and anticipated vacancies
 - b. Setting type (Center, FCC small, FCC large)

- c. Location of providers, including mapping and public transportation options
 - d. Ages of children served
 - e. Cost to families, including whether the site is subsidized or accepts subsidized families/children and which types of subsidies
 - f. Standardized brief and professional description of the provider
 - g. Curriculum and program approach and philosophy
 - h. Food and nutrition approach, including whether the program provides meals
 - i. group size, and enrollment numbers
 - j. Ratio of staff to children
 - k. Days and hours of operation
 - l. QRIS ratings
 - m. Staff qualifications (with links to the ECE Workforce Registry)
 - n. Photos and/or videos of providers and/or their spaces
 - o. Provider logos
 - p. Ability to link to provider websites
 - q. User reviews
 - r. For infant/toddler programs, whether the program provides diapers
- ii. Support parent profiles that in aggregate, collect the following information:
 - a. Age of child(ren) for whom care is being sought
 - b. Track what parents are seeking across a variety of data points
 - c. Track preferred communication and outreach methods
 - d. Track various demographic data to be determined by OECE
 - e. Track interactions with R& R staff over time
 - iii. Mobile and Web interface for families or the general public to easily and effectively search all of the above mentioned provider profile features. Users should be able to save their searches, visually compare provider profiles, filter their search results by several features, and export their searches in accessible file formats or to be printed.
13. Provide monthly and ad hoc reports to OECE about the populations accessing services, types of services utilized and frequency of utilization, success of staff follow-up, and other relevant data about interactions with families through all modes of communication.
14. Identify ways to continually improve the efficacy, efficiency, and user experiences of the R&R services and related services, including ways to reduce redundancies, streamline processes, and reduce administrative burden on families and ECE providers.

B. Service and Outcome Objectives

Respondents should state in measurable, quantifiable terms the service and outcome objectives they will achieve in providing these services. The major purpose of objectives is to measure quantity, quality, and impact of services. In measuring these areas, a balance should be created between the value of the information and the time/effort required to collect the information. The objectives stated in the proposal may be incorporated as part of the program's evaluation plan. The objectives should be specified in the proposals to match the services to be provided. In addition, OECE may negotiate additional objectives and deliverables responsive to system needs as the new Early Learning Scholarship system is implemented. OECE anticipates the development of additional incentives linked to performance based objectives to be included in implementation for FY 18-19, FY 19-20 and any additional contract/grant years, should the contract/grant be extended.

SERVICE OBJECTIVES:

As part of the proposal, the respondent will be required to develop specific service objectives that measure the quantity and other aspects of services. The objectives should state the target quantities and match the program services as proposed. Propose objectives for each component of the scope. Define measurable objectives as to how reporting will be accurate and timely.

EXAMPLES:

Annually:

1. Administer subsidized care payments for a minimum of 1500 CalWORKs eligible children.
2. Administer subsidized care payments for a minimum of 150 FCS referred children, as referred by FCS.
3. Administer Early Learning Scholarships - City for a minimum of 1000 children.
4. Administer Early Learning Scholarship - Gap funding for a minimum of 3600 state subsidized children and families.
5. Administer Early Learning Scholarship – Bridge to a minimum 700 children in families previously enrolled in local/federal/state subsidies but no longer meeting eligibility requirements.
6. Administer subsidized anchored and vouchered child care payments for a minimum of 150 homeless children.
7. Provide timely dispersal of funds, using accurate projections, enrollment practices, and revenue reporting, as observed in annual audit reviews by OECE.
8. A minimum of 50 children deemed eligible will be reconnected from ELS-Bridge back to a state/federal subsidized slot.
9. A minimum of 5000 families will be supported to engage in work and training through the child care subsidy support.
10. By Aug. 31, 2017, enter into a written working Memorandum of Understanding with the corresponding R&R to streamline provider profile updating and to delineate timelines and responsibilities for managing the shared R&R database, submitted for the approval by OECE.
11. Contact 2000 target population families through a minimum of three different communication mechanisms (flyer, phone call, text, email, etc.) with information about available R&R services.
12. Provide a minimum of 1440 hours of kiosk R&R services in the HSA 170 Otis lobby.

OUTCOME OBJECTIVES:

As part of the proposal, the respondent will be required to develop specific outcome objectives that demonstrate and measure the impact, outcomes, and/or results of services. Both quantitative and qualitative analysis shall be applied to measure program efficiency and effectiveness. The outcome objectives specified below will be required for each contract.

EXAMPLES:

Annually:

1. A minimum of 90% of children provided with ELS-Bridge will be not experience a program year disruption in care due to state eligibility disruptions.
2. A minimum of 90% of four year-olds will demonstrate improved school readiness as the result of enrollment in a PFA program.
3. Annually subsidy enrollment will be maximized to 4% within budget.

4. Pass state program audits for CalWORKs Stage 2 and CAPP within state audit standards (currently less than 11%).
5. Submit state reapplication for funding for CalWORKs stage 2 and CAPP 100% within the state deadline.
6. A minimum of 98% of providers responding to an annual survey issued by OECE respond 4 or above (on a 5 point scale) that their payments are accurate.
7. A minimum of 95% of providers responding to an annual survey issued by OECE respond 4 or above (on a 5 point scale) that their payments are made timely.
8. By July 31, 2018, all of the requirements of the shared database and online search functionality, as listed above in the Description of Services, are completed and in use.
9. Annually attract a minimum of 10,000 visitors to the Grantee(s)' Resource and Referral website who complete an online search of the provider database.
10. A minimum of 90% of target population parents responding to an anonymous parent survey issued by the Grantee(s) (to a minimum of 300 parents) rate the R&R services as helpful in finding a quality care arrangement.

III. Submission Requirements

A. Time and Place for Submission of Proposals

Proposers shall submit one (1) electronic pdf copy of the proposal to the following Steve.Kim@sfgov.org and HSARFP@sfgov.org . Electronic file title should include RFP # 744, agency name, number of files submitted i.e. 1 of 4. Proposals must be received by **5:00 p.m., on February 17, 2017**. Late submissions will not be considered. Supplemental documents or revisions after the deadline will not be accepted.

Department staff will confirm receipt of all Respondent submissions within one (1) working day after the deadline for receipt noted above.

B. Format

For word processing documents, text should be unjustified (i.e., with a ragged-right margin) using a 12 point serif font (e.g., Times Roman, and not Arial), and page margins should be at least 1" on all sides (excluding headers and footers).

C. Content

Organizations interested in responding to this RFP must submit the following information, in the order specified below. All proposals for funding must be developed using the format below. This is necessary so that all proposals can receive fair and equal evaluation. Proposals not following the required format will not be considered for funding. Information must be at a level of detail that enables effective evaluation and comparison between proposals by the Proposal Evaluation Panel. The Agency must ensure that the proposal addresses the Selection Criteria.

1. Table of Contents

Each proposal package should contain a complete table of contents showing page numbers. All pages in the package must be numbered consecutively, and major sections must be indexed.

2. RFP Cover Page – (use form provided in Section X)

Submit the cover page signed by a person authorized to obligate the organization to perform the commitments contained in the proposal. Submission of this document will constitute a representation by the organization that the organization is willing and able to perform the commitments contained in the proposal.

3. Minimum Qualifications –up to 3 pages

Agencies must provide a *Minimum Qualifications Narrative* describing in detail how the proposing agency meets each of the Minimum Qualifications. Any proposals failing to demonstrate these qualifications will be considered non-responsive and will not be eligible for proposal review or award of contract or grant. (Refer to section IV, Item A.)

4. Contracts (both public and private) –up to 2 pages

Agencies should submit a statement listing relevant contracts/grants with a description of the services which have been completed during the last three (3) years. The statement must also list any failure or refusal to complete a contract/grant, including details and dates. Provide disclosure of any litigation including Respondent, subcontractors, or any principal officers thereof in connection with any contract or grant.

5. Organizational Capacity –up to 5 pages (not including resumes, job descriptions, and letters of reference) Description of your agency's ability to deliver the services proposed in this RFP.

In addition, please address the following:

- a) Staffing Plan – Describe organizational structure and staffing patterns needed to provide the proposed services including program supervision and management. Attach job descriptions and resumes of key program staff and clearly identify which staff position they occupy and provide written assurance that the key individuals listed and identified will be performing the work and will not be substituted with other personnel or reassigned to another project without the City's prior approval. Clearly identify whether services will be performed by existing staff or by proposed staff.
- b) Description of agency experience and staff skills related to working with the identified target population and program design.
- c) Service Site Plan – Describe the plan for location and hours of services.
- d) Description of staff training plans to ensure services are provided in an efficient manner and service and outcome objectives are being achieved.

6. Program Approach –up to 10 pages

Description of your agency's specific program approach to deliver the services proposed in this RFP.

In addition, please address the following:

- a) Commitment to realizing the vision of the OECE Citywide Plan for Early Care and Education.
- b) Description of your agency's specific program approach to deliver the service components proposed and how this program approach or service model will appropriately address the needs of the target populations and the goals of the OECE (be sure to address all applicable items listed in Target Population, Scope of Work, and Service and Outcome Objectives).
- c) Clearly describe how your agency will manage the transfer of existing subsidy administration services, not currently administered by your agency, which may or may not exceed the agency's existing subsidy administration capacities. In detail, describe your agency's approach to facilitate the transfer of existing funding/services

to ensure a “seamless” and “hassle-free” experience for the families currently receiving subsidy funding and the providers serving them.

- d) Identify locations of services.
- e) Identify any subcontractors and describe their responsibilities in the delivery of services.
- f) List and explain the specific service and outcome objectives to be accomplished through the proposal.
- g) Clearly describe the financial management of revenue tracking and reporting, including splitting payments for federal/state/local funding. Describe effective methods for projecting enrollments and maintaining enrollments within budget.
- h) Describe methods for data collection, documentation reporting service and outcome data. Describe the method(s) by which service and outcome objectives will be evaluated.
- i) Clearly describe approach and strategy for data system integration to support the goals of a comprehensive system to support providers and families.
- j) Describe the linkages that will link clients to services.

7. Fiscal Capacity (Budget) –up to 4 pages (excluding justification, cost allocation plan and audited financial statement)

Please refer to the instructions outlined in Section XII and use only OECE/HSA approved budget forms. Provide Cost Allocation Plan and current audited financial statements. OECE/HSA intends to award this grant to respondents that it considers will provide the best overall program services at a reasonable pricing structure. OECE/HSA is committed to ensuring the maximum amount of funding available reaches the targeted families these funds and programs are designed to benefit. The ELS model and other state and local changes should reduce some of the administrative requirements associated with: (1) maintaining continuity of care and reducing the number of family contacts each year; (2) recent improvements in state subsidy rates, and (3) potential local changes for CalWORKs authorizations.

The administration rate guidelines below include administration and support for eligibility, need, payment determination, and issuance. The guidelines reflect the administrative streamlining priorities of the San Francisco Citywide Plan for Early Care & Education:

- State subsidies (CalWORKs Stage 1 & 2 and CAPP) up to 17.5%
- Local subsidies (ELS City and Bridge, Project 500, Block Grants) up to 10%
- PFA Private Payer (9mo/12mo tuition credit) and ELS Gap up to 4%

OECE/HSA reserves the right to accept other than the lowest priced offer and to reject any proposals that are not responsive to this request. Additionally, OECE/HSA reserves the right to negotiate the aforementioned rate caps, with the Grantee(s), prior to the commencement of service delivery.

Using the budget forms, please provide the direct expenses for all proposed costs to be supported through this grant for a three-year term. Respondents must also provide a

budget narrative that clearly explains the basis for each expense listed on the budget forms.

Discuss planned leveraging of other resources (i.e., fund raising, in-kind contributions, etc.), if any, to support the program approach proposed. Identify external resources committed to this program, including in-kind resources designated solely for this program. Assign a dollar value for all external resources.

8. References -up to 4 pages (excluding City agencies, clients, or subcontractors).

Provide two (2) letters of references for the organization. Letters must include:

- Name, address and telephone number.
- What is the relationship with the proposer including information on the services?
- Why is proposer qualified to perform requested services?
- References from HSA/OECE staff and/or clients of services are not permitted.

9. Completed Page Number Form (refer to Section XI)

IV. Evaluation and Selection Criteria

A. Minimum Qualifications

1. If proposing for **CalWORKs Stage 1 and 2 Subsidy Administration** – Must hold an existing CalWORKs Stage 3 contract from the California Department of Education (CDE) and be a current CDE Alternative Payment Agency contractor.
2. If proposing for **CAPP Subsidy Administration** – Must be a current CDE Alternative Payment Agency contractor.
3. If proposing for **ELS Subsidy Administration**, must demonstrate a minimum of (3) years of experience providing subsidy administration services to the target population as defined in this RFP.
4. If proposing for **Resource and Referral** – Must hold an existing state contract for Resource and Referral from CDE in good standing.
5. Respondent must be a certified vendor with the City and County of San Francisco or the ability to become a certified vendor within ten (10) days after notice of intent to award.
6. Demonstrate the willingness and ability to comply with the City contracting requirements set forth in Section VII of this RFP.

Please note: Agencies submitting proposals that have previously contracted with the City and County of San Francisco and/ or Federal agencies to provide goods and/or services must successfully demonstrate compliance with performance/monitoring requirements specified in previous grants/contracts (corrective actions) in order to be considered responsive to this RFP. **Documented failure to correct performance/monitoring deficiencies identified in past City and County grants/contracts may result in Agency disqualification to participate in this RFP.**

Any proposal that does not demonstrate that the proposer meets these minimum requirements by the deadline for submittal of proposals will be considered non-responsive and will not be eligible for award of the contract/grant.

B. Selection Criteria

The proposals will be evaluated by a selection committee comprised of parties with expertise in the service areas identified in this RFP. The City intends to evaluate the proposals generally in accordance with the criteria itemized below.

Total Possible Points: 100

Respondents must receive a minimum of 70% of the available points to be considered for award.

Organizational Capacity (25 points)

1. The respondent clearly demonstrates that it has the organizational and technological infrastructure and administrative/financial capacity to deliver the program as proposed, including the proposed staffing pattern is adequate. (15 points)
2. The staff, based on job descriptions and qualifications, and proposed staffing pattern is adequately trained or experienced and qualified in operating the program? (10 points)

Program Approach (50 points)

1. The proposal demonstrates the necessary understanding of the program goals and target populations and their needs in order to provide effective integrated services, including subsidy administration and Resource and Referral services. The proposal demonstrates strong fiscal capacity for tracking revenues and expenditures, particularly when subsidy funding is split, blended, or “stacked”. The proposal provides easily accessible services to the target populations. The proposal provides assurances of comprehensive system approach and collaboration with the OECE, the field, and the other Grantee (should more than one proposal be funded). (20 points)
2. The proposal clearly identifies linkages to support target population in linking them to services. (10 points)
3. The proposal clearly identifies specific and realistic services and outcome objectives and how they will be met. This should also include a discussion of specific methods for collection of necessary service utilization and performance outcome and/or customer satisfaction data. (10 points)
4. The proposal provides a comprehensive commitment to data integrity and integration with OECE and other data systems and reliability in the program design, service delivery, and program operations. (10 points)

Fiscal Capacity (25 points)

1. The budget provided is clear and easy to understand. The budget reflects sound, adequate allocation of resources, matching the program components including staffing costs, operating costs and capital costs (as appropriate). The budget supports the services proposed and is competitive with other proposals. Costs are reasonable, justified, and competitive, with appropriate level of administrative costs. Cost Allocation Plan is reasonable. (20 points)
2. Respondent’s ability to leverage other resources for this program, either from in-kind, and/or external resources. The proposal reflects the effective use of organizational resources/external resources, including leveraged funds, designated exclusively for this program, and seamless delivery of services to families. (5 points)

V. Pre-proposal conference and Contract/Grant award

A. Pre-Proposal Conference

Proposers are encouraged to attend the (optional) pre-proposal conference on **January 24, 2017**, at **2:00 p.m.**, to be held at **1650 Mission Street, Suite 300, San Francisco, CA 94103**. All questions will be addressed at this conference and any available new information will be provided at that time. If you have further questions regarding the RFP, please contact the individual designated in Section VI.B.

B. Contract/Grant Award

The Office of Early Care & Education/Human Services Agency will select a proposer with whom Agency staff shall commence contract/grant negotiations. The selection of any proposal shall not imply acceptance by the City of all terms of the proposal, which may be subject to further negotiations and approvals before the City may be legally bound thereby. If a satisfactory contract/grant cannot be negotiated in a reasonable time the Office of Early Care & Education/Human Services Agency, in its sole discretion, may terminate negotiations with the highest ranked proposer and begin contract/grant negotiations with the next highest ranked proposer.

C. Written Questions

Proposers are encouraged to submit written questions before the due date stated in Section I.B. to the individual designated in Section VI.B. All questions will be addressed and any available new information will be provided in writing via email to proposers. All written questions must be submitted on or prior to **12:00 p.m., January 30, 2017**.

VI. Terms and Conditions for Receipt of Proposals

A. Errors and Omissions in RFP

Proposers are responsible for reviewing all portions of this RFP. Proposers must promptly notify the Department, in writing, if the proposer discovers any ambiguity, discrepancy, omission, or other error in the RFP. Any such notification must be directed to the Department promptly after discovery, but in no event later than five working days prior to the date for receipt of proposals. Modifications and clarifications will be made by addenda as provided below.

B. Inquiries Regarding RFP

Inquiries regarding the RFP and all oral notifications of intent to request written modification or clarification of the RFP, must be in **writing and directed to:**

Steve Kim, GB22
Office of Contract Management
San Francisco Human Services Agency
1650 Mission Street, Suite 300
San Francisco, CA 94103
steve.kim@sfgov.org

C. Objections to RFP Terms

Should a proposer object on any ground to any provision or legal requirement set forth in this RFP, the proposer must, not more than ten calendar days after the RFP is issued, provide written notice to the Department setting forth with specificity the grounds for the objection. The failure of a proposer to object in the manner set forth in this paragraph shall constitute a complete and irrevocable waiver of any such objection.

D. Change Notices

The Department may modify the RFP, prior to the proposal due date, by issuing Change Notices, which will be posted on the website. The proposer shall be responsible for ensuring that its proposal reflects any and all Change Notices issued by the Department prior to the proposal due date regardless of when the proposal is submitted. Therefore, the City recommends that the proposer consult the website frequently, including shortly before the proposal due date, to determine if the proposer has downloaded all Change Notices.

E. Term of Proposal

Submission of a proposal signifies that the proposed services and prices are valid for 180 calendar days from the proposal due date and that the quoted prices are genuine and not the result of collusion or any other anti-competitive activity.

F. Revision of Proposal

A proposer may revise a proposal on the proposer's own initiative at any time **before the deadline** for submission of proposals. The proposer must submit the revised proposal in the same manner as the original. A revised proposal must be received on or before the proposal due date.

In no case will a statement of intent to submit a revised proposal, or commencement of a revision process, extend the proposal due date for any proposer.

At any time during the proposal evaluation process, the Department may require a proposer to provide oral or written clarification of its proposal. The Department reserves the right to make an award without further clarifications of proposals received.

G. Errors and Omissions in Proposal

Failure by the Department to object to an error, omission, or deviation in the proposal will in no way modify the RFP or excuse the vendor from full compliance with the specifications of the RFP or any contract/grant awarded pursuant to the RFP.

H. Financial Responsibility

The City accepts no financial responsibility for any costs incurred by a firm in responding to this RFP. Submissions of the RFP will become the property of the City and may be used by the City in any way deemed appropriate.

I. Proposer's Obligations under the Campaign Reform Ordinance

Proposers must comply with Section 1.126 of the S.F. Campaign and Governmental Conduct Code, which states:

No person who contracts with the City and County of San Francisco for the rendition of personal services, for the furnishing of any material, supplies or equipment to the City, or for selling any land or building to the City, whenever such transaction would require approval by a City elective officer, or the board on which that City elective officer serves, shall make any contribution to such an officer, or candidates for such an office, or committee controlled by such officer or candidate at any time between commencement of negotiations and the later of either (1) the termination of negotiations for such contract, or (2) three months have elapsed from the date the contract is approved by the City elective officer or the board on which that City elective officer serves.

If a proposer is negotiating for a contract that must be approved by an elected local officer or the board on which that officer serves, during the negotiation period the proposer is prohibited from making contributions to:

- the officer's re-election campaign
- a candidate for that officer's office
- a committee controlled by the officer or candidate.

The negotiation period begins with the first point of contact, either by telephone, in person, or in writing, when a contractor approaches any city officer or employee about a particular contract, or a city officer or employee initiates communication with a potential contractor about a contract. The negotiation period ends when a contract is awarded or not awarded to the contractor. Examples of initial contacts include: (1) a vendor contacts a city officer or employee to promote himself or herself as a candidate for a contract; and (2) a city officer or employee contacts a contractor to propose that the contractor apply for a contract. Inquiries for information about a

particular contract, requests for documents relating to a Request for Proposal, and requests to be placed on a mailing list do not constitute negotiations.

Violation of Section 1.126 may result in the following criminal, civil, or administrative penalties:

1. Criminal. Any person who knowingly or willfully violates section 1.126 is subject to a fine of up to \$5,000 and a jail term of not more than six months, or both.
2. Civil. Any person who intentionally or negligently violates section 1.126 may be held liable in a civil action brought by the civil prosecutor for an amount up to \$5,000.
3. Administrative. Any person who intentionally or negligently violates section 1.126 may be held liable in an administrative proceeding before the Ethics Commission held pursuant to the Charter for an amount up to \$5,000 for each violation.

For further information, proposers should contact the San Francisco Ethics Commission at (415) 581-2300.

J. Sunshine Ordinance

In accordance with S.F. Administrative Code Section 67.24(e), contractors' bids, responses to RFPs and all other records of communications between the 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 organization's net worth or other proprietary financial data submitted for qualification for a contract or other benefits until and unless that person or organization is awarded the contract or benefit. Information provided which is covered by this paragraph will be made available to the public upon request.

K. Public Access to Meetings and Records

If a proposer is a non-profit entity that receives a cumulative total per year of at least \$250,000 in City funds or City-administered funds and is a non-profit organization as defined in Chapter 12L of the S.F. Administrative Code, the proposer must comply with Chapter 12L. The proposer must include in its proposal (1) a statement describing its efforts to comply with the Chapter 12L provisions regarding public access to proposer's meetings and records, and (2) a summary of all complaints concerning the proposer's compliance with Chapter 12L that were filed with the City in the last two years and deemed by the City to be substantiated. The summary shall also describe the disposition of each complaint. If no such complaints were filed, the proposer shall include a statement to that effect. Failure to comply with the reporting requirements of Chapter 12L or material misrepresentation in proposer's Chapter 12L submissions shall be grounds for rejection of the proposal and/or termination of any subsequent Agreement reached on the basis of the proposal.

L. Reservations of Rights by the City

The issuance of this RFP does not constitute an agreement by the City that any contract will actually be entered into by the City. The City expressly reserves the right at any time to:

1. Waive or correct any defect or informality in any response, proposal, or proposal procedure;
2. Reject any or all proposals;
3. Reissue a Request for Proposals;
4. Prior to submission deadline for proposals, modify all or any portion of the selection procedures, including deadlines for accepting responses, the specifications or requirements

- for any materials, equipment or services to be provided under this RFP, or the requirements for contents or format of the proposals;
5. Procure any materials, equipment or services specified in this RFP by any other means; or
 6. Determine that no project will be pursued.

M. No Waiver

No waiver by the City of any provision of this RFP shall be implied from any failure by the City to recognize or take action on account of any failure by a proposer to observe any provision of this RFP.

N. Local Business Enterprise Goals and Outreach

Due to county, federal and state funding for these services, LBE bid discounts will not be used in this RFP

VII. Contract Requirements

A. Standard Contract Provisions

The successful proposer will be required to enter into a contract substantially in the form of the Agreement for Professional Services. Failure to timely execute the contract, or to furnish any and all insurance certificates and policy endorsement, surety bonds or other materials required in the contract, shall be deemed an abandonment of a contract offer. The City, in its sole discretion, may select another firm and may proceed against the original selectee for damages.

Proposers are urged to pay special attention to the requirements of Administrative Code Chapters 12B and 12C, Nondiscrimination in Contracts and Benefits; the Minimum Compensation Ordinance; the Health Care Accountability Ordinance; the First Source Hiring Program; and applicable conflict of interest laws, as set forth in paragraphs B, C, D, E and F below.

B. Nondiscrimination in Contracts and Benefits

The successful proposer will be required to agree to comply fully with and be bound by the provisions of Chapters 12B and 12C of the San Francisco Administrative Code. Generally, Chapter 12B prohibits the City and County of San Francisco from entering into contracts or leases with any entity that discriminates in the provision of benefits between employees with domestic partners and employees with spouses, and/or between the domestic partners and spouses of employees. The Chapter 12C requires nondiscrimination in contracts in public accommodation. Additional information on Chapters 12B and 12C is available on the CMD's website at www.sfcMD.org.

C. Minimum Compensation Ordinance (MCO)

The successful proposer will be required to agree to comply fully with and be bound by the provisions of the Minimum Compensation Ordinance (MCO), as set forth in S.F. Administrative Code Chapter 12P. Generally, this Ordinance requires contractors to provide employees covered by the Ordinance who do work funded under the contract with hourly gross compensation and paid and unpaid time off that meet certain minimum requirements.

For the amount of hourly gross compensation currently required under the MCO, see www.sfgov.org/olse/mco. Note that this hourly rate may increase on January 1 of each year and

that contractors will be required to pay any such increases to covered employees during the term of the contract. Additional information regarding the MCO is available on the web at www.sfgov.org/olse/mco.

D. Health Care Accountability Ordinance (HCAO)

The successful proposer will be required to agree to comply fully with and be bound by the provisions of the Health Care Accountability Ordinance (HCAO), as set forth in S.F. Administrative Code Chapter 12Q. Contractors should consult the San Francisco Administrative Code to determine their compliance obligations under this chapter. Additional information regarding the HCAO is available on the web at www.sfgov.org/olse/hcao.

E. First Source Hiring Program (FSHP)

If the contract is for more than \$50,000, then the First Source Hiring Program (Admin. Code Chapter 83) may apply. Generally, this ordinance requires contractors to notify the First Source Hiring Program of available entry-level jobs and provide the Workforce Development System with the first opportunity to refer qualified individuals for employment.

Contractors should consult the San Francisco Administrative Code to determine their compliance obligations under this chapter. Additional information regarding the FSHP is available on the web at <http://www.workforcedevelopmentsf.org/> and from the First Source Hiring Administrator, (415) 401-4960.

F. Conflicts of Interest

The successful proposer will be required to agree to comply fully with and be bound by the applicable provisions of state and local laws related to conflicts of interest, including Section 15.103 of the City's Charter, Article III, Chapter 2 of City's Campaign and Governmental Conduct Code, and Section 87100 et seq. and Section 1090 et seq. of the Government Code of the State of California. The successful proposer will be required to acknowledge that it is familiar with these laws; certify that it does not know of any facts that constitute a violation of said provisions; and agree to immediately notify the City if it becomes aware of any such fact during the term of the Agreement.

Individuals who will perform work for the City on behalf of the successful proposer might be deemed consultants under state and local conflict of interest laws. If so, such individuals will be required to submit a Statement of Economic Interests, California Fair Political Practices Commission Form 700, to the City within ten calendar days of the City notifying the successful proposer that the City has selected the proposer.

VIII. Protest Procedures

A. Protest of Non-Responsiveness Determination

Within five working days of the City's issuance of a notice of non-responsiveness, any firm that has submitted a proposal and believes that the City has incorrectly determined that its proposal is non-responsive may submit a written notice of protest. Such notice of protest must be received by the City on or before the fifth working day following the City's issuance of the notice of non-responsiveness. The notice of protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The protest must be signed by an individual authorized to represent the proposer, and must cite the law, rule, local ordinance, procedure or RFP provision on which the protest is based. In addition, the protestor must specify facts and evidence sufficient for the City to determine the validity of the protest.

B. Protest of Contract Award

Within ten calendar days of the City's issuance of a notice of intent to award the contract, any firm that has submitted a responsive proposal and believes that the City has incorrectly selected another proposer for award may submit a written notice of protest. Such notice of protest must be received by the City on or before the tenth calendar day after the City's issuance of the notice of intent to award.

The notice of protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The protest must be signed by an individual authorized to represent the proposer, and must cite the law, rule, local ordinance, procedure or RFP provision on which the protest is based. In addition, the protestor must specify facts and evidence sufficient for the City to determine the validity of the protest.

C. Delivery of Protests

All protests must be received by the due date. If a protest is mailed, the protestor bears the risk of non-delivery within the deadlines specified herein. Protests should be transmitted by a means that will objectively establish the date the City received the protest. Protests or notice of protests made orally (e.g., by telephone) will not be considered. Protests must be delivered to:

Director
Office of Early Care & Education
P.O. Box 7988
San Francisco, CA 94120-7988

IX. Standard Forms

Before the City can award any contract to a contractor, that contractor must file three standard City forms (items 1-3 on the chart). Because many contractors have already completed these forms, and because some informational forms are rarely revised, the City has not included them in the RFP package. Instead, this Appendix describes the forms, where to find them on the Internet (see bottom of page 2), and where to file them. If a contractor cannot get the documents off the Internet, the contractor should call (415) 554-6248 or e-mail Purchasing (purchasing@sfgov.org) and Purchasing will fax, mail or e-mail them to the contractor.

If a contractor has already filled out items 1-3 (see note under item 3) on the chart, **the contractor should not do so again unless the contractor's answers have changed.** To find out whether these forms have been submitted, the contractor should call Vendor File Support in the Controller's Office at (415) 554-6702.

If a contractor would like to apply to be certified as a local business enterprise, it must submit item 4. To find out about item 4 and certification, the contractor should call Contract Monitoring Division at (415) 252-2500.

Item	Form name and Internet location	Form	Description	Return the form to; For more info
1.	Request for Taxpayer Identification Number and Certification http://sfgsa.org/index.aspx?page=4762 www.irs.gov/pub/irs-fill/fw9.pdf	W-9	The City needs the contractor's taxpayer ID number on this form. If a contractor has already done business with the City, this form is not necessary because the City already has the number.	Controller's Office Vendor File Support City Hall, Room 484 San Francisco, CA 94102 (415) 554-6702
2.	Business Tax Declaration http://sfgsa.org/index.aspx?page=4762	P-25	All contractors must sign this form to determine if they must register with the Tax Collector, even if not located in San Francisco. All businesses that qualify as "conducting business in San Francisco" must register with the Tax Collector	Controller's Office Vendor File Support City Hall, Room 484 San Francisco, CA 94102 (415) 554-6702
3.	S.F. Administrative Code Chapters 12B & 12C Declaration: Nondiscrimination in Contracts and Benefits http://sfgsa.org/index	CMD-12B-101	Contractors tell the City if their personnel policies meet the City's requirements for nondiscrimination against protected classes of people, and in the provision of benefits between employees with	Human Rights Comm. 25 Van Ness, #800 San Francisco, CA 94102-6059 (415) 252-2500

Item	Form name and Internet location	Form	Description	Return the form to; For more info
	aspx?page=4762 In Vendor Profile Application		spouses and employees with domestic partners. Form submission is not complete if it does not include the additional documentation asked for on the form. Other forms may be required, depending on the answers on this form. Contract-by-Contract Compliance status vendors must fill out an additional form for each contract.	
4.	CMD LBE Certification Application http://www.sfgsa.org/index.aspx?page=6058 In Vendor Profile Application		Local businesses complete this form to be certified by CMD as LBEs. Certified LBEs receive a rating bonus pursuant to Chapter 14B when bidding on City contracts if applicable. To receive the bid discount, you must be certified by CMD by the proposal due date.	Contract Monitoring Unit 30 Van Ness Avenue, Suite 200 San Francisco, CA 94102 Phone: (415) 581-2310

Where the forms are on the Internet

Office of Contract Administration

Homepage: www.sfgov.org/oca/
 Purchasing forms: Click on “Required Vendor Forms” under the “Information for Vendors and Contractors” banner.

Contract Monitoring Division

CMD’s homepage: <http://sfgsa.org/index.aspx?page=5365>
 Equal Benefits forms: <http://sfgsa.org/index.aspx?page=5359>
 LBE certification form: <http://sfgsa.org/index.aspx?page=5364#Section%20V>

X. San Francisco Office of Early Care & Education Cover Page

NAME OF ORGANIZATION(S): _____

ADDRESS: _____

DIRECTOR: _____

PHONE/FAX#: _____

EMAIL: _____

FEDERAL EMPLOYER #: _____

ANNUAL AMOUNT(s) REQUESTED: \$ _____

I understand that the San Francisco Office of Early Care & Education/Human Services Agency (OECE/SF-HSA) reserves the right to modify the specifics of this application at the time of funding and/or during the contract negotiation; that a contract may be negotiated for a portion of the amount requested; and that there is no contract until a written contract has been signed by both parties and approved by all applicable City Agencies. Submission of a proposal signifies that the proposed services and prices are valid for 120 calendar days from the proposal due date and that the quoted prices are genuine and not the result of collusion or any other anti-competitive activity

Signature of authorized representative(s):

Name: _____ Title: _____

Signature: _____ Date: _____

Name: _____ Title: _____

Signature: _____ Date: _____

Submit an electronic copy to Steve.Kim@sfgov.org and HSARFP@sfgov.org

XI. San Francisco Office of Early Care & Education Page Number Form

This form is to assist the review panel in finding the information in the Proposal that corresponds to the evaluation criteria. For each item listed below, please list the page number(s) where the reviewer may find the answer(s) to the criteria.

Evaluation and Selection Criteria		
	Minimum Qualifications	Page Number(s)
A1.	If proposing for CalWORKs Stage 1 and 2 Subsidy Administration – Must hold an existing CalWORKs Stage 3 contract from the California Department of Education (CDE) and be a current CDE Alternative Payment Agency.	
A2.	If proposing for CAPP Subsidy Administration – Must be a current CDE Alternative Payment Agency contractor.	
A3.	If proposing for ELS Subsidy Administration , must demonstrate a minimum of (3) years of experience providing subsidy administration services to the target population as defined in this RFP.	
A4	If proposing for Resource and Referral – Must hold an existing state contract for Resource and Referral from CDE in good standing.	
A5	Respondent must be a certified vendor with the City and County of San Francisco or the ability to become a certified vendor within ten (10) days after notice of intent to award.	
A6	Demonstrate the willingness and ability to comply with the City contracting requirements set forth in Section VII of this RFP.	
A7	References -up to 4 pages (excluding City agencies, clients, or subcontractors)	
Organization Capacity (25 points)		
B1.	The respondent clearly demonstrates that it has the organizational and technological infrastructure and administrative/financial capacity to deliver the program as proposed, including the proposed staffing pattern is adequate. (15 points)	
B2.	The staff, based on job descriptions and qualifications, and proposed staffing pattern is adequately trained or experienced and qualified in operating the program? (10 points)	

	Program Approach (50 points)	
C1.	The proposal demonstrates the necessary understanding of the program goals and target populations and their needs in order to provide effective services, including subsidy administration and Resource and Referral services. The proposal demonstrates strong fiscal capacity for tracking revenues and expenditures, particularly when subsidy funding is split, blended, or “stacked”. The proposal provides easily accessible services to the target populations. The proposal provides assurances of comprehensive system approach and collaboration with the OECE, the field, and other contracted ECE Subsidy Administration (should more than one proposal be funded). (20 points)	
C2	The proposal clearly identifies linkages to support target population in linking them to services. (10 points)	
C3	The proposal clearly identifies specific and realistic services and outcome objectives and how they will be met. This should also include a discussion of specific methods for collection of necessary service utilization and performance outcome and/or customer satisfaction data. (10 points)	
C4	The proposal provides a comprehensive commitment to data integrity and integration with OECE and other data systems and reliability in the program design, service delivery, and program operations. (10 points)	
	Fiscal Capacity (25 points)	
D1	The budget provided is clear and easy to understand. The budget reflects sound, adequate allocation of resources, matching the program components including staffing costs, operating costs and capital costs (as appropriate). The budget supports the services proposed and is competitive with other proposals. Costs are reasonable, justified, and competitive, with appropriate level of administrative costs. Cost Allocation Plan is reasonable. (20 points)	
D2	Respondent’s ability to leverage other resources for this program, either from in-kind, and/or external resources. The proposal reflects the effective use of organizational resources/external resources, including leveraged funds, designated exclusively for this program, and seamless delivery of services to families. (5 points)	

XII. San Francisco Office of Early Care & Education Budget Forms and Instructions

Budgets should be submitted in the standard HSA/OECE format. Forms are available at: <http://mission.sfgov.org/OCABidPublication/ReviewBids.aspx> and click on the “Consultants and Professional Services” link and then the link for this RFP.

The following spreadsheets are in Excel. There are 4 pages in the budget (in addition to the budget justification), as follows: Contract Budget Summary, Salaries and Benefits Detail, Operating Expense Detail, Capital Expenditure Detail.

Please note the Salaries and Benefits, Operating Expense and Capital Expenditure are direct costs and must be clearly and easily attributable to a specific program.

The Budget Justification is a narrative, which provides the detailed information and calculations supporting the amount allocated for each budget line item. There is no form provided for the Budget Justification. Please detail all mathematical computations for each line item. Show how the total dollar amount was derived, e.g., the annual salary for each position multiplied by the FTE, the number of square feet of office space to be utilized multiplied by the rate per square foot, the cost per month for insurance multiplied by the number of months in the contract term, etc. For the Salaries and Benefits section, list the position, a brief sentence of the position's responsibilities, the full-time equivalent (FTE), the percentage of FTE allocated to the activity, the salary per month, the salary per annum, and the mathematical computation used to arrive at the total dollar amount.

The Cost Allocation Plan is required. Respondents must follow the City’s cost allocation guidelines for nonprofit contractors, which largely follow those described by Generally Accepted Accounting Principles (GAAP) and in Federal OMB Circular A-122. The plan should include how indirect costs were calculated.

If applicable, attach a separate detailed Subcontracting budget using the standard HSA/OECE format if there is a Subcontractor arrangement made under the terms of the contract. Provide a brief explanation of the subcontracting arrangement, as well as a budget breakdown. Please note, the total subcontractor budget amount should appear on the Operating Expense Detail sheet under the Subcontractor section.

Indirect rates are not allowable on subcontractor indirect expenditures, capital expenditures, aid payments, other direct voucher payments, or any stipend, subsidy or expense paid on behalf of a client (i.e, security deposit, rental payment assistance, transportation vouchers, etc.). These examples are not intended to be a comprehensive list. If an organization is uncertain whether indirect costs can be applied to a particular expense, it should consult with the HSA Contract Manager.

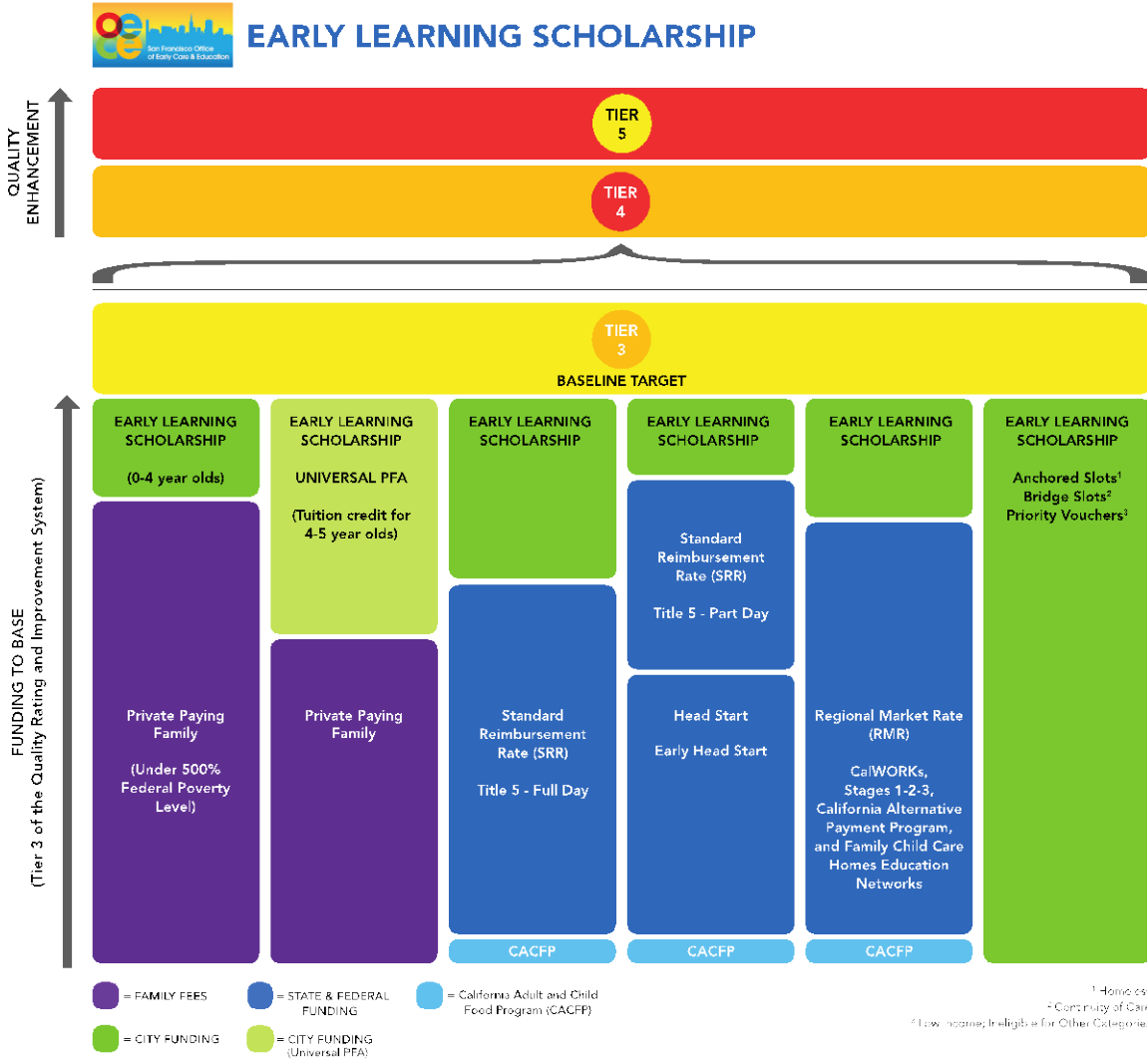
These guidelines provide general information. If further clarification or technical assistance is required, consult your HSA Office of Contract Management Contract Manager.

Attachment A

OECE CITYWIDE PLAN - EARLY LEARNING SCHOLARSHIPS							
USING AN EQUITY LENS TO FUND AND PROMOTE SCHOOL READINESS FOR TARGET POPULATIONS DEMONSTRATING LESS PREPAREDNESS FOR KINDERGARTEN							
ELS TYPE	Function	Purpose	ELS Rate	Eligibility	Enrollment Priorities	Need & Eligibility Recertification	Certifying Agency
ELS-GAP	Fills the gap to base rate of Tier 3* for state/federally funded children	Ensure all providers are paid a fair rate, which the state has failed to do	SRR/RMR less Tier 3 Rate = ELS GAP	Low-income families who meet state "Need & Eligibility" requirements and select a Tier 3-5* rated provider	Follows state enrollment requirements	State recertification requirements	State Contractor or Fiscal Intermediary
ELS-City	Provides fully funded Early Learning Scholarship	Targets resources to promote a birth-to-five ECE system through local vouchers and anchored slots	Tier 3 with differential** <i>(Target Populations only)</i>	Low-income families with at least one child under 3 years of age who select a Tier 3-5* rated provider	(1) Homeless Families (2) Other target populations (3) Low-income families	Annually	Fiscal Intermediary
ELS-Bridge	Provides continuity of care for local, state and/or federally subsidized families who lose eligibility	To ensure our local families can maintain their child's ECE experience for a minimum of one program year regardless of the parents' ability to maintain their subsidy eligibility	Same as previous	Subsidized families who lose their local, state and/or federal eligibility and continue receiving care with a Tier 3-5 rated provider*	Continuity Priorities: (1) Homeless families - Entry to kindergarten (2) Other target populations - Entry to kindergarten (3) Low-income/low-middle income families - Program year	Annually	Fiscal Intermediary
Target Populations:		African American, Latino, English Language Learners, Children w/Disabilities, Homeless, FCS					
Notes:	* A "grace period" will be established for family child care providers who have not been rated or those with a QRIS rating below Tier 3 in order to allow time for them to achieve a Tier 3 or higher rating.						
	**Tier 3 is currently being projected at 10% subject to funding availability.						

Attachment B

Early Learning Scholarship Enhanced Rates



Attachment C

Annual Reimbursement Rates by PFA Enrollment Category

Early Learning Scholarship Center Rates				
	Full Day, Full Year	Full Day, Part Year	Part Day, Full Year	Part Day, Part Year
Infant	\$27,496	\$19,560	\$15,123	\$10,758
Toddler	\$20,935	\$14,893	\$11,514	\$8,191
Preschooler	\$17,069	\$12,143	\$9,388	\$6,678
Early Learning Scholarship Head Start/Early Head Start Rates				
Infant	TBD	TBD	TBD	TBD
Toddler	TBD	TBD	TBD	TBD
Preschooler	TBD	TBD	TBD	TBD

Preschool for All Rates

Permit level of Lead Teacher in the Classroom	Preschool for All (9-month or 12 month)
Teacher Permit	\$ 4,950
Master Teacher Permit	\$ 5,750
Site Supervisor Permit	\$ 5,750
Program Director Permit	\$ 6,000

Annual Quality Grant Amounts:

This funding is an annual per child amount (calculated on subsidized enrollments) that is added to a center's OECE funding agreement if they are rated as Tier 4 or 5 on the QRIS.

One-Time, Per Child Amount	Tier 4	Tier 5
Infant/Toddler	\$ 300	\$ 330
Preschooler	\$ 200	\$ 220

Transition Funding:

There is no rate for Transition funding. The amount of transition funding per agency will not exceed the agency's projected loss under the new funding approach, as determined by OECE. Amounts will be negotiated with OECE. Transition funding is limited.