San Francisco Department of Early Childhood

REQUEST FOR GRANT APPLICATIONS #DEC24-06 FOR:

Access and Enrollment

Attachments

Attachment A: City's Grant Term
Attachment B: Application Cover Page
Attachment C: Written Proposal
Attachment D: Budget Proposal
Attachment E: HCAO and MCO Declaration Form
Attachment F: First Source Hiring Form
Attachment G: DEC Guidelines for Cost Categorization

Request for Grant Application Issued:	December 18, 2024
Bidders Conference:	January 10, 2025
Deadline to Submit Proposals:	January 29, 2025

Table of Contents

I. Letter from the Director 4

II. Introduction and Solicitation Schedule 5
- A. Introduction 6
- B. Anticipated Contract Term 7
- C. Anticipated Contract Not to Exceed Amount 7
- D. Cooperative Agreement 8
- E. RFGA Schedule 8
- F. Written Questions and Request for Clarification 8
- G. Contract Terms and Negotiations 8
- H. Target Populations 9
- I. Definitions for Acronyms Used 10

III. Scope of Work 12
- A. Description of Services 13
- B. Service Areas 14
- C. Service Area Objectives 16
- D. Outcome Objectives and Performance Measures 23
- E. Reporting Requirements 25

IV. Proposal Evaluation Criteria 27
- A. Minimum Qualifications (Pass/Fail) 27
- B. Evaluation Panel Scoring 28

V. Written Proposal (75 Points) 29

VI. Budget Proposal (25 Points) 29
- A. Budget Proposal Format and Allocation of Points 29
- B. Budget Proposal Evaluation Period 29

VII. Submission Requirements 29
- A. Mandatory Letter of Intent Submission Instructions 29
- B. Time and Place for Submission of Applications 29

VIII. Supporting Documentation Required Prior to Contract Execution 30

IX. City's Social and Economic Policy Requirements 30
- A. Nondiscrimination Requirements 31
- B. Insurance Requirements 31
- C. Health Care Accountability Ordinance 31
- D. Minimum Compensation Ordinance 31
- E. First Source Hiring Program 32
- F. Non-Profit Entities 32
- G. Other Social Policy Provisions 32

X. Terms and Conditions for Receipt of Proposals 32
A. How to Register as a City Supplier 32
B. RFGA Addenda 33
C. Public Disclosure 33
D. Limitation on Communications During Solicitation 33
E. Proposal Selection Shall not Imply Acceptance 34
F. Cybersecurity Risk Assessment 34
G. Solicitation Errors and Omissions 34
H. Objections to Solicitation Terms 34
I. Protest Procedures 35
J. Proposal Term 35
K. Revision to Proposal 36
L. Proposal Errors and Omissions 36
M. Financial Responsibility 36
N. Proposer's Obligations under the Campaign Reform Ordinance 36
O. Reservations of Rights by the City 37
P. No Waiver 37
Q. Other 37

APPENDIX 1. ACCESS AND ENROLLMENT LOGIC MODEL 39

APPENDIX 2: THEORY OF CHANGE 41

APPENDIX 3: SAN FRANCISO DEPARTMENT OF EARLY CHILDHOOD BUDGET FORMS AND INSTRUCTIONS 42

APPENDIX 4: RFGA FORMS OVERVIEW 44

I. LETTER FROM THE DIRECTOR

The Department of Early Childhood (DEC) mission is "To weave together family, community, and system supports so that all children who grow up in San Francisco have a strong foundation of nurturing, health, and learning." This mission is a statement and a call to action that we hope you will join us in. It is a vision that promises a brighter future for all children in our city.

In developing DEC's 2022-2027 Strategic Plan to achieve this mission, we took a family-centric approach and asked parents to bring their experiences and help co-design our plan. Time and time again, parents affirmed that the City is already investing in the right services: early care and education, family strength, and child well-being. However, parent insight made it clear that to address racialized outcomes, we must advance racial equity across our system of care. We must improve the user experience, accessibility, and delivery of all programs and services.

With this Request for Grant Applications (RFGA), DEC aims again for a family-centric approach – this time to help parents navigate the complex system of programs, enrollment, and funding to give every child a high-quality, affordable early learning experience in a program that meets their needs. We aim for a system that is welcoming to all parents and understands and is responsive to their diverse cultures, languages, and experiences. In a strategic plan focus group, one parent voiced, "We need more advocates and people who care, who have been through it. I want to see people who look and talk like me."

This year, we merged all locally funded early learning initiatives into one – Early Learning for All. We have extended the promise of Early Learning for All to include more of middle-class families. We have invested in the early care and education workforce and quality improvement at unprecedented levels. We are rapidly building facilities to meet the high infant and toddler care demand. This is the RFGA in which we bring this all together for children and families by helping them to explore what they need for their children and where they can find it in our community network of DEC-funded early learning programs, and then make a reality of free or affordable, high-quality early care and education.

As we move boldly into expanded opportunities for growth of our early learning system, we are proud to continue to build on a strong foundation that enables families to access high-quality early learning settings and promotes their child's well-being, school readiness, and lifelong success.

Sincerely,

Ingrid X. Mezquita
Executive Director
Department of Early Childhood

II. INTRODUCTION AND SOLICITATION SCHEDULE

A. Introduction

1. General

The San Francisco Department of Early Childhood (DEC) seeks proposals from non-profit entities to provide the following Early Care and Education (ECE) program support services:

- ECE Information and Family-Child Program Connection
- Enrollment and ECE Program Reimbursement
- Public Child Care Subsidies Administration and Early Learning for All System Supports

These ECE program support services make ECE programs accessible and affordable for San Francisco families with young children. DEC anticipates entering into agreements with up to three (3) entities to provide all of the above ECE program support services.

DEC's Early Learning for All network is composed of over 500 licensed early learning independently operated programs, including San Francisco Unified School District programs, Early Head Start/Head Start programs, State Preschool programs, and family child care homes. These programs must meet and maintain high-quality standards, including:

- Developmentally appropriate curriculum and instruction
- Qualified and caring teachers
- Health and safety requirements
- Partnerships with families to support their children

Early Learning for All programs support children's learning and social-emotional well-being. They help children learn social skills and foster inclusiveness, acceptance, and empathy. Because every family and child have unique needs, families can choose the program in the Early Learning for All network that best meets their needs and preferences.

San Francisco is a leader in universal early learning access. We are the first city in the nation to make publicly funded high-quality early learning accessible to its residents on a larger scale than other municipalities. We bring together federal Head Start funding, California Title 5 funding, and a historic local investment to create Early Learning for All. We want every child to grow happy, healthy, and thriving in San Francisco.

We also know that for children to thrive, the adults in their lives must also have support. The early educators participating in Early Learning for All receive professional development and quality improvement support. They also receive equitable compensation through our Workforce Compensation Initiative and a publicly-funded child-enrollment reimbursement based on market rate.

2. Background

DEC is committed to a future where all children enter kindergarten with the cognitive, social/emotional, and physical skills that support school success. Kindergarten readiness is a major predictor of later academic and life success, and as such, acts as the key indicator for child wellbeing in San Francisco. Research suggests that third- and eighth-grade test scores in low-income districts in California fall behind national counterparts because children start less ready for school (First 5 Centers for Children's Policy 2020). Yet despite the gain in school readiness over time, San Francisco Unified District's 2023 Kindergarten Readiness Study showed that 33.85% of entering kindergarteners were still not adequately prepared for school. Children in the study sample not yet meeting readiness standards were disproportionately from Latino, African American, and Native Hawaiian or Pacific Islander households; households with non-native speakers of the language; and were more likely to have an identified disability.

3. Diversity, Inclusion, And Racial Equity

DEC is committed to a culture of inclusion; everyone should have what they need to thrive regardless of race, age, ability, gender, sexual orientation, ethnicity, or country of origin. The Department believes a diverse and inclusive workforce will produce more creative and innovative outcomes for the organization and its clients.

DEC is committed to combating systemic racism and disparate impact of governmental services by advancing racial equity in all aspects of our work, ensuring access to services, and providing support to communities to ensure their ability to succeed and thrive.

DEC seeks to partner with community-based organizations that share these values in their organizational culture and program services. The agency sees our contracted community-based partners and their work to enhance and further advance efforts to address racial equity and inclusion across San Francisco.

4. Selection Overview

Proposers **must apply to all three** (3) service areas in this Request for Grant Application (RFGA). Responsive applications will be evaluated by a panel (Evaluation Panel") considered subject matter experts related to the services procured through this solicitation. The Evaluation Panel may include staff from various City departments. Applications will be evaluated based on the criteria outlined herein. The City shall award a contract to one or multiple Proposers that meet the Minimum Qualifications of this RFGA and obtain the highest scores within the service area to which they applied. RFGA service areas receiving only one application will be reviewed by DEC staff to ensure minimum qualifications are met, and a score of at least 75 is obtained to indicate that the grant negotiation process will be initiated. Tied scores may be resolved through any appropriate means by the city, acting in its sole discretion, including through optional interviews and considering priority criteria such as geographic location and reaching diverse family populations.

B. Anticipated Contract Term

A contract(s) awarded pursuant to this RFGA shall have a tentative term of three and half (3.5) years from July 1, 2025 to December 31, 2028, subject to availability of funds, semi-annual and annual satisfactory contractor performance, and need. DEC reserves the right to enter into contracts of a shorter duration, or to extend all or some contracts for two (2) additional years through December 31, 2030.

C. Anticipated Contract Not to Exceed Amount

The total estimated annual budget for this RFGA is approximately $200 million dollars per year, which may increase or decrease depending on funding availability. The source of funding for these services is state, federal and local funds. Payment for all services provided in accordance with provisions under this contract shall be contingent upon the availability of funds. The City shall not guarantee any minimum amount of funding for these services.

Funding may be reduced or eliminated in response to reduced allocations or decreased funding availability to any City funders. Also, funding made through this RFGA may be augmented, if additional funds become available, without additional application processes provided they are in alignment with the scope and services outlined in this RFGA. Unawarded funding may be shifted to another service area.

Table A

SERVICE AREAS	Maximum Total Funding Allocated Annually
Service Area 1: ECE Information and Family-Child-Program Connection: Families are knowledgeable about the ECE options available for their children under the age of 5 and what to look for in an ECE program. They are supported in making a family-child-program connection that aligns with the child's developmental, cultural, and linguistic needs, as stated by the child's family.	$2,000,000
SERVICE AREA 2: Enrollment and ECE Program Reimbursement Children are enrolled in a DEC-network-qualified and quality ECE program that meets the development and linguistic needs of children and is aligned with the geographical preference of the family. ECE programs enrolling SF-eligible children receive timely payments with detailed information that includes the per child, funding source, period covered, and other relevant information to ensure programs can predict and account for their revenues on a monthly basis.	$160,000,000
Service Area 3: Public Child Care Subsidies Administration and Early Learning For All System Supports System administration is innovative, flexible, and efficient, with a strong foundation on leadership and direct service staff. The organization has a solid infrastructure and experience to predict, anticipate, and implement changes in ECE-related rules, laws, regulations, reporting, and funding and can pivot flexibly. Maximizing administrative costs and resources is a must in this service area. The additional support system will attend to program access and targeted enrollment requirements.	$38,000,000

D. Cooperative Agreement

Any other City department, public entity or non-profit made up of multiple public entities, may use the results of this Solicitation to obtain some or all of the commodities or services to be provided by Proposer under the same terms and conditions of any contract awarded pursuant to this Solicitation.

E. RFGA Schedule

The anticipated schedule for this RFGA is set forth below in Table B. These dates are tentative and subject to change. It is the responsibility of the Proposer to check for any Addenda to this RFGA or other published pertinent information.

Table B

Proposal Phase	Tentative Date
Request for Grant Application Issued	December 18, 2024
Bidders' Conference	January 10, 2025
Deadline for Written Questions	January 13, 2025
Mandatory Letter of Intent Deadline	January 15, 2025
Deadline to Submit Proposals	January 29, 2025
Tentative Evaluation of Proposals	January 31, 2025 – February 28, 2025
Notice of Intent to Award	March 3, 2025
Period for Protesting Notice of Intent to Award	Within three (3) business days of the City's issuance of a Notice of Intent to Award.
Bidders' Conference Details Proposers are encouraged to attend a Bidders' Conference on **January 10, 2024**, **at 12:00 PST** to be held virtually at **https://us06web.zoom.us/j/81979767157**. 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 RFGA, please send to DEC-Contracts@sfgov.org. Failure to attend the Bidders' Conference shall not excuse the awarded Proposer from any obligations of a contract awarded pursuant to this RFGA. Any change or addition to the requirements contained in this RFGA as a result of the Bidders' Conference will be executed by a written Addendum to this RFGA. It is the responsibility of the Proposer to check for any Addendum to this RFGA or other published pertinent information.	

F. Written Questions and Request for Clarification

Proposers are encouraged to submit written questions before the due date stated in Table B to **DEC-Contracts@sfgov.org**. All questions will be addressed at the bidders' conference or by email, and any available new information will be provided in writing via email to Proposers. All written questions must be submitted on or prior to **January 13, 2025 at 12:00 PST**. Please include the term "RFGA DEC24-06 question" in your subject line.

G. Contract Terms and Negotiations

The successful Proposer will be required to enter into a contract in the form attached hereto as Attachment A, City's Grant Terms. **The City's Proposed Agreement Terms are not subject to**

negotiation. Failure to timely execute City's Grant Terms, or to furnish any and all insurance certificates and policy endorsements, surety bonds or other materials required in City's Grant Terms, shall be deemed an abandonment of the Proposal and City, in its sole discretion, may select another Proposer and proceed against the original selectee for damages.

H. Target Populations

The target for this grant, under the DEC Diversity, Inclusion, and Racial Equity policy previously stated in this RFGA, is to serve all populations and ethnicities in San Francisco and include expertise for neighborhoods and city-wide populations who face inequitable access and barriers to services and thus experience disparate educational, social, health, emotional, financial, or other wellbeing outcomes. Recent Kindergarten Readiness data and Community Index of Need data were used to statistically calculate priority rankings of San Francisco neighborhood needs based upon multiple factors such as poverty, health, child welfare, education, and other indicators.

Target populations include families linked to state-funded care and education programs and defined according to funding agencies (e.g., The California Department of Social Services and The California Department of Education); both California Departments serve low-income families and at-risk children with open CPS or Foster Care cases. Some of these programs are required to serve children ages birth through 12. Early Learning for All (ELFA) reimbursement rates are offered to ELFA-qualified programs and are subject to funding availability. The approximate number of eligible children to be served by funding sources are:

a. CalWORKs Stage 1: 900 children

b. CalWORKs Stage 2: 450 children

c. California Alternative Payment Program: 140 children

d. Early Learning For All (ELFA):

1. ELFA Fully Funded Vouchers: 3000
2. ELFA Tuition Credit Vouchers: 250
3. ELFA MRA Funded: 1700

e. Family and Children's Services: 90 children

1. Foster Care Bridge: 80 children

I. Definitions for Acronyms Used

Table C

0-5 Continuity	Eligible population families who lost child care subsidy eligibility for state funding may continue in care until their child reaches kindergarten with local funding support.
AMI	It is midpoint of specific area's income distribution and is calculated on an annual basis by the Department of Housing and Urban Development (HUD). The AMI represents the income of the "middle" household in that area.
AP	Alternative Payment state-contracted child care vouchers: AP Agencies are those public or private non-profit agencies contracting with the 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
CPAC	Childcare Planning and Advisory Council
CBO	Community-based organizations, including Family Resource Centers.
DEC	San Francisco Department of Early Childhood
DEC Fully Funded (MRA funded)	DEC fully funded enrollments through an MRA Funding Agreement with an Early Learning for All Qualified Provider.
DHS	San Francisco Department of Human Services, a division of HSA.
Early Learning SF (ELSF)	Early Learning SF (ELSF) is a centralized eligibility and waiting list designed to assist families in finding quality early care and education options.
ECE	Early care and education.
ELFA	San Francisco Early Learning for All, which are local funds: 1) fully funded at the ELFA calculated rate; or 2) are an enhancement to a state or federally subsidized child, to reimburse at the ELFA calculated rate. DEC may determine, over time, changes in costs or tiers for ELFA reimbursement.
ELFA-Gap	Early Learning for All (ELFA) Gap provides local funding to cover the "gap," when one exists, between the state's Regional Market Rate (RMR) for vouchers and the local ELS voucher rate, should one exist.

ELFA-Tuition Credit	ELFA Tuition Credit pays up to 50% of the ELFA calculated and published rate for families with income between 110% and 150% Area Medium Income (AMI).
ELFA-Voucher	Early Learning for All vouchers for which the city pays the full tuition at the ELFA calculated and published rate.
FCS	Family and Children's Services. ECE for families in the At-Risk, CPS and Foster Care system in San Francisco; including the Emergency Child Care Bridge State Program.
HSA	San Francisco Human Services Agency
Low-Income	Families at or below 110% of the Area Median Income as determined by the California Department Education
Middle-Income	Families with income between 111% and 150% of the Area Median Income.
Maximum Reimbursable Amount (MRA)	The Maximum Reimbursable Amount (MRA) is the maximum amount an ELFA-qualified center can earn, as established in the applicable Fiscal Year Funding Agreements, through a mix of DEC ELFA Fully Funded, Tuition Credit and Title 5 ELFA Gap enrollments, calculated at the current ELFA published rates. The MRA total funding for each center is based on the program's actual enrollments for the current fiscal year. MRA funding is to support enrollments through in-classroom instruction.
Program Year Continuity	Low-income families who lose state subsidy eligibility may use local ELFA funding to continue in care until the end of the program year.
QRIS	The Quality Rating and Improvement System was established by the State of California and adopted by San Francisco as a quality standard. The CA–QRIS Rating Matrix only applies to the State Preschool and Title 5 Programs.
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	State-funded services assisting parents in finding child care that best meets their family needs through the provision of information regarding licensed providers.
Title 5 Gap (MRA funded)	DEC gap funding for Title 5 eligible enrollments where the Standard Reimbursement Rate (SRR) is

	below the ELFA published rate for the fiscal year. When applicable, CCTR and CSPP enrollments may qualify through an MRA Funding Agreement with an ELFA Qualified provider.
TrustLine	TrustLine is a database of license-exempt providers that have cleared criminal background checks in California. It's the only authorized screening program of in-home caregivers in the state with access to fingerprint records at the California Department of Justice and the FBI.

III. SCOPE OF WORK

The Scope of Work is designed to provide a general direction, not an exhaustive list of all tasks required for the project. Proposers are encouraged to use this description as a foundation when designing and presenting their projects and services for RFGA funding. They also may suggest modifications and/or additions that, in their view, would enhance the feasibility, effectiveness, and cost-effectiveness of the projects. The following description outlines the key program elements and services to be delivered by the entities selected for grant awards.

DEC has developed a shared vision for the Early Learning for All (ELFA) Initiative: All San Francisco children enjoy a solid foundation to support future success. This is the goal we all strive towards. The Access and Enrollment Logic Model (Appendix 2), which establishes the activities and outcomes desired to achieve this vision, is anchored by the following **three Service Areas**:

- **Service Area 1: ECE Information and Family-Child-Program Connection.** San Francisco families have reliable access to ECE information and programs, including vacancies, to enable their choices when selecting early learning programming. They also receive timely ECE information to facilitate program connections that provide "best fit" ECE referrals based on family needs and preferences, including language, child's age, and location.

- **Service Area 2: Enrollment and ECE Program Reimbursement.** When enrolling their children in quality ECE programs, San Francisco families will have access to information about enrollment financial support.

- **Service Area 3: Public Child Care Subsidies Administration and Early Learning For All System Supports.** Administrative innovation and all public resources are leveraged to support a system of enrollment and payment mechanisms that enable DEC-funded programs or initiatives to receive timely reimbursement. This includes administering state-funded programs, CalWORKs, the California Alternative Payment Program, and other programming with source funds from the California Department of Education, the Department of Social Services, or any other state department that funds child care subsidies.

If more than one agency is funded or a multi-agency collaborative proposal is submitted, proposers must articulate and agree to create a coordinated and seamless experience for families

across agencies. A maximum of three months of planning a ramp-up phase may be considered for some aspects of service; proposers should identify areas where the planning phase is needed.

A. Description of Services

Families are the key decision-makers when selecting their child's early care and education (ECE) program. It is one of the most important decisions they make, and they require updated, reliable information about their child care options when selecting and enrolling their child in a quality program. We understand that ECE programs are very personal choices for each family. Families will consider many factors throughout the process, including the best fit that will match a family's philosophies, schedule, and optimal early learning environment. As these factors influence a family's decision, maintaining an open dialogue about personal values, culture, the child's developmental stage, special needs, and provider location are just a few considerations. We know that families want to actively participate in selecting an ECE setting that will lead to a successful experience and match for the family and child. Equally important is ensuring that the program aligns with the family's values and needs, creating a nurturing environment that fosters social, emotional, and cognitive development, which is crucial for building a solid foundation for a child's lifelong learning.

Longitudinal research[1] shows that children who participate in high-quality ECE programs experience numerous long-term benefits, including better school performance, reduced need for special education, and higher high school graduation rates. These positive effects are especially significant for children from low-income families, who are more likely to develop advanced language, academic skills, and social skills through high-quality ECE.

High-quality ECE programs can help all children enter kindergarten with the foundational academic and social-emotional skills they need to succeed.[2] These research findings can support families in making informed decisions when selecting a program that will offer a nurturing environment, qualified and compassionate staff, and provide developmentally appropriate curricula with opportunities for parental involvement. Successful family-program connections often require additional support to navigate the child care system, especially for families with children with disabilities, families linked to Child Protective Services, and unhoused families. Facilitating the connection between parents and a program to ensure a timely and seamless enrollment of a child in an ECE program is essential in the continuum of the family's journey to find and select quality early care and education for their children.

Comprehensive language support for families who speak languages other than English is another crucial factor in ensuring equitable access to ECE programs. According to the San Francisco Early Care and Education 2023 Needs Assessment, San Francisco's children reflect rich ethnic diversity and many are multilingual, with significant populations identifying as White, Not Hispanic (30.7%), Asian American (22.7%), or Hispanic or Latino (22.2%). Language support will help bridge communication gaps, allowing all families to fully engage with the programs and resources available.

In addition to implementing the vision for these services, funded proposers will advance the City's progress toward two out of four core outcomes in the DEC 2023-27 Strategic Plan, including: "Children enter kindergarten with the cognitive, social/emotional, and physical skills

that support school success"; and "Parents have the information, resources, and connections to peers and professionals to raise their children in San Francisco successfully." The DEC Strategic Plan further seeks to ensure that race is not a predictor of these outcomes, necessitating an intentional and strategic approach in implementing these services.

About Early Learning for All

Over 500 licensed early learning programs are part of DEC's Early Learning for All network. The Early Learning for All network is composed of independently operated programs, including community-based early learning programs/preschools, school district, Early Head Start/Head Start programs, State Preschool programs, and family child care homes, and they all must meet and maintain high-quality standards, including:

- developmentally appropriate curriculum and instruction
- qualified and caring teachers
- health and safety requirements
- a focus on partnering with families to support their children.

Early Learning for All programs supports children's learning and social-emotional well-being. They help children learn social skills and foster inclusivity, acceptance, and empathy.

Every family and child have unique needs. Families can choose the program in the Early Learning for All network that best meets their needs and preferences.

San Francisco is a leader in universal early learning access. We are the first city in the nation to make publicly funded high-quality early learning accessible to its residents on a larger scale than other municipalities. We bring together federal Head Start funding, California Title 5, and a historic local investment to create Early Learning for All. We want every child to grow happy, healthy, and thriving in San Francisco.

We also know that for children to thrive, the adults in their lives must also have support. The early educators participating in Early Learning for All receive professional development and quality improvement support. They also receive equitable compensation through our Workforce Compensation Initiative and a publicly-funded child-enrollment reimbursement based on market rate.

B. Service Areas

1. Service Area 1: ECE Information and Family-Child-Program Connection

- San Francisco families have reliable and timely access to ECE information and programs, including vacancies, to enable their choices when selecting early learning programming.
- San Francisco families will be supported in identifying programs that provide a "best fit" based on family needs and preferences, including language, child's age, and geographical location.

- San Francisco families will be provided with ECE referrals based on identified needs and preferences in an efficient and timely manner, with attention paid to the child's linguistic, cultural, and developmental needs.

The Department of Early Childhood believes that a family's continuity in child care is paramount in ensuring that families have a reliable, stable care provider to promote healthy attachment. Families need a reliable child care provider, and children need stability. Young children who experience these types of instability in routines and caregiver arrangements receive less time for social and emotional learning, including emotional regulation and relationship development.

Proposers must articulate a simple, cohesive, effective plan and process that provides families with early care and education information and connection services to programs that meet the family's child care needs and geographical preference while placing the children's development, language, and cultural priorities at the center.

Early Learning San Francisco (ELSF) is a DEC-funded, web-based resource tool that assists families in determining child care eligibility and helps connect them to available ECE programs based on their preferences. Parents know their children best and must be supported as the primary decision-makers when selecting an early care and education program. Choosing a program that supports their child is detailed and sometimes time-intensive.

2. Service Area 2: Enrollment and ECE Program Reimbursement

- All children are enrolled in a DEC-qualified ECE program that meets a family's aspiration for their child's linguistic, cultural, and developmental needs, aligned with the family's geographical location.
- ECE funding support reaches all eligible families in a timely manner. Across various funding sources, family eligibility is maximized to support families as much as possible and ensure the funding enables them to enroll in and maintain enrollment in a program(s) of their preference.
- Continued enrollment and receipt of support is maintained throughout a child's ECE experience, leading to school-age enrollment.
- All DEC-qualified ECE programs with SF-ELFA funded enrollments receive timely advance payments with detailed information, including the per child, funding source, the period covered, and other relevant information to ensure programs can predict and account for monthly revenues.

Parents know their children best and must be supported as the primary decision-makers when selecting an early care and education program. Choosing a program that supports their child is detailed and sometimes time intensive. Therefore, one essential function of Service Area 2 is to promote and help communication between ECE programs and families to facilitate this process for families.

Following the identification and connection processes in Service Area 1, Service Area 2 focuses on facilitating enrollment and funding. In addition to identifying and enrolling families based on preferences, continued enrollment maintenance along with ECE funding designed to minimize

costs to families is an ongoing process through a child's early years. Utilizing public financing for ECE services representing federal, state, and locally funded programs, a family's access to early learning programs should be maximized to best meet their needs.

Historically, state, federal, and local ECE management and administration have been complex and confusing. Efforts to link eligible parents to services were often uncoordinated and sometimes failed to match parents to care that met their needs. There are some bright spots, however. Research indicates that a well-matched family-ECE program, continuity of care, coordinated resources, and streamlined processes for families and providers bring immediate benefits to the child's development and other outcomes and increase school readiness. Since its inception, the San Francisco Department of Early Childhood has made significant progress toward simplifying the enrollment process and aligning policies and procedures for administering the programs, including leveraging federal, state, and local funding.[3]

3. Service Area 3: Public Child Care Subsidies Administration and Early Learning For All System Supports

- All DEC-qualified ECE programs with SF-ELFA funded enrollments receive timely advance payments with detailed information, including the per child, funding source, the period covered, and other relevant information to ensure programs can predict and account for monthly revenues.
- ECE-related rules, laws, regulations, reporting, and funding changes are monitored to allow for efficient pivoting or adjustment as needed.
- Agency infrastructure, including leadership and staff, and the accompanying administrative system are robust, flexible, and efficient, with continued innovation and improvement as needed to leverage resources effectively.
- Following state mandates, a California Department of Education-recognized AP Agency administers referral-specific enrollments such as CalWORKs and California Alternative Payment Programs.

The early care and education sector is evolving in its systems and administrative capacity. Still, when addressed, it is reduced to a mere percentage point or a number that tries to summarize its complexities. Service Area 3, at its core, aims to ensure that organizations have solid administrative structures, data systems, and leadership that optimize their ability to help families and programs in the Access and Enrollment process.

Additionally, timely and accurate insight into enrollment operations is essential for continuous quality improvement. Through maintaining child-enrollment databases and tracking tools, the proposers will record, review, and report enrollment and funding information to identify gaps and needs and build efficiencies to optimize the experience for San Francisco families.

C. Service Area Objectives

Service Area 1 – Service Objectives

A. Effective enrollment designs that focus on accurate and timely tracking of program capacity (per the state's Child care Licensing requirements), real-time vacancies, a timely enrollment

process, predictable advanced payments for child enrollments, detailed per-child payment information, up-to-date enrollment, and payment policies that are available in the program's preferred language, and programs not being assigned to more than two (2) points of contact.

B. Responses to families initiating their child care search are at most 24 hours after initial contact. Initial contact is considered when a family is selected from the eligibility system Early Learning for All (ELFA), receiving a referral and authorization, or any other alternative DEC referral method, such as direct or two-way referrals. Upon completing Service Area 1 service, families and programs experience a seamless and timely transition into Service Area 2, minimizing additional points of contact, delays, restarting the family's process, or information-gathering data.

C. In this service area, families will be supported from beginning to end with up to two (2) points of contact. To accommodate family communication preferences, services are available in person, over the telephone, or via email Monday through Friday from 8:00 a.m. to 6:00 p.m. Weekdays and weekend service hours are also available. Unless approved by DEC, hours of operation must be widely advertised, communicated, and maintained without change.

D. Upon first contact with the family, an assessment will determine where the family is regarding their understanding of the different types of licensed early childhood education settings, e.g., centers and family child care homes. There is a plan that assists the family, including providing specialized guidance and resources to families with children with disabilities to help families better understand the child care system in San Francisco and to prepare them to find inclusive ECE programs that meet their child's unique needs.

E. Families will receive information that supports their choice for ECE programming, including curriculum, environment, staff qualifications, linguistic assistance, child-to-caregiver ratio, and safety standards, and families will also get personalized guidance on how to choose high-quality child care that aligns with their specific needs, circumstances which best fit for their family situation.

F. Families from diverse ethnic backgrounds and those with limited English proficiency will receive personalized services to ensure equitable access to ECE programs and resources.

G. When applicable, out-of-county referrals are coordinated with the respective out-of-county agencies.

H. Families are guided and assisted in making a quality program-family connection. The program-family connection will focus on facilitating conversations as needed between the parent and the program to assess and determine whether the ECE program meets the family's needs; these conversations and connections focus on supporting and enhancing the child's developmental needs.

I. Families served by the San Francisco Human Services Agency will receive co-location support in the client's primary language, which, at a minimum, includes English, Spanish, Chinese, Vietnamese, Filipino and Russian. Eligible families will receive assistance in preregistering with the Emergency Back Up and Mildly Ill initiative. SFHSA refers families and connects them with the Family Service Agency.

J. Eligible families linked to Family and Children Services in and out of the County will be placed on their local child care waiting list for inter-county transfer consideration and connected with local Early Head Start/Head Start (EHS/HS) programs as needed.

K. All Families will receive information regarding ECE financial assistance and options, emphasizing the importance of quality early care. Screening for eligibility to other local/state/federal ECE programs will be conducted to attempt to use those funds first to support families whenever possible.

L. The delivery of services for an individual family, including providing ECE information and program connection, does not exceed five (5) working days. Situations involving or needing more than the maximum time to complete this process are documented and reviewed with the funder monthly.

Service Area 2 – Service Objectives

A. A service delivery logic model or theory of change can be used to clearly articulate how the organization views, plans, anticipates, and executes service delivery and achieves service outcomes.

B. All federal, state, and local program requirements, policies, and laws related to administering enrollments, payments, and reporting are followed, including confidentiality requirements; however, state law permits the sharing of information for administration between authorized agencies.

C. Families and ECE programs receive clear, regularly updated information and guidance in their preferred language regarding program and payment policies and procedures.

D. Families experience a seamless and timely enrollment in an ELFA-qualified program of their preference. During the enrollment process, families and programs will have no more than two (2) points of contact.

E. Families enroll in ECE programs using the appropriate funding source without burdening families or their enrollment site with navigating the complexities of funding.

F. Families eligible for state-funded programs will transition between stages and/or state funding seamlessly and timely, and systems in place to make this transition will support families and avoid burdening them and programs.

G. Families eligible for Federal/state-funded programs will be enrolled with the highest priority in or out of the County, as program regulations and DEC enrollment priorities require.

H. As required by law, families eligible for state-funded programs will be supported in seamlessly continuing enrollment beyond age 5, according to the federal and state guidelines.

I. Families enrolled in state-funded programs who change eligibility and become ineligible to continue with state funding will transition to a locally funded ELFA enrollment that best fits their family's eligibility and needs until the child reaches age 5.

J. Families from the highest priority group, unhoused families linked to Child Protective Services, are enrolled seamlessly and in timely coordination with the referring agencies.

K. DEC-validated licensed programs' capacity and vacancy information are tracked and considered before and when enrollments are executed.

L. ECE programs that are not MRA funded will receive an advance monthly payment for services within the first five (5) working days at the beginning of each month of enrollment with a consistent schedule to allow ECE programs to plan for and pay for program expenses.

M. Accurate accounting of enrollment, advance reconciliation, attendance, and enrollment activities are tracked and reported monthly to DEC.

N. Whenever possible, priority is given to applying for and distributing Federal and state funding before local funding to serve SF resident families according to federal, state, and local eligibility guidelines.

O. ECE programs will receive enrollment certificates and notice of any adverse funding changes with reasonable advanced notice of one (1) month.

P. ECE programs will receive detailed payment invoices that include the month of service, by child paid information, child's age group, period covered, amount received, adjustments, funding source, the amount paid by DEC, and any other payment information needed to help programs reconcile their budgets. Individualized meetings with ECE programs that require additional follow-up are available in person or virtually and are arranged within three (3) days of the request being made.

Q. ELFA programs and, where applicable, non-ELFA providers, such as CalWORKs exempt providers, attend regularly scheduled onboarding orientation and information sessions to learn about the enrollment and payment process, including the issuance of enrollment certificates, payments, and the TrustLine application as applicable.

ECE programs serving a specific target population, such as the FCS-Bridge Program, receive Trauma-Informed Training at least two times per fiscal year. Training modules follow local and state research-based best practices and are delivered in multiple languages according to the needs of the ECE educators.ECE programs have an updated list of points of contact for troubleshooting enrollment, payment, and/or administrative issues. They can reach leadership levels to help resolve enrollment and payment issues in a timely manner.

Service Area 3 - Service Objectives:

PROGRAM OPERATIONS AND SYSTEMS SUPPORTS

A. Services are provided in multiple languages (including, but not limited to, Spanish, Chinese, and English), in-person, by phone, email, and through a video conference online platform during the hours of at least 8:00 AM to 6 PM Monday through Friday. In-person services are available as the first option for service; however, priority is given to the family and the program's preference. Extended evening hours may be available and broadly advertised to families and programs.

B. Responsiveness to families and programs occurs within 24 hours of being contacted. From the first contact to enrollment in a child care program, the targeted wait time for enrollment is no more than 5 working days.

C. Families eligible for program-specific funding or mandated participation, such as CalWORKs and Family and Children Services, will receive timely in-person or virtual orientation to services at DEC-determined sites or collaborating City Agencies' sites.

D. Families transitioning from CalWORKs Stage 1 to CalWORKs Stage 2 are timely and seamlessly transitioned to continuing services, including recertifications per state rules.

E. State funding is leveraged by prioritizing it for CPS and ELFA families that may need before- and after-school care after their children turn 5 years old and are enrolled in a preschool or elementary school program.

F. For program-specific referrals and/or as requested by the referring agency, in cases where the child is placed with a family member in San Francisco County, out of San Francisco County, or outside of California, families receive assistance in coordinating the enrollment process and facilitating payments to child care providers in those locations.

G. Payments for programs, such as the Emergency Child Care Bridge Program for Foster Children, are coordinated and executed for in-and-out County/State programs.

H. All voucher and authorized DEC payments must be paid following the DEC published reimbursement rate ceilings and/or combined with State/Federal payment rates and DEC policies.

I. Families in state-funded programs maintain their eligibility per state regulations—calculating changes in income and family fees, authorizing changes in child care when hours of activities change, requesting third-party documentation, etc.—and transitioning families into CalWORKs Stage 3 at the end of their Stage 2 eligibility period.

J. Inter-agency collaborations with other Community Service Organizations that are part of Access and Enrollment and/or related service areas or contracts are aligned with DEC's strategic priorities.

K. ELFA-Gap funding for all state vouchers is calculated and sent directly to eligible programs based on enrollments documented through the DEC-approved voucher database system.

L. All State Child Care Notices of Action regarding changes in eligibility are issued per the state or any other applicable laws. All families will be given reasonable notice of action as required by State regulation.

M. License-exempt care providers, including related license-exempt caretakers, are Fingerprinted using the TrustLine system per State law. No child care payment shall be made until the provider is criminally cleared through the TrustLine process, and all retroactive TrustLine clearance time limits shall be administered per State policy.

N. Cross-agency participation is provided as needed, including DEC's all partner meetings, Round Tables, meetings, conferences, and ECE program gatherings.

SYSTEMS-PROCESSES QUALITY ASSURANCE AND REPORTING

A. Confidentiality agreements are updated and signed annually for all DEC-related programs and assigned management staff, and updated agreements are secured between collaborating agencies with access to publicly funded families' information.

B. The data system allows families and programs easy access to program documents, information, attendance sheets, explanations of payments, and other relevant information. However, utilizing online portals is not compulsory, and other alternatives to receiving information are made available and widely and timely communicated to programs and families.

C. Early Learning System San Francisco (ELSF) or an alternate data system option approved by DEC will generate an application for ECE services for families to determine their eligibility and enrollment and track capacity and vacancy information. The use of ELSF is aligned to Service Areas 1 and 2 with the intention that the family support and program connection is enhanced, not duplicative, and does not increase the number of points of contact.

D. Families receive assistance in developing a profile and articulating preferences for care. Activity is monitored within the system, and as families are matched with possible programs, follow-up with families via email, text, or phone calls, as appropriate, to support family exploration of options and progress toward enrollment in subsidized child care. This process is linked to Service Area 1.

E. DEC receives a monthly summary of funded enrollment and payment projections, including, but not limited to, funding sources, program name, internal agency program code, annual contract value, administrative costs, monthly expenditures, actual enrollments, pending payments, and any other pertinent information. The report will include a monthly summary and recommendations for funding, access, and enrollment actions.

F. The enrollment and payments projections report is reviewed at a regular monthly meeting to inform decisions related to utilizing funding from local, state, and federal sources and ensure funding is maximized and accessible to families and programs in a timely manner.

DATA TRACKING AND REPORTING

A. Code assignment to referral-specific programs such as FCS child care services, CalWORKs, etc., will be collected as requested by DEC, HSA, CDE, and/or CDSS to ensure proper tracking and invoicing for state and federal claiming purposes. DEC, HSA, State Departments, or other DEC-approved referring entities shall identify the eligibility and case status, and the Grantee will pay and bill according to the reported status.

B. Maintaining funding records for ECE programs and individuals on DEC's behalf and under its specific direction. Additionally, these responsibilities include but are not limited to tracking and reporting on payments and tax information, determining funding eligibility, and providing customer payment support within five (5) working days.

ACCESS AND ENROLLMENT TECHNICAL ASSISTANCE AND ADDITIONAL SUPPORT

A. Families receive user support in applying to and using Early Learning SF (ELSF) to seek and secure a quality child care option.

B. Update ELSF family applications, deactivate them, and merge duplicates for all assigned family applications. Applications are updated as often as needed or at least quarterly.

C. ECE and DEC-approved CBO programs receive technical support for their required use of data systems. Generally, families and/or programs receive an orientation to DEC-funded programs, help troubleshoot problems, identify system, process, policy, or procedure gaps, and design and deliver one-on-one and group support to address identified needs. All support will be offered in Chinese, Spanish, and English.

D. Participation and Funding Agreements are executed, amended, or terminated as instructed by DEC. Issuing a Participation Agreement includes tracking liability insurance certificates, and other relevant or DEC-specified documents related to funding agreements, grants, stipends, etc.

E. Issue payments on behalf of the state's QRIS Block Grant for Title 5 CSPP Programs. In coordination with DEC, the grantee will distribute the Quality Rating Improvement System (QRIS) Quality Improvement Grant awards for Title 5 CSPP Funded Programs based on the locally established funding formula for eligible CSPP programs rated at QRIS Matrix Tier 4 and 5.

F. As needed, participate in in-person events at various public venues, including DEC's all-partner meetings, conferences, and ECE program gatherings, including ECE provider round tables.

G. Full compliance with all federal, state, and local program requirements, policies, and laws related to the administration of enrollments, payments, and reporting is followed, including compulsory confidentiality requirements; however, state law permits the sharing of information with the purpose of administration between authorized agencies, and in such cases, authorization to exchange information forms are collected.

H. Contract compliance, program administration, and program and individual performance play important organizational roles. The agency has guidelines and exemplary practices for implementing this grant's administrative requirements.

I. The entity's executive is responsible for identifying and anticipating potential administrative or programmatic oversights impacting services, including determining the cause and correcting the issues. These issues must be reported to DEC promptly and not to exceed five (5) working days for urgent or timely situations that require DEC involvement.

J. Stakeholders' participation in program design. To do so, family and program participation is encouraged by implementing a feedback process to inform best practices. Accurate information and communication to stakeholders are disseminated promptly, efficiently, and in consultation with DEC. Messaging will meet the audience's language needs and standard reading levels. DEC is consulted and/or informed of any communication intended to reach stakeholders at least five (5) working days before sending out information to align messaging and DEC communication priorities.

K. Service delivery implementation, proposals for additional support, and team-building strategies are developed and aligned with Service Areas 1, 2, and 3 of this RFGA and follow the Controller's Cost Categorization Matrix, which is where DEC's cost reimbursement and budget guidelines, fiscal practices, and priorities are aligned.

L. Finances are managed efficiently, and expenses are within the approved budget. Funding and resources fully comply with the state, federal, and DEC's cost categorization, allocation, and other fiscal practices. Financial documents are available for DEC to review as needed. Program delivery and administration invoices are available and reviewed monthly.

M. Work distribution is transparent, aligns with administrative costs, and aligns with program service areas. A time study process is implemented to support and align work distribution and administrative expenses and to justify changes.

N. Points of contact assigned to all service areas are available to DEC and will prioritize meetings, process/policy and procedure reviews, and troubleshooting accordingly and as requested.

D. Outcome Objectives and Performance Measures

The primary purpose of outcome objectives and performance measures is to understand service quantity, quality, and impact. A comprehensive understanding of families' ECE needs and enrollment experiences is essential to best support San Francisco's families. As the first point of engagement with DEC, having accurate and thorough data and metrics ensures that DEC can best position the department to successfully deliver on the strategic goals of ensuring every child in San Francisco has a solid foundation to support future success. The ability to do so and engage in continuous quality improvement to optimize DEC's path to get there starts with accurate, timely, and thorough data. In collecting this information, a balance should be created between the value of the information and the time/effort required to collect it. Objectives stated in the proposal may incorporate the pre-existing service and outcomes objectives detailed below and additional objectives proposed by the applicant(s), so long as they match the services provided and this solicitation's overarching goals and vision.

Table D:

Service Area 1 and 2 Outcome Objectives and Performance Measures	
Outcome Objective	**Performance Measure**
Monthly Reporting Activities: Monthly meetings are convened to review the current status of activities that fall under the Service Area 1 and 2 objectives. This will also provide an opportunity to problem-solve as needed.	• # of families who engaged with an information and referral partner agency • # of families who engage with DEC-ECE enrollment tools • # of referrals provided to families • # of applications received for DEC support for ECE • # of children enrolled in DEC-network sites according to site-level ECE program • # of family-program connections made that matched family's cultural and linguistic needs with programs that can attend those needs. • Total amount of funding provided to eligible families • Type of enrollments broken out by funding sources across the DEC-network sites. • # of families able to enroll in their first choice site • Demographic information of families who engage with partner agencies/DEC and those who actually enroll
Quarterly Reporting Activities: In November and April of each contract year, a report that summarizes performance measure data and provides a narrative to contextualize the data with how things are going in relation to the programmatic outcomes (as articulated in the Logic Model, see Appendix 1) and how resources/inputs and outputs are supporting the outcomes. This includes a narrative that connects the current data to how families were supported in making a program-family-child connection and how families were supported with early care and education information that met and prioritized their children's development needs.	
Annual Reporting Activities: In August of each contract year, DEC reviews and approves report templates, quantitative and qualitative metrics, self-evaluation methods, and implementation plans for the fiscal year. In December and May of each contract year, DEC receives an agency self-evaluation for Service Area 1 supported by quantitative and qualitative data and includes a Plan of Action to inform short and mid-term program design, policy, or process changes. All prior fiscal year's descriptive and quantitative enrollment data will be submitted to DEC by August. A year-end report summarizing the previous fiscal year data should be provided by October. This includes summaries of all performance measure data and a review of any observed patterns and emergent needs from families in San Francisco. The successes and opportunities for growth should also be highlighted as part of the year-end report. A Diversity, Inclusion, and Racial Equity report demonstrating how racial equity values were exemplified throughout their organizational and program operations for Service Area 1 (as described in the section Racial Equity of this RFGA). This report includes the organization's demographics and aggregate data about race, gender, and language of the board of directors, executive staff, managers, and staff, as well as aggregate demographics of families, programs, and children served.	

Service Area 3 Outcome Objectives and Performance Measures	
Outcome Objective	**Performance Measure**
Monthly: Monthly meetings are convened to review recurring Service Area 3-related items are reviewed as part of monthly meetings with funding agency. These meetings will provide an opportunity to address barriers or challenges to administrative and funding support need for families. Enrollment information should be entered and recorded on a monthly basis, and this meeting will also provide an opportunity to identify any emergent needs.	• # of days between initial application and enrollment • # of times families contacted within 24 hours after first contact. • # Of points of contact a family has with partner agencies / DEC • # of active enrollments compared to DEC-network capacity • Timeliness of service payments at the start of each month (# of business days) • Frequency of vacancy, reporting/updates in DEC-ECE enrollment tools. • Individual enrollment by student according to individual site
Quarterly Reporting: Service Area 3 administers the service delivery in the Logic Model and articulates how the organization plans, anticipates, and executes service delivery and administration and achieves service outcomes. As part of November and April quarterly reporting for Service Area 1 and 2, data related to Service Area 3 performance measures will also be summarized and narrative will be provided to discuss implementation and service delivery.	
Annually: The grant recipient must observe standards of organization, management, and administration that will ensure, as reasonably possible, that all program activities are conducted in a manner consistent with the purposes of the RFGA and aligned towards achieving the Service Area 1 and 2 outcomes. In July of each contract year, the applicant must share their Administrative Management Strategy with DEC, which addresses their ability to meet those expectations successfully. DEC receives a stakeholders' participation plan in July of each contract year to articulate family and program participation in program design, improvements, and best practices. The fiscal year-end report (submitted in October for the prior fiscal year) should also include a self-evaluation from the agency that identifies areas where DEC can support continuous quality improvement of program implementation.	

E. Reporting Requirements

The City is committed to evaluating the value and impact of funding efforts. Agencies awarded funds will be required to track, analyze, and report on data related to the following types of performance measures:

- Measures of participation in services;
- Measures of program quality; and

- Measures of participant level changes and outcomes.

Moreover, funded agencies will also be asked to participate in the following activities specifically designed to support effective performance measurement and evaluation:

- Use of a standardized intake and data collection process for new program participants;
- Use of a standardized contract monitoring and data tracking system to capture fiscal information, implementation progress, participant demographics, and participant attendance in core services;
- Use of standardized program quality assessment tools (may be participant assessments of program and/or program self-assessments) to ensure compliance with minimum standards of quality (e.g. National Family Strengthening and Support Standards);
- Use of pre and post-survey instruments relevant to the desired outcomes (e.g. the Parent and Family Adjustment Scale is used pre and post all Curriculum Based Parent Education classes);
- Participation in training as required, and ongoing support and oversight of staff to ensure effective administration of above data collection tools;
- Distribution and collection of forms to obtain client consent to participate in data collection and evaluation activities;
- Analysis of collected data and reporting on the results (as required)
- Participation in studies to explore specific evaluation and research questions (as required).

If selected, agencies may be asked to work with DEC consultants and/or staff in implementing, with fidelity, required evaluation methods and evaluation of outcome measures.

DEC is developing parent engagement strategies to inform ongoing program development for its funded initiatives. Agencies funded by this RFGA may be asked to participate in these activities by recruiting program participants, hosting input sessions, and other associated activities.

DEC is investigating and implementing options to diversify the funding that finances family support activities. Agencies awarded grants may be required to participate in compliance and reporting activities associated with these funding sources. This could include time study, participant data reporting, additional performance measures, and other activities.

Communications and Marketing

As a condition of being selected, the grantee agrees to acknowledge DEC and/or the City in external communications efforts related to the services and activities funded by this RFGA. This acknowledgment could include a statement, logo, or visual/verbal representation indicating that the project was made possible with support from the grantor. The DEC team will provide ongoing support and guidance in fulfilling this requirement. Grantee may be asked to furnish copies of relevant promotional and/or marketing materials for review prior to being released to the public. Where instances of promotion for both the grantor and the grantee are available, collateral material may be provided for use by the grantor. Additional external facing collateral material, and training or technical assistance on how to utilize, may also be introduced to grantees with the expectation that it be used in the promotional/marketing and outreach efforts for services and activities funded by this RFGA.

IV. Proposal Evaluation Criteria

Evaluation Phase	Maximum Points
Minimum Qualifications Narrative	Pass/Fail
Budget Proposal	25 Points
Written Proposal	75 Points
TOTAL	**100 Points**

A. Minimum Qualifications (Pass/Fail)

Proposers must provide a Minimum Qualifications Narrative that clearly demonstrates each Minimum Qualification (MQ) listed below has been met. Minimum Qualification documentation should be clearly marked as "MQ1", MQ2", etc.… to indicate which MQ it supports. Each Proposal will be reviewed for initial determination on whether Proposer meets the MQs referenced in this section. This screening is a pass or fail determination and a Proposal that fails to meet the Minimum Qualifications will not be eligible for further consideration in the evaluation process. The City reserves the right to request clarifications from Proposers prior to rejecting a Proposal for failure to meet the Minimum Qualifications.

Table E

MQ #	Description
MQ1	Proposers must demonstrate at least 5 years of experience in providing early care information to low and middle-income San Francisco families and supporting them to make informed parent-program connections that lead to a successful child enrollment in a quality program. To achieve this proposers must have a deep understanding of San Francsico Early Care and Education landscape, families and ECE programs.
MQ2	Proposers must demonstrate at least 5 years of experience in administering and managing early care supply and demand, facilitating family-child enrollments in quality programs and deep understanding of federal, state local ECE funding, to issue accurate and timely payment to participating programs. These years of experience include successfully leveraging and maximizing federal and state funding. Proposers for this Service Area must clearly state if they are in possession of designation as Alternative Payment Program (AP) agency to administer CA State Department of Education and CA Department of Social Services funding. ***Note: Some State enrollment funding requires administration of this funding by AP programs only. DEC may designate specific funding to eligible and selected agencies***

MQ3	Proposers must demonstrate at least 5 years experience in program administration for government funded programs, be in full contract compliance with DEC, CA State Department of Education and the CA Department of Social Services and any other City of San Francisco's Department contracts. Experience includes providing administration of services for the priority populations as defined in this RFGA. Proposers must clearly describe their experience in management of data collection, documentation collection of eligibility information and experience in reporting on outcome objectives in local, state and/or federally funded programs.
MQ4	Proposers must be a certified vendor with the City and County of San Francisco or the ability be become a certified vendor within ten (10) days after notice of intent to award.
MQ5	Proposers is a non-profit organization filed IRS as a 501(c)(3) and/or equivalent.

B. Evaluation Panel Scoring

The primary purpose of Evaluation Panel scoring is to assess and score the application's quality and responsiveness to the RFGA. Application scoring will be completed by subject matter experts recruited from community, government, and other sources to assist with this process. Applications that meet minimum qualification requirements will move on to the Evaluation Panel and will receive an Application Score. Before reading applications, all subject matter experts will be trained on the goals, service requirements, and target populations for this RFGA. Each reader will use a rubric provided by DEC to assign a score between 0 and 100 points to each proposal. The point values for each section in the scoring rubric are listed below. For consistency in scoring, the following are mandatory section headings for each application.

Table F

Application Section	Maximum Score
Minimum Qualifications	Pass/Fail
Program Approach	50
Organizational Capacity	25
Budget Proposal	25

V. WRITTEN PROPOSAL (75 POINTS)

In addition to submitting documents supporting each Minimum Qualification as required by this Solicitation, Proposers shall also submit a complete Proposal consisting of each item set forth in *Attachment C, Written Proposal.*

VI. BUDGET PROPOSAL (25 POINTS)

A. Budget Proposal Format and Allocation of Points

In addition to submitting Minimum Qualification Narrative as required by this Solicitation, Proposers shall also submit a complete Budget Proposal consisting of each item set forth in Attachment D, Budget Proposal. **Please refer to instructions outlined in Appendix 3.**

B. Budget Proposal Evaluation Period

The City will attempt to evaluate Budget Proposals within one-hundred eighty (180) days after receipt of Proposals. If City requires additional evaluation time, all Proposers will be notified in writing of the new expected award date.

VII. SUBMISSION REQUIREMENTS

A. Mandatory Letter of Intent Submission Instructions

Proposers intending to apply are required to submit a letter of intent to DEC by **January 15, 2025 at 5:00 PM PST**. The letter of intent should be on agency letterhead and indicate the proposer's intent to apply for this solicitation (DEC24-06). To the extent possible, the letter should name the proposers to receive funds through the proposed contract, including the lead Proposer and any subcontractor agencies. The letters of intent are not binding and are used by staff to anticipate the number of proposal evaluation panel members needed. The letters of intent are to be emailed to **DEC-Contracts@sfgov.org**. Please include the term "RFGA DEC24-06 Letter of Intent" in your subject line.

B. Time and Place for Submission of Applications

Proposers shall submit their applications via email to **DEC-Contracts@sfgov.org** by **January 29, 2025 at 12:00 PM PST**. Email submissions should be clearly marked. If there were corrections made to the original submission, please resend the full corrected application. Partial or complete omission of any required content may disqualify Proposals from further consideration. Late Proposal submissions will not be considered and failure to adhere to the above requirements may result in the complete rejection of your Proposal.

Proposers are required to apply to all three service areas and must submit three (3) separate emails – one for each service area. Each email must include three (3) electronic PDF files and one (1) Excel document.

Please refer to Appendix 4 – RFGA Forms Overview for detailed instructions on RFGA proposal submission.

VIII. SUPPORTING DOCUMENTATION REQUIRED PRIOR TO CONTRACT EXECUTION

Proposers must provide each Required Supporting Documentation ("RSD") identified below prior to Award. Failure to do so may result in the Proposal being deemed Non-Responsive.

RSD #1	Evidence that Proposer is compliant or likely to become compliant within 30 calendar days of the Proposal Due Date with San Francisco Labor and Employment Code Articles 131 and 132.
RSD #2	**Completed Proposal Attachments:** ☐ Attachment E: HCAO and MCO Declaration Forms ☐ Attachment F: First Source Hiring Form
RSD #3	Insurance in accordance with Article 5 of Attachment A, City's Grant Terms.
RSD #4	**Non-Profit Entities:** If Proposer is a non-profit organization and receives a cumulative total per year of at least $250,000 in City funds or City-administered funds: (1) a statement describing Proposer's efforts to comply with the Chapter 12L provisions regarding public access to Proposer's meetings and records, and (2) a summary and disposition 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. 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.*

IX. CITY'S SOCIAL AND ECONOMIC POLICY REQUIREMENTS

The San Francisco Municipal Code establishes a number of requirements for people seeking to do business with the City ("Social and Economic Policy Requirements"). These Social and Economic Policy Requirements can be found in Attachment A, City's Grant Terms, which Proposers are encouraged to carefully review. The Social and Economic Policy Requirements set forth below are not intended to be a complete list of all Social Policy Requirements applicable to this Solicitation and any contracts awarded from it.

A. Nondiscrimination Requirements

A Proposer selected pursuant to this Solicitation may not, during the term of the Contract, in any of its operations in San Francisco, on real property owned by San Francisco, or where work is being performed for the City elsewhere in the United States, discriminate in the provision of bereavement leave, family medical leave, health benefits, membership or membership discounts, moving expenses, pension and retirement benefits or travel benefits, as well as any benefits other than the benefits specified above, between employees with domestic partners and employees with spouses, and/or between the domestic partners and spouses of such employees, where the domestic partnership has been registered with a governmental entity pursuant to state or local law authorizing such registration, subject to the conditions set forth in San Francisco Labor and Employment Code Articles 131 and 132. Refer to Attachment A, City's Grant Terms for additional details related to the application of this Ordinance to a contract awarded pursuant to this Solicitation.

B. Insurance Requirements

Unless otherwise stated, within thirty business days of the receipt of a notice of award of a Contract, the Proposer to whom the contract is awarded shall deliver the specified insurance certificates and policy endorsements to City. If the Proposer fails or refuses to furnish the required insurance within thirty days after receiving notice to award a Contract, the City may, at its option, determine that the Proposer has abandoned its Proposal. Thereupon the tentative award of said contract to this Proposer shall be canceled. The most commonly required insurance certificates are outlined in Attachment A, City's Contract Terms. The department will work with each awarded agency and the City's Risk Manager to determine the appropriate levels of insurance.

C. Health Care Accountability Ordinance

A Proposer selected pursuant to this Solicitation shall comply with Labor and Employment Code Article 121 For each Covered Employee, the awarded Contractor shall provide the appropriate health benefit set forth in Article 121.3. If the awarded Contractor chooses to offer the health plan option, such health plan shall meet the minimum standards set forth by the San Francisco Health Commission. Information about and the text of Article 121, as well as the Health Commission's minimum standards, is available on the web at http://sfgov.org/olse/hcao. An awarded Contractor is subject to the enforcement and penalty provisions in Article 121. Any Subcontract entered into by the awarded Contractor shall require any Subcontractor with 20 or more employees to comply with the requirements of the HCAO and shall contain contractual obligations substantially the same as those set forth in this Section.

D. Minimum Compensation Ordinance

A Proposer selected pursuant to this Solicitation shall comply with Labor and Employment Code Article 111. For each Covered Employee, the awarded Contractor shall pay no less than the minimum compensation required by San Francisco Labor and Employment Code Article 111, including a minimum hourly gross compensation, compensated time off, and uncompensated time off. An awarded Contractor is subject to the enforcement and penalty provisions in Article 111. Information about and the text of Article 111 is available on the web at http://sfgov.org/olse/mco. An awarded Contractor is required to comply with all of the applicable provisions of Article 111, irrespective of the listing of obligations in this Section.

E. First Source Hiring Program

A Proposer selected pursuant to this Solicitation shall comply with all of the applicable provisions of the First Source Hiring Program, Chapter 83 of the San Francisco Administrative Code.

F. Non-Profit Entities

To receive a contract under this Solicitation, any nonprofit Proposer must be in good standing with the California Attorney General's Registry of Charitable Trusts by the time of contract execution and must remain in good standing during the term of the agreement. Upon request, Proposer must provide documentation to the City demonstrating its good standing with applicable legal requirements. If Proposer will use any nonprofit subcontractors to perform the agreement, Proposer will be responsible for ensuring they are also in compliance with all requirements of the Attorney General's Registry of Charitable Trusts at the time of Contract execution and for the duration of the agreement.

G. Other Social Policy Provisions

The City's Contract Terms, identifies the City's applicable social policy provisions related to a contract awarded pursuant to this Solicitation. Proposers are encouraged to carefully review these terms and ensure they are able to comply with them.

X. TERMS AND CONDITIONS FOR RECEIPT OF PROPOSALS

A. How to Register as a City Supplier

The following requirements pertain only to Proposers not currently registered with the City as a Supplier.

Step 1: Register as a BIDDER at City's Supplier Portal:

https://sfcitypartner.sfgov.org/pages/index.aspx

Step 2: Follow instructions for converting your BIDDER ID to a SUPPLIER ID. This will require you to register with the City Tax Collector's Office and submit Chapter 12B and 12C forms through the Supplier portal. Once these forms have been completed, submitted, and processed, you will be notified via email with your organization's new Supplier ID. That email will also provide instructions for completing your Supplier registration.

- **City Business Tax Registration Inquiries:** For questions regarding business tax registration procedures and requirements, contact the Tax Collector's Office at (415) 554-4400 or, if calling from within the City and County of San Francisco, 311.
- **Chapter 12(B) and 12(C) Inquiries:** For questions concerning the City's Chapter 12(B) and 12(C) Equal Benefits and Non-Discrimination in Contracting requirements, go to: www.sfgov.org/cmd.

B. RFGA Addenda

The City may modify this Solicitation, prior to the Proposal Due Date, by issuing an Addendum to the Solicitation, which will be posted on the DEC website. **The Proposer shall be responsible for ensuring that its Proposal reflects any and all Addenda issued by the City 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 Solicitation Addenda. It is the responsibility of the Proposer to check for any Addenda, Questions and Answers documents, and updates, which may be posted to the subject Solicitation.

THE SUBMITTAL OF A RESPONSE TO THIS SOLICITATION SHALL EXPLICITLY STIPULATE ACCEPTANCE BY PROPOSERS OF THE TERMS FOUND IN THIS SOLICITATION, ANY AND ALL ADDENDA ISSUED TO THIS SOLICITATION, AND THE PROPOSED CONTRACT TERMS.

C. Public Disclosure

All documents under this solicitation process are subject to public disclosure per the California Public Records Act (California Government Code Section §6250 et. Seq) and the San Francisco Sunshine Ordinance (San Francisco Administrative Code Chapter 67). Contracts, Proposals, responses, and all other records of communications between the City and Proposers shall be open to inspection immediately after a contract has been awarded. Nothing in this Administrative Code 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 benefit until and unless that person or organization is awarded the contract or benefit.

If the City receives a Public Records Request ("Request") pertaining to this solicitation, City will use its best efforts to notify the affected Proposer(s) of the Request and to provide the Proposer with a description of the material that the City deems responsive and the due date for disclosure ("Response Date"). If the Proposer asserts that some or all of the material requested contains or reveals valuable trade secret or other information belonging to the Proposer that is exempt from disclosure and directs the City in writing to withhold such material from production ("Withholding Directive"), then the City will comply with the Withholding Directive on the condition that the Proposer seeks judicial relief on or before the Response Date. Should Proposer fail to seek judicial relief on or before the Response Date, the City shall proceed with the disclosure of responsive documents.

D. Limitation on Communications During Solicitation

From the date this Solicitation is issued until the date the competitive process of this Solicitation is completed (either by cancelation or final Award), Proposers and their subcontractors, vendors, representatives and/or other parties under Proposer's control, shall communicate solely with the Contract Administrator whose name appears in this Solicitation. Any attempt to communicate with any party other than the Contract Administrator whose name appears in this Solicitation – including any City official, representative or employee – is strictly prohibited. Failure to comply with this communications protocol may, at the sole discretion of City, result in the disqualification of the Proposer or potential Proposer from the competitive process. This protocol

does not apply to communications with the City regarding business not related to this Solicitation.

E. Proposal Selection Shall not Imply Acceptance

The acceptance and/or selection of any Proposal(s) shall not imply acceptance by the City of all terms of the Proposal(s), which may be subject to further approvals before the City may be legally bound thereby. If a satisfactory contract cannot be negotiated in a reasonable amount of time DEC, in its sole discretion, may terminate negotiations with the highest ranked applicant and begin contract negotiations with the next highest ranked applicant.

F. Cybersecurity Risk Assessment

As part of City's evaluation process, City may engage in Cybersecurity Risk Assessment (CRA). CRA may be performed for each entity manufacturing the product, performing technical functions related to the product's performance, and/or accessing City's networks and systems. Where a prime contractor or reseller plays an active role in each of these activities, CRA may also be required for the prime contractor or reseller.

To conduct a CRA, City may collect as part of this Solicitation process one of the following two reports:

- **SOC-2 Type 2 Report:** Report on Controls at a Service Organization Relevant to Security, Availability, Processing Integrity, Confidentiality or Privacy; or
- **City's Cyber Risk Assessment Questionnaire:** Proposer's responses to a City's Cyber Risk Assessment Questionnaire.

The above reports may be requested at such time City has selected or is considering a potential Proposer. The reports will be evaluated by the soliciting Department and the City's Department of Technology to identify existing or potential cyber risks to City. Should such risks be identified, City may afford a potential Proposer an opportunity to cure such risk within a period of time deemed reasonable to City. Such remediation and continuing compliance shall be subject to City's on-going review and audit through industry-standard methodologies, including but not limited to: on-site visits, review of the entities' cybersecurity program, penetration testing, and/or code reviews.

G. Solicitation Errors and Omissions

Proposers are responsible for reviewing all portions of this Solicitation. Proposers are to promptly notify the City, in writing and to the Solicitation contact person if the Proposer discovers any ambiguity, discrepancy, omission, or other error in the Solicitation. Any such notification should be directed to the City promptly after discovery, but in no event later than the deadline for questions. Modifications and clarifications will be made by Addenda as provided below.

H. Objections to Solicitation Terms

Should a Proposer object on any ground to any provision or legal requirement set forth in this Solicitation, the Proposer must, no later than the deadline for questions, provide written notice to the City 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.

I. Protest Procedures

1. Protest of Non-Responsiveness Determination

Within three (3) business days of the City's issuance of a Notice of Non-Responsiveness, a Proposer may submit a written Notice of Protest 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 Notice of Protest must be signed by an individual authorized to represent the Proposer, and must cite the law, rule, local ordinance, procedure or Solicitation provision on which the protest is based. In addition, the Notice of Protest must specify facts and evidence sufficient for the City to determine the validity of the protest.

2. Protest of Non-Responsible Determination

Within three (3) business days of the City's issuance of a Notice of Non-Responsibility, a Proposer may submit a written Notice of Protest of Non-Responsibility. The Notice of Protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The Notice of Protest must be signed by an individual authorized to represent the Proposer, and must cite the law, rule, local ordinance, procedure or Solicitation provision on which the protest is based. In addition, the Notice of Protest must specify facts and evidence sufficient for the City to determine the validity of the protest.

3. Protest of Contract Award

Within three (3) business days of the City's issuance of a Notice of Intent to Award, a Proposer may submit a written Notice of Protest of Contract 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 Notice of Protest must be signed by an individual authorized to represent the Proposer, and must cite the law, rule, local ordinance, procedure or Solicitation provision on which the protest is based. In addition, the Notice of Protest must specify facts and evidence sufficient for the City to determine the validity of the protest.

4. Delivery of Protests

A Notice of Protest must be written. Protests made orally (e.g., by telephone) will not be considered. A Notice of Protest must be delivered by mail or email to the Contract Administrator whose name and contact information appears on the cover page to this Solicitation and received by the due dates stated above. A Notice of Protest shall be transmitted by a means that will objectively establish the date the City received the Notice of Protest. If a Notice of Protest is mailed, the protestor bears the risk of non-delivery within the deadlines specified herein.

J. Proposal Term

Submission of a Proposal signifies that the proposed products, 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. At Proposer’s election, the Proposal may remain valid beyond the 180-day period in the circumstance of extended negotiations.

K. Revision to 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, but no later than the Proposal Due Date and time. 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 City may require a Proposer to provide oral or written clarification of its Proposal. The City reserves the right to make an award without further clarifications of Proposals received.

L. Proposal Errors and Omissions

Failure by the City to object to an error, omission, or deviation in the Proposal will in no way modify the Solicitation or excuse the Proposer from full compliance with the specifications of this Solicitation or any contract awarded pursuant to this Solicitation.

M. Financial Responsibility

The City accepts no financial responsibility for any costs incurred by a Proposer in responding to this Solicitation. Proposers acknowledge and agree that their submissions in response to this Solicitation will become the property of the City and may be used by the City in any way deemed appropriate.

N. Proposer's Obligations under the Campaign Reform Ordinance

If a contract awarded pursuant to this Solicitation has (A) a value of $100,000 or more in a fiscal year and (B) requires the approval of an elected City official, Proposers are hereby advised:

1. Submission of a Proposal in response to this Solicitation may subject the Proposers to restrictions under Campaign and Governmental Conduct Code Section 1.126, which prohibits City contractors, Proposers, and their affiliates from making political contributions to certain City elective officers and candidates; and

2. Before submitting a Proposal in response to this Solicitation, Proposers are required to notify their affiliates and subcontractors listed in the awarded contract or Proposal of the political contribution restrictions set forth in Campaign and Governmental Conduct Code section 1.126.

This restriction applies to the party seeking the contract, the party's board of directors, chairperson, chief executive officer, chief financial officer, chief operating officer, any person with an ownership interest greater than ten percent, and any political committees controlled or sponsored by the party, as well as any subcontractors listed in the awarded contract or Proposal. The law both prohibits the donor from giving contributions and prohibits the elected official from soliciting or accepting them.

The people and entities listed in the preceding paragraph may not make a campaign contribution to the elected official at any time from the submission of a Proposal for a contract until either: (1)

negotiations are terminated and no contract is awarded; or (2) twelve months have elapsed since the award of the contract.

A violation of Section 1.126 may result in criminal, civil, or administrative penalties. For further information, Proposers should contact the San Francisco Ethics Commission at (415) 252-3100 or go to https://sfethics.org/compliance/city-officers/city-contracts/city-departments/notifying-bidders-and-potential-bidders.

O. Reservations of Rights by the City

The issuance of this Solicitation does not constitute a guarantee by the City that a contract will be awarded or executed 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 the Solicitation;
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 Solicitation, or the requirements for contents or format of the Proposals;
5. Procure any materials, equipment or services specified in this Solicitation by any other means; or
6. Determine that the subject goods or services are no longer necessary.

P. No Waiver

No waiver by the City of any provision of this Solicitation shall be implied from the City's failure to recognize or take action on account of a Proposer's failure to comply with this Solicitation.

Q. Other

1. The City may make such investigation, as it deems necessary, prior to the award of this contract to determine the conditions under which the goods are to be delivered or the work is to be performed. Factors considered by the City shall include, but not be limited to:

   a. Any condition set forth in this Solicitation;
   b. Adequacy of Proposer's plant facilities and/or equipment, location and personnel location to properly perform all services called for under the Purchase Order; and
   c. Delivery time(s).

2. City reserves the right to inspect an awarded Proposer's place of business prior to award of and/or at any time during the contract term (or any extension thereof) to aid City in determining an awarded Proposer's capabilities and qualifications.

3. Failure to timely execute a contract, or to furnish any and all insurance certificates and policy endorsements, 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 Proposer and may proceed against the original selectee for damages.

4. City reserves the right to reject any Proposal on which the information submitted by Proposer fails to satisfy City and/or if Proposer is unable to supply the information and documentation required by this Solicitation within the period of time requested.

5. Any false statements made by a Proposer or any related communication/clarification may result in the disqualification of its Proposal from receiving further evaluation and a contract award.

Appendix 1: Access and Enrollment Logic Model

1. **Initiative 1: Access and Enrollment Logic Model**

INPUTS	KEY STRATEGIES & ACTIVITIES	OUTPUTS	SHORT-TERM/MID-TERM OUTCOMES	LONG TERM OUTCOMES
Funding to eligible families for access to high quality ECE services and enrollments. Strong partnerships with early educators at child care centers and family child care homes Robust service delivery systems and support facilitate family-child and program connection Timely enrollment and advance payment of services. .	**Support families** in receiving ECE information and facilitating family-child and program connection and timely child enrollment in ECE programs that meet their children's developmental needs. ***Through strong community partnerships*, the Access and Enrollment initiative** builds and maintains relationships with families and early education programs through the following activities: • Connecting parents to ECE services that are available in their communities and that meet their child developmental needs. • Provide "best fit" ECE referrals based on family needs/preferences, such as language, child's age, geographical location, etc. • Facilitate direct and indirect enrollment in ECE quality programs. • Make funding available to ensure families access ECE quality programs and coordinate multiple funding sources in the city. • Maintain administrative systems that are robust, flexible and efficient and promote ongoing administrative innovation, improvement and leverage resources. • Increase experience and build infrastructures to predict, anticipate and implement changes in ECE-related rules, laws, regulations, reporting and funding. • Track local, state or federal policy changes that impact how families access and enroll in ECE programs. • Access and Enrollment Operating guidelines are updated at least once annually to reflect the policy and process changes in local, state and federal laws. • Family program service delivery reports are reviewed quarterly to inform policy or procedures changes and to incorporate family's and program's feedback.	# of families who engage with an information and referral partner agency # of families who engage with DEC-ECE enrollment tools # of referrals provided to families # of applications received for DEC support for ECE # of children enrolled in DEC-network sites according to site-level ECE program # of family-program connections made that matched family's cultural and linguistic needs with programs that can attend those needs. Total amount of funding provided to eligible families. Type of enrollments broken out by funding sources across the DEC network. Number of families able to enroll in their first choice Demographic information of families who engage with partner agencies/DEC and those who actually enroll	Families in San Francisco are confident in their knowledge and ability to explore different ECE program options, secure financial support as needed, and enroll their children in ECE programs that meet their needs. Families in San Francisco are satisfied with the accessibility, reliability, and quality of information – online and in print – provided by DEC, ELSF, and partner agencies, with regard to ECE program options, sources of financial support, and the enrollment process. Families in San Francisco feel well-supported by information and referral partner agencies in navigating their ECE program options, sources of financial support, and the enrollment process. Families in San Francisco know how to identify ECE programs with vacant spaces. Families needing financial support for their children's ECE enrollment receive it in an efficient and timely manner. The delivery of services for programs and families is improved and **does** not exceed five (5) working days. Monthly actual enrollment and payment information is used to forecast future enrollments and payments to make informed budget decisions. Race/ethnicity and language do not factor into families' level of satisfaction with information and support around ECE access and enrollment.	All children in San Francisco have access to affordable, high-quality ECE experiences. Children enter Kindergarten with the cognitive, social/emotional, and physical skills that support school success. Children are in excellent physical and mental health or have reliable access to quality health providers to address concerns. Parents have the information, resources, and connections to peers and professionals to successfully raise their children in San Francisco. Race is not a predictor for achieving these outcomes. All San Francisco children enjoy a solid foundation to support future success.

		# of days between initial application and enrollment # of times families are contacted within 24 hours after first contact # Of points of contact a family has with partner agencies / DEC # of active enrollments compared to DEC-network capacity Frequency of vacancy reporting/updates in DEC-ECE enrollment tools Timeliness of service payments at the start of each month (# of business days)		

Additional Context: • In San Francisco, there is a high cost of living, lack of affordable housing, and difficulty meeting basic needs for target populations. • Black, Latino, Pacific Islander, and Indigenous children face persistent inequities in health, social, and cognitive skills that support school success.	**Assumptions** • The strategy of the Access & Enrollment initiative is the combination of services for the individual parent/caregiver and child to create long-term positive impact for the whole family. • A family may have multiple access points to ECE services.

Appendix 2: Theory of Change

San Francisco Department of Early Childhood

Theory of Change

Appendix 3: Department of Early Childhood Budget Forms and Instructions

Budgets should be submitted in the standard Department of Early Childhood (DEC) format using the provided DEC Budget Template (Attachment D).

The proposer must submit a separate budget for each service area. Each form should reflect an administrative budget only. Do not include pass-through amounts in your budget. Final budget amounts will be determined during contract negotiations. Please refer to the table below for an estimated breakdown between the administrative and pass-through amounts:

Service Areas	Administration	Pass-Through
1: ECE Information & Family-Child-Program Connection	$2,000,000	$0
2: Enrollment & ECE Program Reimbursement	$9,850,000	$150,150,000
3: Public Child Care Subsidies Administration & Early Learning For All System Supports	$327,000	$37,673,000

Please complete all sections of the DEC Budget Template in Excel per the instructions provided; read and follow all the instructions below as well as those within the DEC Budget Template. There are four (4) tabs in the DEC Budget Template, in addition to the General Guidance, as follows: Main Budget, Subcontractor, and Cost Allocation. Fields (cells) with $0 have formulas. Please do not adjust or delete these cells.

Please note that in the Main Budget Personnel-Salaries/Benefits, Operating/Program Expenses, Professional Services, and Subcontractors should include direct costs only. Direct costs must be clearly and easily attributable to a specific program, allowable, and provide a cost benefit to the deliverables outlined in the proposal. If there are shared costs included in the development of the budget they must be clearly identified and will be subject to budget negotiations prior to being included in the final budget of the awardee(s).

The last column of the Main Budget provides space to detail information and calculations that support the amount being requested for each budget line item. Please detail all mathematical computations for each line item and show how the total dollar amount was derived (e.g., the number of square feet of office space to be utilized multiplied by the rate per square foot or total cost divided by FTEs, the cost per month for insurance multiplied by the number of months in the fiscal year/contract term, the number of diapers per total number of participants to be purchased, etc.). Personnel should include a brief description of the position's responsibilities and the mathematical computation used to arrive at the total dollar amount requested.

If the proposer plans to utilize a subcontractor to complete portions of the deliverables of this grant agreement, they must complete a Subcontractor form for each subcontractor.

A Cost Allocation Plan is required with all submissions. Respondents must follow the City Controller's Office and DEC's cost categorization guidelines (Attachment G) for nonprofit contractors, which largely follow those described by Generally Accepted Accounting Principles (GAAP) and in the Federal OMB Uniform Guidance. The cost allocation plan should also include the total amount of indirect costs of the proposer and the calculation methodology used.

DEC has a de minimis indirect/administrative rate of 15% of total direct costs but may take a lower percentage upon request. Grantees proposing an indirect rate that is over 15% must provide documentation of a federally negotiated/approved indirect rate over 15% and/or complete a supplementary indirect cost rate request and provide any backup documentation requested by DEC. Indirect rates are not allowed on subcontractor indirect expenditures, capital expenditures, aid payments, other pass-through payments, 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 the established indirect rate can be applied to a particular expense, it should refer to DEC's Cost Categorization document (Attachment G). Please note that the indirect rate will be limited to $50,000 per subcontract towards the total indirect rate calculation. For each subcontractor listed, this limit will be calculated automatically on the Subcontractor Detail tab and populated on the Budget Summary tab.

Note: The proposed budget for the selected proposer(s) will be used as a starting point for budget negotiations. Selected proposals shall not imply acceptance of a final budget by DEC and will be subject to further negotiations and approval prior to contract execution.

These guidelines provide general information. If further clarification is needed, please submit a written request to DEC-Contracts@sfgov.org by January 13, 2025.

Appendix 4: RFGA Forms Overview

There are six required attachments for this RFGA. All attachments can be downloaded from the DEC website (https://sfdec.org/funding-opportunities/).

Proposers are required to apply to all three service areas and must submit three (3) separate emails – one for each service area. Each email submission must include four (4) attachments: **three (3) PDF files** and **one (1) Excel document**.

- The email subject line should read as follows: **"DEC24-06 Access & Enrollment - Proposer name (SA#)".**
- **First Combined PDF:** Labeled **"Proposer name_Proposal".**
  - Listed in order – Attachment B, Minimum Qualification Narrative, Attachment C in a single combined pdf format.
- **Second Combined PDF:** Labeled "**Proposer name_ Attachments".**
  - Contracts (Both Public and Private);
  - Job descriptions/resumes of key staff, Letter of references;
  - Any supplemental forms required for Attachment D.
- **Third Combined PDF**: Labeled "**Proposer name_Forms".**
  - Health Care Accountability Ordinance & Minimum Compensation Ordinance (Attachment E), and the First Source Hiring Agreement (Attachment F) in the third combined pdf.
- **One Excel Attachment:** Labeled **"Proposer name_Budget".**
  - Attachment D in Excel Format.

Please utilize the following naming conventions for the email subject line and its corresponding documents.

- DEC24-06 Access & Enrollment -Proposer name (SA#)
  - Proposer name_Proposal
  - Proposer name_Attachments
  - Proposer name_Forms
  - Proposer name_Budget

Format:

Applications must be created using a word processing software (e.g., Microsoft Word, Corel WordPerfect, LibreOffice, FocusWriter), text should be unjustified (i.e., with a ragged-right margin) using a 12 point serif font (e.g., Times New Roman, and not Arial), page margins should be at least 1" on all sides (excluding headers and footers), use 1.5 line spacing, and sections be within articulated page limits. Document footers should include sequential page numbers, agency name and category of the application (e.g., service area). **Please convert all forms into "PDF" format for proposal submission.**

Department staff will confirm receipt of all proposal submissions within three (3) business days after receipt of the application packet.

Attachments:

1. **Attachment A: City's Contract Terms**
Do not attach this with your application.

2. **Attachment B: Application Cover Page**
Submit Attachment B 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 organization is willing and able to perform the commitments contained in the proposal.

Complete and include with the Minimum Qualifications Narrative and Attachment C.

3. **Minimum Qualifications Narrative - Maximum of 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.

4. **Contracts (Both Public and Private)**
Agencies should submit a statement listing relevant contracts 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, including details and dates. Proposers receiving funding must not have any city contracts withdrawn or terminated due to fiscal or program compliance issues within the last 24 months. Any proposers with outstanding issues may not be eligible for proposal review or contract award.

If no outstanding issues, provide a statement that your agency is in full compliance with program and fiscal monitoring. Provide disclosure of any litigation including Respondent, subcontracts, or any principal officers thereof in connection with any contract or grant.

5. **Attachment C: Written Proposal - Maximum of 29 pages**
Complete and include with Attachments B.

6. **Attachment D: Budget Proposal**
Complete and include in Excel format. Agencies must submit a separate budget for each service area.

7. **Attachment E: Health Care Accountability and Minimum Compensation Ordinance**
Complete and include with other attachments.

8. **Attachment F: First Source Hiring Agreement**
Complete and include with other attachments.

9. **Attachment G: DEC Guidelines for Cost Categorization**
For reference, do not attach this with your application.