



DCYF 2018-23 RFP & RFQ: FINAL SUBMITTED QUESTIONS AND ANSWERS (VERSION 2.0 AS OF: SEPT. 12TH, 2017)

This document contains all Questions and Answers submitted about DCYF’s 2018-2023 RFP and RFQ from July 31st-August 11th. The questions are being provided as they were submitted including any spelling errors or grammatical mistakes. DCYF did not make any correction to the question text. If a question was not understood in its submitted form DCYF contacted the question asker and requested they resubmit the question.

NOTE: This document also includes an additional question that was accidentally omitted from the version posted on August 18th. This omitted question and its answer are highlighted in the Justice Services section of this document

HOW TO USE THIS DOCUMENT:

This document is divided into sections based on the topic of the question including: *General RFP, Budget, Educational Supports, Enrichment, Leadership & Skill Building (ELS), Justice Services, Mentorship, Out of School Time (OST), Youth Workforce Development and Request for Qualifications (RFQ)*. Within each section questions have been group by type, as detailed in the chart below. Lastly within each section DCYF has highlighted any questions that led to adjustments in the RFP & RFQ. An updated version of the RFP and RFQ will be released on August 18th, 2017.

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General RFP	1. Allocations 2. Application Submission 3. City Vendorization 4. Collaboratives 5. Data Reporting 6. Eligibility 7. General Clarification 8. MOU's 9. Non RFP'ed Service Areas 10. Pre-Proposal Conference 11. Results Based Accountability (RBA) 12. RFP/RFQ Database 13. RFP/RFQ Questions 14. RFP/RFQ Requirements 15. Scoring & Deliberation 16. Subcontractors
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Educational Supports	1. Application Submission 2. Strategy Clarification 3. Strategy Requirements 4. Target Populations
Enrichment, Leadership & Skill Building (ELS)	1. Application Submission 2. Eligibility 3. Strategy Clarification 4. Strategy Requirements 5. Target Populations
Justice Services	1. Application Submission 2. Intensive Supervision & Clinical Services (ISCS) 3. Strategy Clarification 4. Strategy Requirements
Mentorship	1. Application Submission 2. Strategy Clarification 3. Strategy Requirements
Out of School Time (OST)	1. Application Submission 2. Strategy Clarification 3. Strategy Requirements
Youth Workforce Development	1. Application Submission 2. Strategy Clarification 3. Strategy Requirements
Request for Qualifications (RFQ)	Initiative Clarification



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QUESTION SECTION: GENERAL RFP QUESTIONS

Question Type	Submitted Question	DCYF Answer
Allocations	Are the grant allocation ranges highlighted on pg. 8 the annual allocation, or the total allocation to be divided across five years? (e.g., Girls' and Young Women's Programming = \$1.425m per year or over five years)	The grant allocation listed on page 8 of the RFP and RFQ are annual allocations per strategy.
Allocations	When you say Allocation Rangenem is that the amount per grant per year, or the amount per grant over 5 years, the total that will be awarded to a number of organizations per year, or the total that will be awarded to a number of organizations over 5 years?	The allocation range amounts listed in the RFP and RFQ are annual meaning they are the range of dollars available for the strategy and all grantees within it each year.
Application Submission	How many of the same grants can we apply for yearly?	There is no cap on the number of proposals an agency can submit in response to this RFP other than the specific restrictions listed under strategies in Justice Services, Out of School Time (OST) and Enrichment, Leadership and Skill Building (ELS). Agencies should read the RFP carefully and apply under strategies for which they meet the requirements, can serve the target population(s) and have the expertise to provide the required services. Applications are not yearly; this RFP is for the full five-year funding cycle.



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Application Submission	<p>If our programming and services extend to multiple services areas, can we submit more than one application?</p> <p>Do we have to submit separate applications for funding strategies within the same service area?</p> <p>Can we submit two separate proposals for the RFP release for 2018-2023 from one organization? If so, do we just create two user accounts?</p> <p>Our organization has two very different programs that serve youth with different priority characteristics. Can one organization submit more than one proposal for the same category and strategy if the programs are different?</p> <p>Can an organization apply to two different areas?</p> <p>Can an organization apply to two different strategies in an area (for example, both women and girls ' juvenile and criminal justice services AND detention based services)</p> <p>For the 2018-2023 RFP, can an organization apply in more than one area? If so, would we submit separate proposals? Also, if an organization is eligible to apply under more than one area, can we apply for the same program under more than one area, or would we need to apply for separate programs for each area?</p>	<p>Applicants can choose to apply to the strategies that are the best fit for their agency. If applying to multiple strategies the applicant can and will need to submit multiple applications.</p> <p>In addition, for some strategies applicants are required to submit separate applications if they choose to serve more than one target population. Applicants should read the RFP document carefully to understand the specific requirements of each strategy.</p> <p>Applicants do not need to create separate accounts in the database for each strategy they apply to. Instead agencies can submit multiple applications using the same agency account and will be able to manage and see all proposals for their agency when logged into the RFP database.</p>
Application Submission	<p>How many Strategies can we apply for and be awarded?</p>	<p>There is no limit on the number of strategies and applicant can submit applications to or be awarded grants under. Applicants are encouraged to consider their agency capacity and expertise and should apply to strategies for which they meet the eligibility requirements and can provide the required services.</p>



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Application Submission	We understand under #'s clients per strategy. What if clients overlap strategies. How do we make that count?	Applicants seeking funding under different strategies will generally need to submit separate proposals. In each of those proposals applicants should project the number of participants they would serve if awarded funding under that strategy. DCYF has also provided a way for applicants to indicate that participants that would be served in a program funded under one strategy, if awarded, would also be served in another funded under a different strategy. In the Program Design Section of the Proposal Application applicants are asked: "Select the strategies of other programs/initiatives for which you are applying for funding through this RFP or the RFQ that will serve the same participants as your proposed program." Applicants can then check off the strategies under which those programs are applying.
Application Submission	As one agency, would it be viewwed in a negative manner to apply for nine proposals?	There is no cap on the number of proposals an agency can submit in response to this RFP other than the specific restrictions listed under strategies in Justice Services, Out of School Time (OST) and Enrichment, Leadership and Skill Building (ELS). Agencies should read the RFP carefully and apply under strategies for which they meet the requirements, can serve the target population(s) and have the expertise to provide the required services.
Application Submission	What are the advantages/disadvantages to submitting specific RFP's per target pop as opposed to submitting one RFP that serves multiple target pops?	There is no relative advantage or disadvantage to "submitting specific RFP's per target pop as opposed to submitting one RFP that serves multiple target pops." DCYF seeks to fund the programs that meet the requirements, can serve the target population(s) and have the expertise to provide the required services. Applicants will need to decide how they want to apply based on the structure of their programs.
Application Submission	Can one organization submit multiple unique proposals under different strategies?	Applicants can choose to apply to the strategies that are the best fit for their agency. If applying to multiple strategies the applicant can and will need to submit multiple proposals.



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Application Submission	If our agency is also the lead agency for a coalition can we apply twice in the same strategy, once for our program and once for our coalition? (i.e. with ELS) With ELS can an agency apply for different strategies if each strategy is for a different program?	DCYF does allow applicants to submit multiple proposals under the same strategy for distinct programs serving different participants. Therefore, an agency that is the lead for a coalition could only submit an additional application under the same strategy if the programs were not the same.
Application Submission	Can we put in multiple proposals within one strategy? Example: under Sports & Physical Activity can our agency put in several different proposals that highlight distinct sports programs that target different populations?	Yes, DCYF does allow applicants to submit multiple proposals under a single strategy if those programs are distinct. In the example highlighted in this question two programs in the same strategy serving different target populations would be distinct and thus able to submit both proposals.
Application Submission	I'm the new Development Manager with Brava. I was able to attend the RFP Pre-proposal Conference and review the RFP/RFQ, so I have a question relating to our program Mission Academy of Performing Arts (MAPA). Where does our MAPA program fall in the new RFP? Before, I believe our section was called "Specialized Teens" however, I don't see a section for that category. In the 2018-2023 RFP, what section and strategy would MAPA fall under?	DCYF cannot advise applicants on the strategies that would best fit their programs. However, on page 46 of the RFP we indicate that "Services under the ELS Service Area are envisioned to be similar to those funded under DCYF's existing Specialized Teen, STEM, Youth-led Organizing, Youth-led Philanthropy, K-8 Specialized and K-8 Specialized Assigned strategies."



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Application Submission	We understand that we won't be funded in multiple categories, but can we submit under multiple categories if we feel like there is a fit in multiple categories?	<p>There are 3 restrictions in the RFP that may be relevant to this question:</p> <p>Enrichment Leadership and Skill Building: on page 45 the RFP states "RESTRICTION: DCYF will only fund proposed programs under one Enrichment, Leadership and Skill Building (ELS) Strategy. Applicants are encouraged to choose the strategy that best fits their program."</p> <p>Justice Services: on page 81 the RFP states "RESTRICTION: Applicants to the Multi-Service Strategy are not eligible to apply to the Detention Based Services, Girls' and Young Women's Programming or Cultural Programming Strategies."</p> <p>Out of School Time: Beacon Community School Strategy: on page 114 the RFP states "Agencies may partner with a maximum of three schools and are required to submit individual proposals for each school that they are applying to work with."</p> <p>Other than these restrictions applicants can submit proposals and receive funding for any strategies for which they can serve the target population(s) and meet the intent of the strategy.</p>
Application Submission	Can we use the same program for different sections? For example, a program will need \$100K from ELS-Arts/Creative and \$200k from Youth WorkForce-Career Awareness.	<p>Applicants can submit proposals under strategies for which they meet the requirements, can serve the target population(s) and have the expertise to provide the required services. Additionally, DCYF has provided a way for applicants to indicate that participants that would be served in a program funded under one strategy, if awarded, would also be served in another funded under a different strategy. In the Program Design Section of the Proposal Application applicants are asked: "Select the strategies of other programs/initiatives for which you are applying for funding through this RFP or the RFQ that will serve the same participants as your proposed program." Applicants can then check off the strategies under which those programs are applying. Applicants should think carefully about how they pursue funding for a single program under multiple strategies keeping in mind that there is no guarantee that all proposals would be funded.</p>



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Application Submission	Can a CBO submit 2 proposals under the same strategy, e.g. YWD, for the same target population if one proposal is as a lead for a collaborative and another proposal is for a single program as long as the program or program component(s) proposed under the collaborative proposal differ from that of the single program proposal?	An applicant can submit multiple proposals to a single strategy as long as those proposed programs are distinct and serving different participants. In the example provided in the question the status as the lead of a collaborative is less important than whether or not the programs are distinct.
Application Submission	Can an organization just submit an RFP and not an RFQ and be eligible for an award?	Applicants can apply under as many or as few RFP strategies or RFQ initiatives as make sense for their organization. Applicants do not need to apply to both the RFP and RFQ unless they are seeking funding under the specific strategies or initiatives contained within each.
Application Submission	Can CBOs submit multiple proposals under the same strategy but for different target populations?	Yes, applicants can submit multiple proposals under the same strategy as long as they are distinct. In the example listed in the question proposals addressing different target populations of the same strategy would be distinct.
Application Submission	Is it advisable to submit two separate proposals under the same strategy under the following circumstances: We currently are funded in the YWD /YWD strategy for a workforce development program in the arts placing students with work experiences in organizations, but are also thinking about seeking support under the same strategy for an artist apprenticeship program. There will be a separate cohort of students in different cycles/attendance to be placed with individual artists. The workshop content would include the basics required under the strategy plus additional content about legal issues, entrepreneurship, business practices.	DCYF cannot advise applicants on how they should apply to the RFP. However, we can say that applicants can submit multiple proposals under the same strategy as long as those programs are distinct.
Application Submission	Is it stronger to apply under one strategy or separate programs that may fit multiple strategy? For example: arts org that could fit under arts and creative expression, as well as identity formation.	DCYF cannot advise applicants on the strategies or initiatives they should submit proposals under. Applicants should think carefully about how they pursue funding for a single program under multiple strategies keeping in mind that there is no guarantee that all proposals would be funded.



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Application Submission	How many youth would a program need to serve (in the case that I want to separate program strategies)? Could I apply for the "ELS" for skill building and the rest under a different strategy?	DCYF encourages applicants to think carefully about the strategies they apply under for a single program keeping in mind that there is no guarantee that all proposals would be funded.
Application Submission	Our organization runs two separate out of school time programs in different locations. Both serve children K-8th grade. They do not share any staffing, planning, or resources. Should we submit one proposal for both programs, even though they operate independently? Or, should we submit two proposals - one for each program?	Applicants will need to decide how to apply to the RFP under this type of circumstance. DCYF is not requiring applicants to submit proposals by site however, applicants may choose to do so. Applicants can also submit multiple proposals under a single strategy as long as the programs described are distinct.
Application Submission	During the school year, we support our populations at school sites with specific programming in partnership with schools. During the summer, many of these same youth attend comprehensive summer programming that we offer at our site (not on school site or in partnership with the schools). Should we apply for ELS to support the youth during the school year, AND apply for OST to support these same youth in the Summer? Or combine them both in ELS?	DCYF cannot provide guidance on the strategies applicants should submit their proposals under. Applicants should read the RFP carefully to determine the strategies that are the best match for their programs.
Application Submission	Can we submit supporting documents such as logic models, sample of program client forms, program literature, examples of performance outcomes from our other organization programs, or toolkits we have developed?	No, DCYF does not allow the submission of additional documents with this RFP other than those specified in the RFP database. Applicants are encouraged to describe their programs by answering the questions in the space provided.
Application Submission	We would like to include a link to a video as a part of our proposal. Is this permissible, and assuming it is, what is the best way to carry this out?	DCYF does not allow for the submission of any additional materials with proposals including video links. Applicants should use their question responses to provide the information needed to understand their program model.
Application Submission	We are a program that doesn't fit well under any one category, is it acceptable/advisable to submit two full proposals for the same program in two areas and have DCYF reviewers determine where we fit best?	DCYF encourages applicants to read the RFP and RFQ carefully to determine the strategies and initiatives that are the best fit for their programs. We also recommend that applicants think carefully about submitting proposals under multiple strategies knowing that there is not guarantee that all proposals would be funded.



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Application Submission	Will visual aides such as logic models/theories of change be accepted as part of submission materials? If so, will these count towards word counts? Will mutiple aides be allowed for each strategy submission?	No, DCYF does not allow the submission of additional documents with this RFP other than those specified in the RFP database. Applicants are encouraged to describe their programs by answering the questions in the space provided.
Application Submission	What should an organization confides in determining if an arts/creative youth development program should apply under: a) Arts + Creative experian us b) out of school time ~ year round + summer learning. If its an arts program delivered at afterschool site? Also - our programs happen during school and afterschool. In this case, would our in school programs apply under Arts+Creative experian and our after-school programs under out of school time?	DCYF cannot provide guidance on which strategies applicants should submit proposals under. Applicants are encouraged to read RFP carefully to make a determination about the strategies that best fit their programs.
Application Submission	What if your program covers more than 2 services? For example: educational support and enrichment leadership skill building	DCYF cannot advise applicants on the strategies or initiatives they should submit proposals under. Applicants should think carefully about how they pursue funding for a single program under multiple strategies keeping in mind that there is no guarantee that all proposals would be funded.
Application Submission	Other than the board list and audit, are there any other required attachments? If so, what are they and which section of the online form are they requested under?	All document upload requirements are clearly identified in the RFP.
City Vendorization	Do you have to have your Vendors Permit before being able to attend the Pre-Proposal Conference or can you be applying simultaneously	Applicants must be an Approved City Vendor by the release of award decisions which is tentatively scheduled for February 5th, 2018. Applicants do not have to be Approved City Vendors to attend the Pre-Proposal Conferences or submit an application in response to this RFP and RFQ.
City Vendorization	Do you have a sense of how long it takes to get approved with a Vendors Permits once it has been submitted?	The timeframe for full completion of the City's vendorization process varies, but from past experience we expect it to last 3-5 months from the time application materials are first submitted. DCYF is not involved in this process and there is little the department can do to hasten it. We recommend any organization considering applying to the RFP visit https://sfcitypartner.sfgov.org/ immediately to begin the process.



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City Vendorization	How do I confirm if my agency is an approved city vendor?	The city maintains a website for our partners to access their information, including vendor status. That site is: https://sfcitypartner.sfgov.org/ . In addition, you can contact the supplier help desk at 415-944-2442 or sfcitypartnersupport@sfgov.org .
City Vendorization	We have received our bidder registration number and when we tried to apply for a vendor permit, we were told that it had to be changed to bidder registration. Do we have what we need to apply for a grant or is there another step?	Merely registering as a city bidder is not sufficient to be eligible for this RFP. Your agency must complete all compliance requirements in order to be a fully qualified vendor (now called a supplier) prior to the release of award decisions (tentatively scheduled for February 5, 2018). For more information on this process visit https://sfcitypartner.sfgov.org/ or contact the supplier help desk at 415-944-2442 or sfcitypartnersupport@sfgov.org .
City Vendorization	We have had the same city vendor # for years – we have legally changed our name – do we have to fill out new paperwork or can we just do a name change to the City?	Visit the SF City Partner website for assistance with changing your agency record. That site is https://sfcitypartner.sfgov.org/ You can also contact the supplier help desk at 415-944-2442 or sfcitypartnersupport@sfgov.org .
City Vendorization	Vendor Status: page 12 How long is the process to become an approved vendor?	The timeframe for full completion of the City's vendorization process varies, but from past experience we expect it to last 3-5 months from the time application materials are first submitted. DCYF is not involved in this process and there is little the department can do to hasten it. We recommend any organization considering applying to the RFP visit https://sfcitypartner.sfgov.org/ immediately to begin the process.
City Vendorization	Do we need a SF City License or just SF City Vendor ID?	In order to be eligible for funding through this RFP, your agency must complete all compliance requirements in order to be a fully qualified vendor (now called a supplier) prior to the release of award decisions (tentatively scheduled for February 5, 2018). For more information on this process visit https://sfcitypartner.sfgov.org/ or contact the supplier help desk at 415-944-2442 or sfcitypartnersupport@sfgov.org .



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Collaboratives	In my review of the RFP, I don't see strategies that are specific to collaborations between CBOs. Is DCYF discontinuing that approach to funding, particularly as it applies to TAY? I understand that collaborations are still permitted to apply, but am wondering if that as a distinct strategy is being discontinued.	DCYF is not funding a Collaborative strategy in this RFP but has not decided to no longer fund these types of programs in the future. DCYF would actually like to attempt to leverage our own funding and knew that in order for us to have a sense of what of our funding could be leveraged in collaborative programs we needed to complete the current RFP so that programs were in place. DCYF plans to release an RFP in the 18-19 fiscal year that provides some funding for collaboratives although at this point the scope, target populations and allocations for that RFP have not been decided.
Collaboratives	If a collaborative submits a proposal rather than a solo organization, will DCYF consider a funding level above the "average" grant size - considering the total pool of funds and range of number of grants to be given by strategy - and reflecting the total number of partners in the collaborative?	DCYF recommends that applicants submit proposals with budgets that reflect the funding level needed to effectively operate their programs.
Collaboratives	COLLABORATIVES: In the initial funding round for programs serving disconnected TAY, DCYF prioritized a funding strategy for collaboratives. The collaboratives were asked to create a continuum of services to address education and employment disconnection among TAY including addressing barriers to success by supporting youths' need holistically. Given that the DCYF RFP requests that different proposals be submitted for different strategies, how would a collaborative providing a continuum of service strategies submit a proposal under this RFP?	Part of the reason why DCYF has not included a collaborative funding strategy in this RFP and RFQ is because we would like to attempt to leverage our own funding and know that in order for us to have a sense of what of our funding could be leveraged in collaborative programs we needed to complete the current RFP. Collaboratives can still apply under the 2018-23 RFP but will need to make a decision about the appropriate strategy to submit that application under. DCYF plans to release an RFP in the 18-19 fiscal year that provides some funding for collaboratives although at this point the scope, target populations and allocations for that RFP have not been decided.



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Collaboratives	With collaboration no longer being a required element for eligibility, is this strategy no longer valued by DCYF as a means of encouraging agencies to work together on behalf of disconnected TAY?	DCYF is not funding a Collaborative strategy in this RFP but has not decided to no longer fund these types of programs in the future. DCYF would actually like to attempt to leverage our own funding and knew that in order for us to have a sense of what of our funding could be leveraged in collaborative programs we needed to complete the current RFP so that programs were in place. DCYF plans to release an RFP in the 18-19 fiscal year that provides some funding for collaboratives although at this point the scope, target populations and allocations for that RFP have not been decided.
Data Reporting	Do you have any estimates (based on past grantee experience) of how many hours grantees have expended for administration of and reporting for DCYF grants?	There is not a single estimate of the amount of hours spent administering and reporting on DCYF grants. DCYF strategies have different programmatic and reporting requirements depending on the type, breadth and scope of the services.
Data Reporting	How will DCYF be tracking program attendance within the CMS once contracts are awarded? Is it ADA for program participation? Number of participation hours over the course of the grant? Or is it different measurement for different strategies?	Similar to the current reporting and tracking requirements, during the next funding cycle DCYF grantees will report attendance for DCYF-funded activities in the CMS at the participant-level. In addition there will be some Strategy-specific reporting requirements such as average daily attendance (ADA) and Job Placements. On the RFP and RFQ Services and Projections ADA fields, please enter the number of program participants that will attend your proposed program on a typical day.



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Eligibility	<p>The RFP states these services are only for SF residents. Can we serve youth that are transient in SF or constantly moving between homes, in and out of SF, either due to school, or safety, etc? What constitutes the youth to be a SF resident?</p> <p>The requirements state that applicants have to be a community-based agency that is non-profit and tax exempt, and that the program may only serve residents of San Francisco and must provide services within the city. I'm interpreting this to mean that EO is eligible as an applicant but that we can only apply for and use the grant for our services in SF. The reason I ask is because the majority of our program is in 50 schools in SFUSD public elementary schools, but we also have a small pilot project in San Mateo County. Are we still qualified, and can we apply for the proposal for only our SFUSD program?</p>	<p>DCYF is mandated by the Proposition C Charter to distribute the Children & Youth Fund for services provided in the City to residents of San Francisco. Residents of San Francisco are defined as maintaining a San Francisco address. DCYF understands that youth can be transient, especially Disconnected TAY. However, programs funded by DCYF must serve San Francisco residents and provide services in the City.</p>
Eligibility	<p>The RFP states services can only be delivered in SF. Can services be predominantly in SF, but follow the youth in surrounding areas as well, depending on if the youth is visiting or temporarily living with aunt or someone outside of SF? Can field-trips be outside SF?</p>	<p>DCYF is mandated by the Proposition C Charter to distribute the Children & Youth Fund for services provided in the City to residents of San Francisco. DCYF understands that youth can be transient, especially Disconnected TAY. However, programs funded by DCYF must serve San Francisco residents and provide services in the City.</p>
Eligibility	<p>Can we serve students who attend SF schools but live elsewhere?</p>	<p>According to the eligibility requirements for this RFP (page 12) programs "may only serve residents of San Francisco and must provide services within the City."</p>
Eligibility	<p>If our organization serves SF and communities outside SF as well, can we apply for funding for the programs we present in SF? They constitute over one-third of our programs.</p>	<p>According to the eligibility requirements for this RFP (page 12) programs "may only serve residents of San Francisco and must provide services within the City." If the programs referred to in this question meet this eligibility requirement the agency can apply under this RFP and RFQ.</p>
Eligibility	<p>Are programs eligible for funding if they include a religious element? If so, what are the stipulations, if any?</p>	<p>While programs implemented by religious agencies are not excluded from applying we do not allow any Religious workshops, instruction or proselytization to be paid for with DCYF funds.</p>



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Eligibility	What happens if you serve clients both inside and outside of San Francisco?	According to the eligibility requirements for this RFP (page 12) programs "may only serve residents of San Francisco and must provide services within the City." Therefore DCYF funds cannot be used to serve clients who reside outside of San Francisco.
Eligibility	Does an organization that also serves youth who live outside the City of SF qualify?	According to the eligibility requirements for this RFP (page 12) programs "may only serve residents of San Francisco and must provide services within the City." This restriction is for programs receiving DCYF funds as opposed to agencies receiving funding from multiple sources beyond DCYF.
Eligibility	Do we currently have to have an office space in San Francisco in order to be considered for this RFP? If awarded, we would plan to secure office space in the target area.	No, organizations do not have to have an office space in San Francisco to be considered for this RFP and RFQ. However, programs must only serve San Francisco residents and provide services in the City.
General Clarification	Can you confirm that the funds from this RFP will be released for use after July 1, 2018, and no sooner? As in, programs during the 2017-18 school year will not be supported?	All funds in the 2018-2023 RFP will be released no sooner than July 1, 2018.
General Clarification	If an organization serves many school sites in San Francisco (such as 20 or more), is it advisable to limit our proposal to a smaller number of school sites? Is there an advised upper limit? Should we limit our request to schools that only serve populations with a specific percentage of high-need children?	Applicants should read the entire RFP carefully and make a determination about the strategies that best fit their program(s).
General Clarification	Which of the Service Areas and Funding Strategies are expected to achieve the result : Children and youth are supported by nurturing families and communities.	As stated on page 5 of the RFP "While individual funding strategies may not address the totality of each result, the combination of strategies and service areas contained in this RFP and RFQ are designed to collectively impact the results in a positive way." DCYF understands that our results do not map perfectly to a single Service Area or Strategy. In many cases a single result is influenced by several strategies crossing multiple Service Areas.



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Question Type	Submitted Question	DCYF Answer
General Clarification	What tips can you provide for creating a successful proposal?	DCYF cannot provide tips on creating successful proposals. However, we can encourage applicants to fully understand the context under which this RFP was created by reading our Community Needs Assessment (CNA) and Services Allocation Plan (SAP). Both documents are available on our website at www.DCYF.org .
General Clarification	How likely are you to fund expansions of existing programs vs. new programming?	DCYF is seeking to fund programs that meet the requirements, can serve the target population(s) and have the expertise to provide the required services as opposed to whether the program is new or is an expansion of an existing program.
General Clarification	Given the glossary of terms in the RFP, does that mean we don't need to define these terms in each proposal (i.e. SEL, SFUSD) because all readers will be trained and ready with glossary definitions?	Applicants to this RFP and RFQ should provide whatever information they deem necessary to ensure an accurate understanding of the proposed program and its services.
General Clarification	We want to confirm that the same youth can be counted in multiple programs. For example, if a child is on a sports league and counted in Sports and Physical Activity, but is also in a Literacy Supports program within the same agency, can they be counted for both?	Yes, DCYF will count a participant served in multiple distinct programs within an agency as being served by each of those programs.
General Clarification	We currently have DCYF contracts to serve high-risk Arab youth. Now, when we look at your priority populations, Arab or middle eastern is not listed. How do they fit into your target populations?	While DCYF's target and priority populations don't necessarily call out Arab or Middle Eastern youth we are committed to serving youth across a range of communities and needs. In addition, while some strategies in this RFP and RFQ indicate a focus on particular ethnic groups as target populations many do not, instead focusing on youth in particular grade or age ranges. There is nothing that precludes applicants from submitting proposals that address a smaller subset of a larger target population group.
General Clarification	Is the 2017-2018 Transition-Aged Youth: Innovation strategy included in the 2018-2023 RFP?	No, the TAY Innovation strategy will no longer be funded after June 30th, 2018. It is possible that DCYF may release an RFP in future fiscal years for similar Innovation grants but for now no specific plans have been made.



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General Clarification	Is there a funding cap in regards to how much support we can request/receive from DCYF?	There is no cap on the amount of funds an agency can request other than the restrictions listed under specific strategies in the RFP. In addition there is no cap on the amount of funds an agency can be awarded.
General Clarification	Do you have community based programs already providing the services requested in the RFP services other than to the expanded service category for disconnected transitional age youth from the previous funding cycle? Is this a cost reimbursement program?	DCYF is currently in the final year of our 2013-2018 funding cycle. Therefore we are currently funding programs to provide services under the requirements used when selecting our current grantees. The 2018-23 RFP and RFQ will be used to select providers under the requirements listed in this RFP for services that will begin on July 1, 2018. DCYF funds all programs across all strategies and initiatives on a cost reimbursement basis.
General Clarification	While DCYF applies the definition of “disconnected” used to define “disconnected TAY” as the definition of target population applied across the age continuum in its strategies, it restricts its definition when looking at equity to race/ethnicity and poverty/income. Why is that?	DCYF applies the definition of disconnected specifically to Disconnected Transitional Age Youth.
General Clarification	Can an organization turn down a grant upon being selected to receive funding?	Yes, DCYF will use the RFP and RFQ processes to select potential providers to deliver the specified services. Upon notification of a grant award DCYF and the agency will need to negotiate a workplan and enter into a grant agreement before services can begin. Applicants will have the ability to decide whether they want to accept the grant award upon notification.
General Clarification	During the 5 year funding cycle, would we be able to expand our programming and increase the budget from what is submitted in Year 1? We anticipate expanding our programming, but not ready to do so during year 1 or 2, but might do it during year 3.	No, generally speaking DCYF will expect to provide roughly the same amount of funding from year to year throughout the grant cycle. Applicants should think carefully about the amount of funds they request from DCYF based on their individual situations.
General Clarification	Does this RFP incorporate funds from the SF Public Utilities Commission (PUC) funding for the Youth Learning Service project program that PUC has been running for the past 4 years? We understand that their program funding will be transferred to DCYF to administer. Not sure whether that funding would be under Youth Workforce or not.	No, the 2018-23 RFP and RFQ does not include any Public Utilities Commission funds.



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General Clarification	If we do submit separate proposals, will we have separate contracts and CMS accounts?	DCYF funds by program and typically sets up grant agreements (contracts) by those individual programs. The Contract Management System or CMS groups programs by agency meaning that a single login, with the appropriate access privileges, would have access to all programs funded for the agency.
General Clarification	Is an org that serves 1,000 youth annually more likely to receive DCYF funding than one who serves 100? AKA does # served take priority?	No, DCYF seeks to fund programs that meet the requirements, can serve the target population(s) and have the expertise to provide the required services.
General Clarification	If programs are does the agency decide # served under each target population?	Applicants will project the number of participants they intend to serve in their proposed programs in the Services & Projections section of the RFP and RFQ databases.
General Clarification	Do you post past awarded proposals?	No, DCYF does not post past awarded proposals.
General Clarification	How will DCYF measure "low-income" Asian youth since collection of income data is not something that DCYF collects?	Using Census data, DCYF has identified the neighborhoods where concentrations of low income Asian families reside, and will consider the needs of children, youth and families in these neighborhoods when making funding decisions.
General Clarification	Where can we find zip codes that have youth living below 300% of federal poverty level?	DCYF's Community Needs Assessment (CNA) and Services Allocation Plan (SAP) both show a map of the percent of youth ages 0-17 below 300% of the Federal Poverty Level (FPL) by neighborhood.
General Clarification	What specific neighborhoods qualify as most in need?	The DCYF Community Needs Assessment identified low-income neighborhoods and disadvantaged communities based on a range of indicators. See pages 59-77.
General Clarification	What is DCYF's criteria for low income?	In the Community Needs Assessment, DCYF identified 300% of the Federal Poverty Level as a proxy threshold for low-income given the high cost of living in San Francisco.



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General Clarification	How do you define youth-led?	Youth-led is essentially defined as being primarily led by youth including leading, planning, facilitating and implementing program activities. There are multiple levels of youth leadership. Applicants are encouraged to read the Youth Engagement Continuum and Ladder located on page 165 of the RFP to get a better sense of the ascending levels of youth leadership.
General Clarification	Do Hope SF sites receive priority?	It is unclear what this question is specifically referring to. HOPE SF residents fall into many of the categories of need referenced on page 4 of the RFP including concentrated need and characteristics of increased need. In this sense programs proposing to serve high percentages of HOPE SF residents would receive Equity points (see page 15 of the RFP) as long as they exceeded the threshold. In addition, many of the strategies and initiatives in this RFP and RFQ contain this language "DCYF will prioritize proposed programs that are focusing on addressing concentrated need or the characteristics of increased need that are detailed in the DCYF Services Allocation Plan." In this sense programs proposing to work with young people with these needs would be prioritized during the deliberation process.
General Clarification	Is there a min number of youth and families to be served for each strategy?	No there is no minimum number of youth and families to be served by each strategy.
General Clarification	Equity – What are the zip codes where 50% or more of youth 0-17 are living below 300% Fed. Poverty rate?	The DCYF Community Needs Assessment identified low-income neighborhoods and disadvantaged communities based on a range of indicators. See pages 59-77.
General Clarification	TAY – The definition of TAY includes “new immigrants” – is there a range of numbers of years in the U.S. to define who’s considered a “new immigrant” – e.g., up to 5 years?	No, there is not a specific number of years associated with the term "new immigrant" in relation to Disconnected Transitional Age Youth (TAY).
General Clarification	Do agencies need to include service targets and specific outcome metrics in their proposals?	Applicants will project the number of participants they intend to serve in their proposed programs in the Services & Projections section of the RFP and RFQ databases. Applicants may also provide their own internal metrics where applicable when answering RFP and RFQ questions.



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General Clarification	What is the typical number of youth served by program?	DCYF funds a broad range of programs across a multitude of funding strategies serving youth from multiple grades and age ranges. Therefore it is not possible to provide a typical number of youth served by a DCYF funded program.
General Clarification	Is there any intention to fund transitional support for youth entering college to ensure college persistence?	The strategies that DCYF will fund in the 2018-23 RFP and RFQ are detailed in the document. Applicants should read each strategy and initiative carefully to fully understand what services DCYF intends to fund.
General Clarification	Is there a website to find zip codes in which youth are living at 300% under the poverty level?	The American Fact Finder website (http://factfinder.census.gov) can be used to find estimates of the number and percent of youth living in households at or below 300% of the Federal Poverty Level by zip code. Table B17024, which can be found using the website's "Advanced Search" function, provides the data for these estimates.
General Clarification	In the previous DCYF RFP cycle, there were formulas for calculating cost per youth served. Does this RFP have some guiding cost formula per youth served? I'm particularly interested in the cost for ELS program. What is consider "reasonable" as cost per youth?	DCYF is not utilizing a cost-per-youth formula in making award decisions through this RFP.
General Clarification	If the strategy includes a funding range, do we apply for the higher end of the range if its' appropriate for our budget?	DCYF cannot advise applicants on the amount of funds they should request in their proposals. Applicants should submit budgets that accurately reflect the full costs of their programs.
MOU's	For school-based programs, do we need to have MOUs fully in place with schools to apply, or can we have verbal arrangements and complete formal MOUs with schools if the grant is awarded?	No, DCYF is not requiring providers to have MOU's in place before they submit their applications to this RFP.
MOU's	Are MOUS or letters of agreement allowed?	DCYF does require applicants submitting proposals under fiscal sponsorship to have a Fiscal Sponsorship agreement which may be an MOU. Other than this agreement DCYF is not requiring MOU's to be submitted with applications.
MOU's	Do MOUs for subcontractors need to be in place in advance of rfp submission, in advance of award annoucements, or in advance of July 1, 2018?	If awarded a grant, MOU's for subcontractors must be in place during the development of Workplans in advance of July 1st, 2018.



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MOU's	For the requirement of MOUs for subcontractors in 2018-19, are agencies expected to have MOUs completed by the proposal submission date in September or by a later date?	Applicants do not need to have MOU's completed by the proposal submission date. If awarded, MOU's would need to be complete during the workplan development period that will occur shortly before the grant cycle begins on July 1, 2018.
MOU's	Do we need MOU's for service sites?	DCYF is not requiring applicants to have MOU's for service sites before the submission of their proposals.
MOU's	Is there a requirement to secure MOU's or letters of support for the proposed projects?	No, DCYF is not requiring providers to have MOU's in place before they submit their applications to this RFP. In addition, DCYF is not accepting letters of support for this RFP.
Non RFP'ed Service Areas	The SAP and the introduction to the RFP and RFQ both highlight "Early Care and Education," "Emotional Well-Being," and "Family Empowerment" service areas. However, these service areas seem to be otherwise absent from the RFP and RFQ. Is funding in these service areas available now or in the near future?	DCYF will distribute all of the funds in our Early Care and Education Service Area through interdepartmental partnership with the Office of Early Care and Education and will not RFP them. While some funds in the Emotional Well-Being and Family Empowerment Service Areas will also be distributed through interdepartmental partnerships DCYF does intend to release an RFP that addresses these Service Areas during the 18/19 fiscal year.
Non RFP'ed Service Areas	With regard to the emphasis on Emotional Well-Being (mental and behavioral health) that was so prominent in the Service Allocation Plan, are those aspects of work not covered in this RFP? If we have programs focusing on mental and behavioral health outside the Justice Strategy, are there particular program strategies we should be looking at? Or should we be looking at a different local process?	DCYF is not distributing funds under our Emotional Well-Being or Family Empowerment Service Areas through this RFP. Instead we plan to RFP a portion of those funds during the 2018-19 fiscal year with the remaining portion being distributed through interdepartmental partnerships. Agencies interested in applying to that RFP should make sure they are on our mailing list so that they will receive notification when the RFP is released. Interested parties can sign up for our mailing list at www.DCYF.org .
Non RFP'ed Service Areas	Will there be a separate RFP process for providing TA and training to youth-serving providers?	DCYF will be issuing an RFQ for Technical Assistance and Capacity Building training providers in the Fall of 2017. The RFQ process will be used to generate a list of qualified providers that DCYF, at its sole discretion, can enter into contract with. Interested parties can sign up for our mailing list at www.DCYF.org .



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Non RFP'ed Service Areas	Can DCYF share its plans for funding in the areas of Emotional Well-Being and Family Empowerment? What are the strategies likely to be under these service areas and what is the timeframe for funding in these areas to begin? And if those strategies are currently funded will contract extensions be granted to support services to children, youth and families if there is a gap between the end of the current contract and the beginning of the new funding?	DCYF is not distributing funds under our Emotional Well-Being or Family Empowerment Service Areas through this RFP. Instead we plan to RFP a portion of those funds during the 2018-19 fiscal year with the remaining portion being distributed through interdepartmental partnerships. Agencies interested in applying to that RFP should make sure they are on our mailing list so that they will receive notification when the RFP is released. Interested parties can sign up for our mailing list at www.DCYF.org .
Non RFP'ed Service Areas	Can you provide more detail about the Emotional Wellbeing RFP that DCYF will issue for 2018-2019 funding?	DCYF is not distributing funds under our Emotional Well-Being Service Area through this RFP. Instead we plan to RFP a portion of those funds during the 2018-19 fiscal year with the remaining portion being distributed through interdepartmental partnerships. Agencies interested in applying to that RFP should make sure they are on our mailing list so that they will receive notification when the RFP is released. Interested parties can sign up for our mailing list at www.DCYF.org .
Non RFP'ed Service Areas	Should we talk to you separately about contracting our professional development services for your other grantees, RFP or even RFQ (e.g. after school providers) - as has been done years ago - or should we build that into our application / one of our applications? (We are not sure this is the right place to ask but trying to respect your time and process!)	DCYF will be issuing an RFQ for Technical Assistance and Capacity Building training providers in the Fall of 2017. The RFQ process will be used to generate a list of qualified providers that DCYF, at its sole discretion, can enter into contract with. Interested parties can sign up for our mailing list at www.DCYF.org .
Non RFP'ed Service Areas	Can you please explain how the Outreach & Access funding as outlined in the Services Allocation Plan is being RFP'd or allocated?	The Outreach & Access Service Area is not included in the 2018-23 RFP and RFQ. This Service Area, a new one for DCYF, is currently under development. DCYF will release additional RFP's and RFQ's during the funding cycle as new strategies and Service Areas are developed. At this time there is no additional information that can be provided about the types of services DCYF will fund in this Service Area.



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Pre-Proposal Conference	Will you record the pre-proposal conference meeting on August 7 and post it for those not able to attend? Will you post the slides used at the meeting?	DCYF will not record the Pre-Proposal Conferences but will post the slides used for the presentation on our website. It should also be noted that DCYF will not present any information at the Pre-Proposal Conferences that is not in the RFP document and will only answer questions that have been submitted in advance.
Pre-Proposal Conference	I understand that only questions submitted in advance will be addressed at Monday's pre-proposal conference. Is there a deadline in advance of the conference that determines whether questions will be addressed at time? In the RFP I see only a deadline of August 18 for ALL questions.	DCYF is not setting a deadline for questions to be answered at the Pre-Proposal Conference. However, the department will make an effort to answer as many questions as possible submitted by Friday August 4th for the Pre-Proposal Conference on August 7th. DCYF will also post all the answers provided at the Pre-Proposal conference on our website.
Results Based Accountability (RBA)	To what extent should we incorporate RBA, turning the curve thinking, and the Service Allocation Plan's language/concepts?	Applicants to this RFP should be sure to read DCYF's Community Needs Assessment (CNA) and our Services Allocation Plan (SAP) as both document provide a considerable amount of context and relevant information. The Results Based Accountability (RBA) framework was used by DCYF to determine the Service Areas and strategies that would help us achieve our Results as well as the headline indicators we would track during the grant cycle to determine our progress. While the RBA framework is a valuable tool for linking approaches to results it is not expected that applicants to this RFP and RFQ will necessarily use it to construct and refine their programs. Applicants are encouraged to use RBA or any other framework that they believe helps them to make a compelling case for why their program will meet the intent of the strategies and initiatives within the RFP and RFQ.
Results Based Accountability (RBA)	Can you describe how you envision the "results" and "benchmarks" set by the RBA process to be reflected in submitted proposals? And how are the recommended benchmarks from the SPWG included in the vision, per the next steps outlined in the June 9, 2017 Memo from Maria Su to the OAC and SPWG, "SPWG Recommendations for edits/additions to DCYF's Headline Indicators, Update on the DCYF Next Steps Proposed on April 11"?	DCYF cannot provide applicants with guidance about how to reflect these concepts in their proposals. The memo referenced by the question refers to Headline Indicators, or population level measures used to track our progress towards our Results. Because these measures are at the population level DCYF will not be holding individual programs accountable for achieving positive trends or movement in the data.



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Results Based Accountability (RBA)	RBA: How do you expect to see the RBA included in the RFP, given that there is a general evaluation question, but no other specific call out regarding the framework provided by the RBA?	The Results Based Accountability (RBA) framework was used by DCYF to determine the Service Areas and strategies that would help us achieve our Results as well as the headline indicators we would track during the grant cycle to determine our progress. While the RBA framework is a valuable tool for linking approaches to results it is not expected that applicants to this RFP and RFQ will necessarily use it to construct and refine their programs. Applicants are encouraged to use RBA or any other framework that they believe helps them to make a compelling case for why their program will meet the intent of the strategies and initiatives within the RFP and RFQ.
Results Based Accountability (RBA)	Can you clarify how the Results Based Accountability framework is integrated into the proposal submission? We have reviewed all the sections of the online proposal (program design, services and projections, etc.) and there doesn't seem to be any place where we are asked to enter any projected results or outcomes; we also don't see any specified outcome measures or metrics for the different strategies in the RFP or proposal.	The Results Based Accountability (RBA) framework was used by DCYF to determine the Service Areas and strategies that would help us achieve our Results as well as the headline indicators we would track during the grant cycle to determine our progress. While the RBA framework is a valuable tool for linking approaches to results it is not expected that applicants to this RFP and RFQ will necessarily use it to construct and refine their programs. Applicants are encouraged to use RBA or any other framework that they believe helps them to make a compelling case for why their program will meet the intent of the strategies and initiatives within the RFP and RFQ. DCYF has not included Performance Measures in the RFP but will provide them to all programs that are funded through the process.
RFP/RFQ Database	I can't figure out how to look at the actual grant application and not just the RFP. The online form asks for information to be entered before I can access the next section, and I'm not ready to enter that information, but I would like to see the application in its entirety. How can I do this?	The RFP database requires applicants to first complete their agency profile before creating individual grant applications so that this information only has to be entered one time. In order to create grant proposals and see subsequent sections of the RFP, applicants will need to complete the steps outlined in the database.
RFP/RFQ Database	Agency Information: for staff phone numbers – cell or agency?	Applicants should provide the phone number that is best used to contact the agency as a whole rather than specific staff. For some agencies this number may be a cell and for others an agency landline.



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RFP/RFQ Database	In addition to submitting several proposals in response to the RFP, we also plan to respond to the RFQ. We should set up separate accounts for the RFPs and the RFQ, correct?	Applicants must establish separate accounts for the RFP and RFQ databases.
RFP/RFQ Database	Can we download our proposals including the projections + numbers + budget before submitting our proposals (so we can print a hardcopy draft for a close review before the database submission)	Applicants have the ability to download each section of their proposal as a PDF before they submit as well as the entire proposal upon submission.
RFP/RFQ Database	If we are applying for multiple strategies located in different districts which district should I select on the agency profile section of the RFP?	The district selected on the agency profile should be the one where the agency is located.
RFP/RFQ Database	Should the # of volunteers include volunteer board members?	Applicants should not include board members as volunteers. DCYF asks that applicants upload a full board roster as part of your Agency Profile.
RFP/RFQ Database	What documents should be uploaded on the fiscal audit section?	Please upload your most recently completed financial audit
RFP/RFQ Database	As I've looked over the RFP portal, I noticed that under the strategies boxes to check off, there is no YWD - Youth Workforce Development option, even though it is its own strategy in the RFP.	Thank you for catching this omission. The questions has been adjusted as of August 9th, 2017 to provide the Youth Workforce Development - Youth Workforce Development option.
RFP/RFQ Database	The RFP requires that you submit profile first before you can access the rest of the proposal? Can this be modified after submission + before submitting the entire RFP.	The RFP and RFQ databases require the Agency Profile to be submitted first so that applicants do not need to provide information about their agency for every application they submit. The order of this process cannot be changed.
RFP/RFQ Database	Will there be a place in the RFP portal to upload documents/letters of support?	The RFP portal does allow for the upload of specific documents which are detailed in the database. DCYF does not accept letters of support for RFP or RFQ applications.
RFP/RFQ Database	Are there word/character limits for each question to be answered?	Yes, there are character limits for each question to be answered and they are detailed both in the RFP document and in the database.



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RFP/RFQ Database	How many staff can access system at one time?	There is no limit to the numbers of people who can login and access the system at one time using the same account. However, it is not recommended that more than one person enter information into the same form at the same time, or responses may be overwritten.
RFP/RFQ Database	Are the character counts for questions inclusive of spaces?	Character counts on the Program Design page of the RFP and RFQ systems include spaces.
RFP/RFQ Database	Can we download a draft of the database before we fill it out for submission? We would like an overview of the full database even before filling it out.	A PDF of each data entry page in the RFP and RFQ systems can be downloaded from the Proposal Overview page. To download a PDF, click on the PDF icon next to the page name on the Proposal Overview page.
RFP/RFQ Database	Are the character limits with or without space for the grant portal forms?	Character counts on the Program Design page of the RFP and RFQ systems include spaces.
RFP/RFQ Database	Agency Overview: There are some substantial questions in the agency overview. Does that have to be submitted in order to have access to/create the entire proposal? For example, will there be additional questions that get added to the proposal once that is submitted?	In order to allow applicants to only have to fill out the Agency profile one time for all proposals this section must be submitted before proceeding in the application process.
RFP/RFQ Database	The narratives are limited to 900 characters for most questions. Does this include or exclude spaces?	Character counts on the Program Design page of the RFP and RFQ systems include spaces.
RFP/RFQ Database	We know that all content questions are due by 8/11, but will DCYF be supporting their on-line application format and submission process after the 11th? Who do we contact if we have technical questions about that?	Applicants can contact the Cityspan Help Desk at (866) 469-6884 with any questions or issues related to DCYF's online RFP and RFQ databases.
RFP/RFQ Database	Does the character limit include spaces or no spaces?	Character counts on the Program Design page of the RFP and RFQ systems include spaces.
RFP/RFQ Database	The agency I am applying for has a fiscal sponsor. Would you like the board roster of the fiscal sponsor, or for the applying agency?	If applying under a fiscal sponsor, a board roster is not a required upload. Only agencies with their own 501(c)(3) status need to file a board roster.
RFP/RFQ Questions	The deadline to ask questions is this Friday; any chance that this can/will be extended? (It would be wonderful to have more than four days to sink our teeth into our strategies and responses.)	DCYF has been accepting questions about this RFP since it was released on July 31st and will continue to do so until August 8th. After this 2 week period we will no longer accept questions.



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RFP/RFQ Questions	When the rfp asks for other initiatives the agency is applying for that participants will be involved in, should it be any programs the participants are eligible for (and may or may not access), or programs designed specifically to serve them (i.e. sister programs)?	When answering this question applicants should check off the strategies that participants would receive services under rather than those that they would be eligible for.
RFP/RFQ Questions	Can the narrative questions for the RFP be put into a word document or PDF?	The narrative questions for each strategy and initiative in the RFP are listed within the relevant section of the RFP document. The RFP document is a PDF file.
RFP/RFQ Questions	Why can we only submit questions until Friday when it's not due until Sept 25?	DCYF specifically sets a timeframe to receive and answer questions to ensure that all applicants have the benefit of seeing all questions and answers before they submit their proposals. If the deadline for questions was the same as the proposal submission deadline it is possible that some applicants would not have the benefit of seeing the final questions and answers.
RFP/RFQ Requirements	Any minimum hours like the ADA?	All information about requirements for each strategy are in the RFP document. Applicants should write their proposals based on the information in the RFP document rather than their historical knowledge about requirements in previous funding cycles.
RFP/RFQ Requirements	Will justice involved youth need P.O. referrals?	It is unclear whether this question refers to the Justice Services strategies or the Youth Workforce Development Strategy that allows applicants to serve Justice Involved youth. Youth engaged in services in the Justice Services strategies (Cultural Programming, Detention Based Services, Girls' and Young Women's Programming, Multi-Service and Young Adult Court Case Management) generally all need to be referred by Justice System partners which includes Juvenile and Adult Probation, the District Attorney, Public Defender and Juvenile and Adult Courts. Youth engaged in services with a YWD provider serving Justice Involved Youth must come through referral from the Juvenile and Adult Probation departments, Community Assessment & Referral Center (CARC), Young Adult Court (YAC) and/or DCYF programs funded to provide Justice Services.



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Question Type	Submitted Question	DCYF Answer
RFP/RFQ Requirements	Would there be allowed funds to pay for a parent/family support person who will provide services to the families of children and youth enrolled in programs? E.g. of services include parent workshops (around supporting their children education, enrolling children to school, barrier removal for families to ensure nurturance of children case management for parent, enhanced information and referrals) program family orientation, family enrollment, family activities and events etc. If yes, is this staff required to work with youth or can they be fully allocated toward supporting famil of the youth?	Applicants can propose to include a parent/family support staff person that works with the families of participants especially for strategies that require family partnership activities.
RFP/RFQ Requirements	Do you want the expereince of our staff to indicate our organizations expeience in each strategy?	Applicants will need to decide how to best answer the questions in the RFP and RFQ.
RFP/RFQ Requirements	Our agency operates a program at a charter school address, but our program is completely separate from the Charter with our own staff offering programs afterschool for charter school youth. Can we add this site that is a charter school address or will that be disqualified since DCYF doesn't fund charters?	Applicants can propose to provide school based services at a charter school.
RFP/RFQ Requirements	In each strategy, programs are instructed that they "must create opportunities for families and caregivers." Does DCYF understand that in unique cases such as services supporting LGBTQQ youth, that engaging family may create safety issues?	DCYF understands the complexity of family dynamics especially for Disconnected TAY. As such, DCYF expects applicants serving these youth to propose program models that take into account these dynamics and the other unique needs of the target population.
RFP/RFQ Requirements	Cost Per Youth: I don't see this number in the RFP, as it was during the last RFP cycle. Is DCYF using this tool again to support organizations in scaling their budgets?	DCYF is not providing a cost per youth in the current RFP and RFQ.
RFP/RFQ Requirements	Hour of Service Requirement: Last RFP cycle, there was an 80 hour of service requirement in the Specialized Teen category, which I also don't see included here. Is DCYF using any hour of service benchmark again this time?	DCYF is not providing a minimum number of hours for strategies unless where specified in the RFP and RFQ.



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Question Type	Submitted Question	DCYF Answer
RFP/RFQ Requirements	For the majority of strategies, Incentives can be part of the program design as a way to retain and engage participants. For “educational scholarships,” does that mean scholarship for the proposed program? Or providing scholarships for clients to attend a different program? Or, if HS, scholarships for clients to attend post-secondary educational opportunities? E.g. A client who is a graduating senior and successfully completes program requirements can be awarded a \$500 or \$1000 scholarships towards college expenses.	The referenced requirement reads as follows: "Incentives: programs may provide incentives to engage and retain participants in the program. Incentives can take many forms including, but not limited to, economic (e.g. stipends, educational scholarships, personal savings accounts), in-kind (e.g. bus passes, transportation vouchers, rent subsidies, etc.) and celebratory (e.g. assemblies or award ceremonies)." Educational scholarships refers to scholarships provided to participants upon completion of the program or key benchmarks to attend a different program or educational institution.
RFP/RFQ Requirements	Under a given strategy, can one proposal include different groups of cohorts if the program is about the same?	Yes, a proposed program could have multiple cohorts depending on the program model.
RFP/RFQ Requirements	Are there recommended minimum or maximum number of youth in a given cohort? (I think the previous DCYF RFP had recommended # of youth).	No, DCYF is not providing minimum or maximum cohort sizes in this RFP and RFQ.
RFP/RFQ Requirements	Does DCYF have any specific staff training requirements?	DCYF does not have staff training requirements for applicants to this RFP and RFQ. The department does however offer a range of Technical Assistance opportunities for grantees.
RFP/RFQ Requirements	Do you have a ratio in mind for minors versus 18 and over?	DCYF does not have a ratio in mind for minors versus 18 and over. Applicants should base their projections on their program model and the requirements of the strategy they are applying under.



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RFP/RFQ Requirements	What are the DCYF Minimum Compliance Standards? Are they different from the requirements listed for each strategy in the RFP? If so, where can one view DCYF Minimum Compliance Standards to make sure we are prepared to meet (or excel beyond) these standards?	For the purposes of this RFP and RFQ applicants should primarily focus on the requirements stated for each strategy or initiative as these elements will be the things that proposals are measured against. DCYF's Minimum Compliance Standards refer to standards of practice that programs and agencies must meet to remain compliant with the terms of their grant. Minimum Compliance Standards include fiscal, board and administrative practices. DCYF primarily monitors these standards using the City and County of San Francisco Fiscal and Compliance Monitoring process. For the 2018-23 Funding Cycle DCYF plans to develop some new tools and ways for organizations to understand what is required to be compliant as well as see they are meeting these standards.
Scoring & Deliberation	What is considered a "high percentage of participants" that would trigger the 10 additional Equity points for Proposal Score? Is it possible to get partial Equity points or is it all or nothing (either 0 or 10 points)?	In order to encourage applicants to provide a projected number of participants that accurately reflect the program and agency's capacity, DCYF is not providing the exact percentage of youth in the specified categories that will trigger the addition of Equity Points. Partial Equity Points will not be provided. Programs with a projected number of participants in the specified categories will receive the full 10 Equity Points if they hit the threshold.
Scoring & Deliberation	In the application, does DCYF tend to look for programs offering higher units of service per students (fewer students, but ththe intense programs) or # of students reached, total?	DCYF seeks to fund programs that meet the requirements, can serve the target population(s) and have the expertise to provide the required services as described in the RFP. Applicants will need to read the RFP carefully and make a determination about how to best structure their programs to meet the intent of the strategy.
Scoring & Deliberation	Does our not being in the five priority neighborhoods affect our equity points even if our clients have priority characteristics?	As stated on page 16 of the RFP "proposals that project to serve a high percentage of participants from one or more of the populations below will receive 10 additional points on their Proposal Score." Therefore it is the neighborhoods where projected participants reside that will count towards Equity Scores as opposed to the agency's location.



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Question Type	Submitted Question	DCYF Answer
Scoring & Deliberation	Deliberation: How many DCYF staff members will be involved in the the deliberation dicussions? (RFP pages 16-27)	DCYF anticipates that at least 25 staff people will be involved in the deliberation process. For context DCYF currently has a staff of 41 people. For some strategies, particularly those that require coordination with other city or SFUSD partners or systems, additional non DCYF staff may also be involved.
Scoring & Deliberation	Where are evaluation criteria listed for RFP and specific strategies?	General information about the Scoring and Deliberation process is located on page 16 of the RFP. For each strategy or initiative DCYF will make funding decisions based on whether the proposed program meets the requirements, can serve the target population(s) and have the expertise to provide the required services. Applicants should read the RFP carefully and provide information in their proposals that is both responsive to the questions and demonstrates the proposed programs ability to meet the requirements.
Scoring & Deliberation	As a part of the application process, will there be an in-person interview with clients served? (Particularly for the Youth Organizing strategy)	No, there will not be an in person interview with participants served in the proposed program in this RFP and RFQ.
Scoring & Deliberation	Where are evaluation criteria for the grant application?	General information about the Scoring and Deliberation process is located on page 16 of the RFP. For each strategy or initiative DCYF will make funding decisions based on whether the proposed program meets the requirements, can serve the target population(s) and have the expertise to provide the required services. Applicants should read the RFP carefully and provide information in their proposals that is both responsive to the questions and demonstrates the proposed programs ability to meet the requirements.
Scoring & Deliberation	When choosing grantees, will DCYF awards only equal 100% of the requested amount or will DCYF consider making awards for less than the requested amount?	DCYF will make decisions about the amount provided to an applicant based on many factors. Applicants may not receive the full amount of funds requested by their proposal.



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Scoring & Deliberation	For scoring: Some applications for funding for TAY require additional questions to be answered. How will applications within the same strategy be scored if some have additional questions?	On page 16 of the RFP, DCYF details the 3 types of questions and the total amount of points available for each type. The 3 types of questions are Target Population Need, worth 30 points, Program Design, worth 65 points and Program Impact, worth 15 points. Each type of question is worth these set point values regardless of the number of questions in each category. Applicants will need to read each strategy to see the questions in each type.
Scoring & Deliberation	Page 17: Regarding Site Visits during Deliberation Period. This section states there will be site visits conducted. We currently do not have an office base in this city, if awarded we would have a plan to obtain office space. In light of this, would a site visit to another city and state where we do have programming suffice?	Site visits will be conducted for proposals that exceed the threshold to make it into the deliberation stage of the process. DCYF is unlikely to be able to execute a site visit to another state or city in the limited timeframe available for such visits. For a circumstance like this DCYF would look to make other arrangements to gather information about the proposed program.
Scoring & Deliberation	Regarding the chart on page 103, can DCYF indicate the number of points that each section is worth? This will help proposers with the design and writing processes.	On page 16 of the RFP a chart details the scoring for each type of question. On the referenced page the questions are grouped by Question Section which corresponds to the point values below for all strategies: PROPOSAL SECTION POINT VALUE Target Population Need: 20 Program Design: 65 Program Impact: 15
Subcontractors	Re: Collaboratives and subcontractor commitments prior to proposal submission - Will we be able to add contractors or collaborations in the 5-year cycle?	Yes, funded programs would be able to add collaborative partners or subcontractors during the grant cycle, keeping in mind that additional funds would not likely be available beyond the initial grant award. In addition, collaborative programs would be expected to ensure that the services they were funded to provide remain intact when adding or potentially removing collaborative partners.
Subcontractors	If our organization is named as a subcontractor with another CBO's proposal, should we not include those sites in our proposal? Would being named as a subcontractor in another proposal affect our eligibility in general, or just for that site and program?	Applicants should include sites in their proposals that will be used for the program they are proposing. Generally speaking being listed as a subcontractor would not impact an applicant's eligibility for their own programs provided they meet the requirements of the strategy they are applying to.



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Subcontractors	Do subcontractors have to be based in SF?	No, subcontractors do not need to be based in San Francisco. However, programs must serve San Francisco residents and provide services in the City.
Subcontractors	Will sub-contractors need to provide full budget details as part of a proposal or will their budget simply be listed as a line item? - If they should be listed as a simple line item, where in the budget should they be listed? - If full budget details should be provided for sub-contractors, should their be listed out as line items under each section of the budget?	Applicants listing subcontractors in their budget will provide a dollar amount, contact information and a description of the services to be provided in their proposals. Full budget details will not be required for proposals but will be required if a grant is awarded. Subcontractors will be listed under the Subcontractor budget category.
Subcontractors	Do we need to have the MOU with subcontractors in place at the time of submission or before July 1, 2018?	DCYF is not requiring MOU's with subcontractors to be in place by the time applications are submitted. Subcontracts must be in place prior to July 1, 2018.
Subcontractors	When we service schools with our capacity-building TeamUp service, school staff play a role in delivering Playworks during certain weeks of the month. Are the schools then considered, or are they ever considered, "subcontractors"?	If the schools operate under a contract with your program, with your agency paying for their services, they would likely be considered subcontractors.
Subcontractors	Do the subcontractor MOUs have to be for the 5-year period, or can they be renewed on an annual basis?	MOUs should be in place for at least the period July 1, 2018 through June 30, 2019 (the first year of the five-year funding cycle). Contracts can be renewed throughout the cycle.



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QUESTION SECTION: BUDGET QUESTIONS

Question Type	Submitted Question	DCYF Answer
Audits	In the Agency Profile, fiscal audits should be uploaded. Our Agency does not have audited financial statements, although they are reconciled by a CPA. Should we submit our financial statements and should this be for the most recent fiscal year which in our case would be calendar year 2016.	DCYF requires grantees with agency budgets of \$750,000 or more to receive a full audit. Those with budgets between \$500,000 and \$750,000 must receive a financial review. For the RFP please upload the most recently-completed report. If your organization does not have either an audit or review you can upload your financial statements.
Audits	under our agency profile in the portal, which years of audits need to be attached?	Please attach the most recently-completed audit.
Audits	How should we answer the requirement for audited financials in the Agency Profile if our organization is not audited? This question is for the Fiscal Audit request located in the Agency Profile. Our organization does not conduct a paid-third party fiscal audit. What other financial documents may we submit to reflect the soundness of our organization fiscal year?	DCYF requires grantees with agency budgets of \$750,000 or more to receive a full audit. Those with budgets between \$500,000 and \$750,000 must receive a financial review. For the RFP please upload the most recently-completed report. If your organization does not have either an audit or review you can upload your financial statements.
Audits	My question is regarding a requirement for an audit for organizations with a budget over \$750,000, and a financial review for organizations with a budget of \$500,000-\$750,000. My organization is not a current grantee of DCYF, and had a budget of approximately \$700,000 in 2016-17 and a budget of approximately \$850,000 in 2017-18. We have not conducted a review or audit for 2016-17, but are planning to do an audit for 2017-18. Does this meet the DCYF audit requirements for this RFP, or would we need to conduct a review for 2016-17? Can we submit unaudited / unreviewed financials for 2016-17 in our agency profile?	If your organization does not have either an audit or review you can upload your financial statements.
Audits	How many years of audits need to be uploaded?	Please attach only the most recently-completed audit.
Audits	Since Professional Services no longer exists, where should Audit cost be reflected in budget?	Audit expenses are to be entered under Administrative.



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Audits	<p>For the agency profile, the system asks for our audit. Since we've only recently completed/closed the books on FY17, our audit won't be ready in time for the September 25 submission date. Can/should we upload our FY16 completed audit instead?</p> <p>On the RFP website, in the Agency Profile section, it asks to upload an organizational budget. We are a calendar year organization. Should we upload our 2017 calendar year budget, or our 2018 calendar year budget?</p>	Please attach the most recently-completed audit. Your Organization Budget should be for the current year.
Audits	We had a budget just over \$750K for July 1, 2016 - June 30, 2017, but have not had an audit on that time period. Will we need an audit on that time period in order to apply or are audits only required if funded? If required when funded, will we need to have the audits start with that time period or with the following fiscal year?	DCYF requires grantees with agency budgets of \$750,000 or more to receive a full audit. Upon the issuance of an award, any new grantee that does not already have an audit will be expected to get one for its most recently completed fiscal year.
Audits	For a CBO with an annual budget that exceeds 750k- is there any benefit to including a financial audit, or are other financial statements equally considered?	DCYF requires grantees with agency budgets of \$750,000 or more to receive a full audit. That audit should be uploaded as part of the Agency Profile.
Audits	For agency information: Audit upload. Our organization has a budget of approx \$250,000. We do not have an audit review. Can we upload financial statements (P+L/Balance sheets) instead?	DCYF requires grantees with agency budgets of \$750,000 or more to receive a full audit. Those with budgets between \$500,000 and \$750,000 must receive a financial review. For the RFP please upload the most recently-completed report. If your organization does not have either an audit or review you can upload your financial statements.
Audits	For agency profile, how many years of audited financials are we required to upload? (Good Samaritan)	Please upload only your most recently completed financial audit
Budget Categories & Allowable Expenses	In looking at the Budget section of the RFP for the Enrichment, Leadership and Skill Building - Arts and Creative Expression Strategy, I notice a summary of the program costs is requested. Is there another place where the details of the budget should be submitted?	Full budget details can be entered into the Budget section of the RFP. The Budget Summary section will automatically fill in as you enter details beneath it.



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Question Type	Submitted Question	DCYF Answer
Budget Categories & Allowable Expenses	Should the program budget reflect the full five years, or just one year out of five?	Applicants should submit a program budget that reflects only the first year of the funding cycle, from July 1, 2018 through June 30, 2019.
Budget Categories & Allowable Expenses	How are subcontractors designated for the purposes of the budget? Would that be anyone providing services who receives a 1099? (For example, teaching artists who provide direct services to youth and have been with us for a long time, but are not technically organization staff.)	For this RFP, a subcontractor is defined as an external party (either a nonprofit, for-profit company, or individual) utilized by the agency to fulfil its program goals. Please see the published Budget Guide for more information.
Budget Categories & Allowable Expenses	Should staff with the same duties be grouped together in the program budget (e.g. "direct service provider"), or should each individual be listed separately?	Adult Staff should each be entered individually. Please see the published Budget Guide for more information.
Budget Categories & Allowable Expenses	What is a realistic budget for Arts and creative expression?	DCYF cannot advise applicants on the amount of funds they should request in their proposals. Applicants should submit budgets that accurately reflect the full costs of their programs. Per page 48 of the RFP, under Arts and Creative Expression we expect to award \$3,325,000-\$3,675,000 annually through 14-28 grants.
Budget Categories & Allowable Expenses	Fringe of program staff should go under program?	Fringe expenses for adult and youth program staff should be included under Fringe Benefits.
Budget Categories & Allowable Expenses	Salares of admin staff: fiscal director, NR director, exec asst are listed where?	Salaries of your administrative staff should be listed under Administrative. There is a Personnel option under this budget category.
Budget Categories & Allowable Expenses	Do we need to modify our budget to the city's fiscal year?	No, you should use your agency's normal fiscal year, though all grants will be made based on the city's fiscal year of July 1 - June 30.
Budget Categories & Allowable Expenses	What materials should be listed under the ADMIN section of the budget?	Include any materials you purchase for activity in support of your organization, for example the office supplies used by your fiscal staff.



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Budget Categories & Allowable Expenses	You asked that the budget accurately reflects the true cost of the program. If shared/allocated expenses exceed the 15% allowed in administrative, where should we put these expenses?	We expect you will provide your full budget as part of your application. Under the Administrative line, all of your expenses should be listed under Total Program Cost. If those exceed 15% of your program cost, the amount listed under DCYF Request will need to be reduced so as not to exceed the 15% cap.
Budget Categories & Allowable Expenses	If program evaluation is accomplished by agency staff does the 10% allowance still apply?	The salaries of agency staff working directly on the program should be entered under Adult Staff, which is not subject to a cap.
Budget Categories & Allowable Expenses	Is a subcontract with sfusd to cover program-related, school-site instructional costs an allowable expense?	Subcontractors is an allowable expense.
Budget Categories & Allowable Expenses	Can field trips, recreational events, college tours, etc that are temporary but happen outside of SF be included in the budget?	If these activities are done as part of the program, the costs associated with them are allowable.
Budget Categories & Allowable Expenses	I wanted to make sure that you are asking for FTE of staff breakdown for the areas of Program; Development;/Fundraising; and Admin and not the budget breakdown for those 3 areas.	The RFP asks applicants to supply staffing levels (as full-time equivalents, or FTEs) for all Program, Development/Fundraising, and Admin/Finance staff.
Budget Categories & Allowable Expenses	At the bidders conference, a change to budget presentation discussed that anyone providing services to youth as part of a program should be listed under a “subcontractor” category rather than the old “professional services” category. Does that mean that other contractors not working directly with youth but considered a direct program expense, such as IT support for program should now be under “program expenses” category?	External contractors that are not working directly on the program should be classified either under Program Expenses or Administration, depending on the type of services rendered. It may be that the services are a shared cost across two or more budget categories.
Budget Categories & Allowable Expenses	Is internal (staff) book keeper to be budgeted under admin? Brett referred to external contractors - ex. was a bookkeeper.	Finance expenses, including bookkeeping, are considered under Administration, whether incurred by agency staff or contractors.
Budget Categories & Allowable Expenses	Budget: if the organization owns property but would be losing income from external clients, can this potential loss of income be included in the budgets?	Only expenses that are actually incurred by the agency are allowable.



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Budget Categories & Allowable Expenses	Can field trips for program participants, escorted by staff, include sites and events outside of San Francisco (i.e. 6 Flags Marine World, amusement parks, etc.)?	Costs associated with field trips outside of San Francisco are allowable expenses.
Budget Categories & Allowable Expenses	Within the budget, where would equipment lease costs for a postage meter machine and/or copier machine lease go? Would it go under program expenses (page 15) or under equipment, or maintenance, or "other"?	For the portion of these costs that are program-related, postage and copy machine expenses fall under Program Expenses. Postage is a Communications expense, the copy machine is an Equipment expense. For the portion that is not program-related, these are categorized under Administration.
Budget Categories & Allowable Expenses	Would stipends to mentors for food and/or event expenses for the youth/program participants (i.e. movies, dinner, bowling, etc.) go under "stipends" under the program expenses section in the budget, or would it go under "other" as the stipend is for the mentors (to use on the youth) and not directly given to the youth?	From your description these expenses are not stipends, which are defined as direct payments to youth. The budget category should be based on the purpose of the expense (ex. Program Expenses - Food).
Budget Categories & Allowable Expenses	Under the program expenses section in the budget, under occupancy expenses, does an agency need to do anything to get "department approval for accommodations for the recovery of costs incurred in the operation of programs held in agency's owned space" (page 16) or for the RFP should we just include such costs in the budget and explain it?	The Occupancy expenses described here will be finalized during the final contract negotiation period with DCYF, which begins after award decisions are made. Include your agency's estimation of these costs in your application along with a narrative description explaining your need.
Budget Categories & Allowable Expenses	Under the budget's administrative section, is the 15% cap for indirect not to exceed 15% of the total budget, or 15% of operating expenses, or 15% of salaries?	The maximum amount of expenses under Administration cannot exceed 15% of the total DCYF request.
Budget Categories & Allowable Expenses	During the conference on Monday, Brett mentioned that the "subcontractors" categories is for contractors working directly with youth. He also said that "other contractors" is for bookkeepers, etc. Wondering where we would put subcontractors delivering services to parents and families as part of the family engagement portio of the Beacon Community School strategy of OST.	As engagement with parents, family, and the broader community is part of the Beacon program model, external parties providing these services are best classified as Subcontractors.



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Budget Categories & Allowable Expenses	Regarding Section 6 (OST) For the budget section, does “total yearly hours on program” refer to total hours on the proposed DCYF program, or to total organization program hours including non-DCYF funded work?	Total Yearly Hours Spent on Program is the total number of hours per year the employee works on the program.
Budget Categories & Allowable Expenses	P. 13-14 If we are going to be using a curriculum and the purveyor of the curriculum to train our staff on implementation of that curriculum, would that fall under a subcontractor, training costs or program expenses?	From your description these are Program Expenses.
Budget Categories & Allowable Expenses	Assuming transportation for youth is an allowable expense (bus passes/tokens), where should that cost be included: which section and which line item?	Transportation is a Program Expense.
Budget Categories & Allowable Expenses	How much indirect costs are we allowed to apply for each strategy?	DCYF has a 15% cap on Administrative, or indirect, costs for all strategies. Applicants can devote up to 15% of their proposed budget for each application to Administrative costs.
Budget Categories & Allowable Expenses	P. 9 - Can funding be used for leases of longer than 12 months? Section addressing use of DCYF funds stated that funding can be used for grants that have leases for 12 months or less. Can it fund leases that are longer than one year?	Rent is an allowable expense, regardless of the lease term.
Budget Clarification	What is the difference between "youth wages" and "stipends for youth"?	Youth wages are payroll expenses for services performed by youth, whereas stipends are generally lump-sum payments to program participants.
Budget Clarification	And what defines "youth" in these categories?	In the Budget section, youth refers to program participants.
Budget Clarification	My organization has received addbacks and when developing the budget/resources, I would like to apply for the amount of contracts plus addback. Will previous contract amounts be taken into consideration?	Applicants should submit budgets that accurately reflect the full costs of their programs. DCYF will make award decisions based on many factors, including program costs, grant amount requested, and the availability of funds. Past grant amounts will not be considered.
Budget Clarification	If we are projecting growth/opening of second site in year 3, how should that be reflected in the budget?	Generally speaking, DCYF will expect to provide roughly the same amount of funding from year to year throughout the grant cycle. Applicants should think carefully about the amount of funds they request from DCYF based on their individual situations.



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Budget Clarification	There doesn't seem to be space in the Budget section to request an amount (or to show other income). Will DCYF determine the amount of each grant award? To estimate grant amounts, is it safe to assume that awards for each strategy will be in the ballpark of the allocation range divided by the approximate number of grants - and are those numbers the amount to be distributed annually?	Each line item in the Budget section asks for both the total program cost and the amount requested from DCYF through this RFP. The sum of the latter constitutes the total request amount. We do not ask for projected revenues. Applicants should submit budgets that accurately reflect the full costs of their programs. Award amounts will be based on many factors, including total funds available, and will be made annually.
Budget Clarification	Is there a minimum budget limit for application?	There is no budget limit required to apply to this RFP.
Budget Clarification	To confirm, for the proposal budget, you are asking only for the first year budget, but the allocation amount is for 5 years? You would not want to see a 5 year budget then?	The budget you present should be for the first year of programming from July 1, 2018 through June 30, 2019. Awards made through this RFP will be for a five-year funding cycle.
Budget Clarification	What percentage of a program budget does DCYF typically fund?	There is no set percentage of program costs supported by DCYF. We seek to make impactful awards based on the funds available.
Budget Clarification	Does the overall agency budget or program budget should be 85% public/private. Does in kind count toward 85%?	DCYF does not ask for projected revenues or sources in this RFP. Applicants should submit budgets that accurately reflect the full costs of their programs. In-kind should not be included in program budgets.
Budget Clarification	Is there a matching requirement and if so, what percentage?	There are no matching requirements for this RFP.
Budget Clarification	In the prior cycle there was a yearly schedule that required higher percentage of match in cash over the course of the grant. but as far as I remember there was no fixed percentage required. Will either of these be required in this cycle?	There are no matching requirements for this RFP.
Budget Clarification	Alternatively, since we are being asked for total program costs and the DCYF request for each category, is this implicitly the match we must satisfy?	There are no matching requirements for this RFP. DCYF expects that applicants have other sources of funding to support program costs not covered by its grant.
Budget Clarification	If only one year budget-how project facility/salary wage increases and other increased expenses in future years?	Generally speaking, DCYF will expect to provide roughly the same amount of funding from year to year throughout the grant cycle. Applicants should think carefully about the amount of funds they request from DCYF based on their individual situations.



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QUESTION SECTION: BUDGET QUESTIONS

Question Type	Submitted Question	DCYF Answer
Budget Clarification	When applying to multiple strategies (either in the same area or different areas), one organization can use the same program and the same budget?	Applicants can choose to apply to the strategies that are the best fit for their agency. If applying to multiple strategies the applicant can and will need to submit multiple applications. In addition, for some strategies applicants are required to submit separate applications if they choose to serve more than one target population. Applicants should read the RFP document carefully to understand the specific requirements of each strategy. The program budget should be the same regardless of the strategy(ies) the program applies under.
Budget Clarification	Is there any way to reflect a program that grows in size (impact and budget) over the course of 5 years?	Generally speaking, DCYF will expect to provide roughly the same amount of funding from year to year throughout the grant cycle. Applicants should think carefully about the amount of funds they request from DCYF based on their individual situations.
Budget Clarification	If our summer program starts in June 2018, are we able to be reimbursed for services provided before July 1, 2018 release-of-funds date?	DCYF will work with grantees providing services for Summer 2018 to include the entire period the program is active, even if prior to July 1.
Budget Clarification	Can we charge rent to programs we operate in our building which we own? We charge rent to all programs using our space.	DCYF does not offer advice on how agencies manage their programs and/or operations. Applicants will need to justify in their budgets any expenses they are seeking DCYF support for.
Budget Clarification	If we submit a project budget for the 18-19 year (first year); how would we communicate projected increases in the budget i.e. for faculty/staff salary increases, anticipated program growth, etc.?	Generally speaking, DCYF will expect to provide roughly the same amount of funding from year to year throughout the grant cycle. Applicants should think carefully about the amount of funds they request from DCYF based on their individual situations.
Budget Clarification	Common Costs: There was a presentation at the Pre-Proposal Conference about where common costs go, which was quite confusing. Can you provide more clarity here?	Costs that are shared between multiple budget categories should be allocated accordingly. For example, rent can appear under both Program Expense and Administration, with an appropriate portion of the total rent allocated for rent of program space vs. administrative space.



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QUESTION SECTION: BUDGET QUESTIONS

Question Type	Submitted Question	DCYF Answer
Budget Clarification	We will present 2 budgets, the full San Francisco budget, and the DCYF-request "budget". Would you ever want the full organizational budget, or would that just complicate things? And is it the case that you want the best possible estimate of our 7/1/18-6/30/19 budget for San Francisco?	The current fiscal year agency budget is requested under the Agency Profile. Under the Budget section please provide your FY 18/19 budget.
Budget Clarification	Playworks is a single 501(c)(3) with an office and operations in San Francisco. Because we have operations in other regions across the country, and headquarters in Oakland, our audit and 990 reflect the nationwide finances. We do have a San Francisco-specific budget and all monies raised from San Francisco philanthropy are used for Playworks services in San Francisco. Will the fact that we're part of a national organization impact the requirements for application? Can you guide us here?	You will submit your agency's audit and 990 as prepared. The program budget you submit will be for your San Francisco-based work only.
Budget Clarification	Where can we locate budget instructions or forms?	DCYF has published a Budget Guide, which is available on the RFP page at www.dcyf.org
Budget Clarification	When is payment made for services rendered? Is this a cost reimbursement contract, daily rate, or fee for service?	All DCYF grants are made on a reimbursement basis.
Budget Clarification	Under the agency profile section – Program: Development Fundraising: Admin/Finance are you requesting budget amounts for these three sections?	We are requesting your staffing levels (as full-time equivalents, or FTEs) in these three categories.
Budget Clarification	For the OST strategy budget section, there is a category called "Youth Staff." Does this mean staff who are youth? If so, what age range is this referencing?	Youth Staff are program participants, as in a workforce development program or in situations when they assist in delivering programming to youth participants. The age of the staff person is less relevant than this distinction.
Budget Clarification	Per program budget's full cost, let's say "XYZ program" operates at 10 sites in San Francisco. In our DCYF application, we are requesting support of 3 sites. Should the budget reflect full costs of all 10 sites or only 3? (If latter, budget would represent 3/10 of adult staff, rent, phone, frunge, shared, et.al.)	The budget should provide the full cost of the program as well as the amount of funds being requested of DCYF. Based on the example in the question the full cost of the program would include all sites but the amount requested of DCYF would only be the 3 sites in the application. In the RFP and RFQ databases the full cost amount and DCYF Request are entered separately.



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QUESTION SECTION: BUDGET QUESTIONS

Question Type	Submitted Question	DCYF Answer
Budget Clarification	Can we charge occupancy if you over your property with a mortgage?	While mortgage payments are not an allowable expense in a DCYF grant, the department does allow grantees that own their buildings to include Cost Recovery as an Occupancy expense in their budgets. Cost Recovery allows for grant funds to be allocated towards the expenses incurred by operating programs in owned buildings. The appropriate amount of Cost Recovery will be determined in conjunction with DCYF during the contract negotiation period.
Budget Clarification	Will transportation only be reimbursed for travel inside the city?	When a direct program cost, transportation for youth both inside and outside of the city is an allowable expense, as are related expenses for adult staff to accompany youth. Transportation for adult staff outside of the city for professional development (ex. a conference) is not allowed.
Budget Clarification	What are funding caps for staff?	There is not a specific cap on the amount of funds that can be used for staff. However the proposed budget for staff should directly tie and be justified by the program's model and structure.
Budget Clarification	Should TAY interns be considered youth staff and budgeted as such? (even if in our current DCYF grant we count them as non-youth staff?)	The general difference between youth staff and non youth staff is whether or not the youth is a program participant, like in a workforce development program, or if they are a staff person who assists adult staff in delivering programming to youth participants. The age of the staff person is less relevant than this distinction.
Budget Clarification	Financial section on agency profile... For the section asking for current fiscal year budget- should this include our organizations total 17-18 annual projected revenues or expenses?	DCYF defines your current fiscal year agency budget as your total expenses for FY 2017/18 (or CY 2017 if on a calendar year).
Budget Clarification	How much of an organization's budget can the award(s) total? How much can the award(s) total?	The City and County of San Francisco generally recommends that agencies receive at least 15% of their budget from non-City funding sources. Other than this general guidance DCYF has not established a cap on the percentage of an organization's budget that the grant award can be. The total amount of funds an agency can receive from DCYF during this RFP will depends on the number of grants that agency has received.



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QUESTION SECTION: BUDGET QUESTIONS

Question Type	Submitted Question	DCYF Answer
Budget Clarification	STEM: Do you have a sample completed budgets that provide a sense of the level of detail required?	DCYF does not have sample budgets to provide to applicants. Instead applicants are encouraged to read the Budget Guide available on the RFP page of our website at www.DCYF.org .
Fiscal Sponsors	For a fiscal sponsorship, what amount of operating reserves is required?	There is no set amount of operating reserves required to be a valid fiscal sponsor. DCYF staff will evaluate the appropriateness of a fiscal sponsor's reserves based on several factors, including the sponsored program's size and the total number of projects held by the fiscal sponsor.
Fiscal Sponsors	For fiscally sponsored agencies, should in-kind support (custodial, payroll/personnel, facilities) be included as program costs in the budget? We are housed at and fiscally sponsored by another nonprofit.	In-kind expenses of any kind are not to be included in your budget. The services provided by a fiscal sponsor are generally supported by fee, which is an allowable expense.
Fiscal Sponsors	Sufficient Operating Reserves: Can you clarify what "sufficient operating reserves" for fiscal sponsors means? There is great variability in what that could mean to various organizations.	There is no set amount of operating reserves required to be a valid fiscal sponsor. DCYF staff will evaluate the appropriateness of a fiscal sponsor's reserves based on several factors, including the sponsored program's size and the total number of projects held by the fiscal sponsor.



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QUESTION SECTION: EDUCATIONAL SUPPORTS QUESTIONS

The questions in this chart have led to adjustments in the RFP and RFQ

Question Type	Submitted Question	DCYF Answer
Target Populations	Under the Educational Supports Service Area and the Literacy Support strategy, the target target populations are 1) SF Elementary School K-5 students and 2) SF ELL youth in need of additional literacy support (no mention of grade-level/ages). Then however, under the Strategy Goals, the first goal is "to support pre-K through 5th grade students who are not reading at grade level to make gains...." That goal would suggest that preschoolers/PreK are eligible to receive services. Can you please clarify?	Thank you for catching this discrepancy. The target population for the Literacy Supports strategy is "San Francisco Elementary School youth in grades K-5 who are African American, Hispanic/Latino, Pacific Islander and/or Low Income Asian youth and in need of additional literacy support." DCYF will amend the goals for this strategy to better clarify the target population in an updated version of the RFP to be released after the question period ends on August 8th. The goal will be adjusted to the following language: To support Kindergarten through 5th grade students who are not reading at grade level to make gains in reading, writing and other literacy skills through targeted intervention during the school year and/or summer
Target Populations	Question re age eligibility for literacy funding: Are preschoolers eligible for services funded in this funding category? Thank you!	The target population for the Literacy Supports strategy is "San Francisco Elementary School youth in grades K-5 who are African American, Hispanic/Latino, Pacific Islander and/or Low Income Asian youth and in need of additional literacy support." DCYF will amend the goals for this strategy to better clarify the target population in an updated version of the RFP to be released after the question period ends on August 8th. The goal will be adjusted to the following language: To support Kindergarten through 5th grade students who are not reading at grade level to make gains in reading, writing and other literacy skills through targeted intervention during the school year and/or summer



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QUESTION SECTION: EDUCATIONAL SUPPORTS QUESTIONS

The questions in this chart have led to adjustments in the RFP and RFQ

Question Type	Submitted Question	DCYF Answer
Target Populations	Would DCYF consider funding a pre-K program for the Literacy Support strategy?	The target population for the Literacy Supports strategy is "San Francisco Elementary School youth in grades K-5 who are African American, Hispanic/Latino, Pacific Islander and/or Low Income Asian youth and in need of additional literacy support." DCYF will amend the goals for this strategy to better clarify the target population in an updated version of the RFP to be released after the question period ends on August 8th. The goal will be adjusted to the following language: To support Kindergarten through 5th grade students who are not reading at grade level to make gains in reading, writing and other literacy skills through targeted intervention during the school year and/or summer

QUESTION SECTION: EDUCATIONAL SUPPORTS

Question Type	Submitted Question	DCYF Answer
Application Submission	For academic supports, can we include in school- based and community based strategies in the same proposal or do we need to submit one proposal for each?	Applicants do not need to submit separate proposals for programming occurring at school sites versus at community based sites. However, if an applicant has 2 distinct programs they can choose to submit 2 applications under one strategy.



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QUESTION SECTION: EDUCATIONAL SUPPORTS

Question Type	Submitted Question	DCYF Answer
Application Submission	Within the Academic Supports Category, it doesn't seem to address college access. If a program is not targeting youth at risk of dropping out of high school, is ELS a better fit?	On page 33 the RFP states: "Transition Support and Post-Secondary Planning: programs must provide support to help participants navigate the transition from 8th to 9th grade and from 12th grade to post-secondary. This support should include a combination of the following activities: o Training: on topics including, but not limited to, life skills, social and emotional learning, study skills, note taking and test preparation; o Informational Workshops: on relevant topics including, but not limited to, general A-G requirements, post-secondary options, college admissions and employment options; o Transition Planning Activities: using age appropriate approaches to help participants think about their future educational and career interests and create goals and realistic plans for achieving them and o Support: to help participants achieve the plans they have created for themselves." Applicants are also encouraged to read the RFP carefully to make a determination about the strategies that best fit their programs.
Strategy Clarification	This strategy appears targeted at traditional literacy curriculum. Are other vitally important literacy supports (such as vision intervention and correction) eligible within this category?	DCYF encourages applicants to include all components of their program model in which they are seeking funding.
Strategy Clarification	Can funding from DCYF for youth literacy be used to encourage parents to read to their children? Or is that not considered a direct service?	On page 43 the RFP states: "Family Partnerships- programs must create opportunities for families and caregivers to be connected to the program, as appropriate based on the type of services offered. Family partnership activities include, but are not limited to, parent orientations, volunteer opportunities, family events, parent workshops, connections to resources, etc." Applicants should read the RFP carefully to determine if their program can meet the requirements of the strategy.
Strategy Clarification	Can the alternative education program be housed in an existing school setting if the school agrees to offer the program space?	Yes.



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QUESTION SECTION: EDUCATIONAL SUPPORTS

Question Type	Submitted Question	DCYF Answer
Strategy Clarification	What percentage of gives are needed to be considered competitbve for the Sports and Physical Activity strategy?	It is unclear what this question is referring to when asking about the percentage of "gives." However, considering that the strategy specifically calls out a focus on Girls DCYF assumes that the question is asking "what percentage of girls are needed to be competitive for the Sports and Physical Activity strategy." There is no specific percentage provided on the number of girls a program must work with. DCYF encourages applicants to read the strategy carefully to understand the intent of the funding and to construct their proposals keeping this intent in mind.
Strategy Clarification	Are youth living in single room occupancy (SRO) considered 'homeless or under-housed youth'?	Yes, youth living in SRO's are considered under-housed.
Strategy Clarification	Under the Educational Support Service Area, Literacy Supports strategy, can programs run during the school day in SFUSD classrooms?	Yes.
Strategy Requirements	This strategy requires a "sequenced curriculum." Must the curriculum be for students or could it be for parents or teachers?	The requirement of a "sequenced curriculum" refers to the students.
Strategy Requirements	Are there any requirements for the alternative education provider in terms of being an accredited education agency or such?	As stated on page 38 of the RFP: "Accreditation: programs must have the appropriate accreditation to award High School diplomas."
Target Populations	What percentage of an population need to be African American, Hispanic/Latino, Pacific Islander, or Low-Income Asian in order to compete for these funds in, for example, the literacy supports program?	There is no percentage breakdown requirement for a particular population. The target populations listed for each strategy are the groups that DCYF intends to focus services on. While applicants can include other groups within their cohorts they should think carefully about the intent of the strategy and whether their approach successfully aligns with this intent.
Target Populations	For academic supports, can we include 6 to 8 grades and 9 to 12 grades in the same proposal or do we need to submit one proposal for each?	As stated on page 31 of the RFP "The Academic Supports Strategy has three target populations. Applicants will choose to serve one, two or all three of the following target populations and will be required to answer specific questions in their proposals depending on their selection." Therefore applicants can choose to submit a single proposal that addresses any combination of the three target populations.



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QUESTION SECTION: EDUCATIONAL SUPPORTS

Question Type	Submitted Question	DCYF Answer
Target Populations	For target population, what is the targeted age range of SF English Learner youth?	The targeted age range depends on the strategy. For Literacy Supports it is K-5th grade and Academic Supports it is 6th-12th grade
Target Populations	For the educational supports category: The target population is African American, Latino, and/or Pacific Islander. Can a program include the listed populations and other populations as well?	African American, Latino and/or Pacific Islanders are the target population for this strategy. The target populations listed for each strategy are the groups that DCYF intends to focus services on. While applicants can include other groups within their cohorts they should think carefully about the intent of the strategy and whether their approach successfully aligns with this intent.



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QUESTION SECTION: ENRICHMENT, LEADERSHIP AND SKILL BUILDING (ELS) QUESTIONS

The questions in this chart have led to adjustments in the RFP and RFQ

Question Type	Submitted Question	DCYF Answer
Strategy Requirements	On page 50, cultural competency seems to have a misprint and includes information related to health and nutrition. Is more information about cultural competency part of the application?	Thank you for catching this error. This section will be corrected in an updated version of the RFP to be released after the question period ends on August 8th. The Cultural Competency requirement should be the same as all other ELS strategies. The corrected text will read as follows: Cultural Competency: programs must have the ability and capacity to understand and respond appropriately to the unique combination of cultural variables of each participant and utilize culturally competent practices that align with the program model and purpose.
Strategy Requirements	On p 53. of the RFP, there is a typo, under "8. Cultural Competency" in which text from the following section was mistakenly copied. Can you provide the correct language?	Thank you for catching this error. This section will be corrected in an updated version of the RFP to be released after the question period ends on August 8th. The Cultural Competency requirement should be the same as all other ELS strategies. The corrected text will read as follows: Cultural Competency: programs must have the ability and capacity to understand and respond appropriately to the unique combination of cultural variables of each participant and utilize culturally competent practices that align with the program model and purpose.
Strategy Requirements	On page 50, it appears as though #8 has pieces from #9. Can you please update that paragraph?	Thank you for catching this error. This section will be corrected in an updated version of the RFP to be released after the question period ends on August 8th. The Cultural Competency requirement should be the same as all other ELS strategies. The corrected text will read as follows: Cultural Competency: programs must have the ability and capacity to understand and respond appropriately to the unique combination of cultural variables of each participant and utilize culturally competent practices that align with the program model and purpose.



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QUESTION SECTION: ENRICHMENT, LEADERSHIP AND SKILL BUILDING (ELS) QUESTIONS

Question Type	Submitted Question	DCYF Answer
Application Submission	This question is about the restriction in Section 3: ELS. Can an agency with two (or more) separate programs apply for funding for each program under a different Strategy? For example, Agency A has Program X and Program Z. Can Agency A apply for funding for Program X under "Arts and Creative Expression" and apply for funding for Program Z under "Identity Formation"?	Yes organizations can submit applications for different programs in multiple ELS strategies. The restriction about funding in ELS is in regards to the same program. DCYF will not fund the same single program simultaneously in multiple ELS strategies.
Application Submission	p. 45 states that DCY will only fund proposed programs under one ELS Strategy. As an agency, may we apply for three strategies for three completely autonomous and different programs?	Yes. The restriction about funding in ELS is in regards to the same program. DCYF will not fund the same single program simultaneously in multiple ELS strategies.
Application Submission	What exactly does this mean? "DCYF will only fund proposed programs under one Enrichment, Leadership and Skill Building (ELS) Strategy. Applicants are encouraged to choose the strategy that best fits their program." Does it mean that we should not try to combine multiple program areas in one application? That we can submit only one proposal under ELS? That we can't serve the same youth with different proposals under this strategy?	The restriction about funding in ELS is in regards to the same program. DCYF will not fund the same single program simultaneously in multiple ELS strategies. Applicants can submit multiple different programs in different ELS strategies.
Application Submission	If our agency is also the lead agency for a coalition can we apply twice in the same strategy, once for our program and once for our coalition? (i.e. with ELS) With ELS can an agency apply for different strategies if each strategy is for a different program?	Yes. Generally speaking applicants can submit multiple proposals to a single strategy as long as the proposed programs are distinct. Based on the example provided the coalition program would appear to be distinct from the one run solely by the agency. Yes applicants can submit proposals for different programs in multiple ELS strategies. The restriction about funding in ELS is in regards to the same program. DCYF will not fund the same single program simultaneously in multiple ELS strategies.
Application Submission	If our proposal is a school-based residency and we currently partner with one school, but would like to expand to include another school, should we apply with two distinct proposals? (i.e. one for school 1 (existing program plus expansion) and another for school 2?) Or, can one proposal be submitted that would encompass both venues?	A single proposal can be submitted that encompasses both sites as long as it is the same program merely operating in 2 locations.



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QUESTION SECTION: ENRICHMENT, LEADERSHIP AND SKILL BUILDING (ELS) QUESTIONS

Question Type	Submitted Question	DCYF Answer
Application Submission	Are specialty afterschool (STEM/SEL) programs being considered this funding cycle? If so, is it best to apply under the ELS strategy?	As stated on page 46 of the RFP "Services under the ELS Service Area are envisioned to be similar to those funded under DCYF's existing Specialized Teen, STEM, Youth-led Organizing, Youth-led Philanthropy, K-8 Specialized and K-8 Specialized Assigned strategies." The type of programming described by the question were previously funded under the K-8 Specialized and K-8 Specialized Assigned strategies.
Application Submission	Can an agency with two (or more) separate programs apply for funding for each program under the same Strategy? For example, Agency A has Program X (school-based) and Program Z (community-based). Can Agency A apply for funding for Program X and Program Z under "Arts and Creative Expression"?	Yes, applicants can submit multiple proposals under the same strategy as long as those programs are distinct.
Application Submission	For ELS, Are any supporting docs like letters required, allowed, encouraged ? We don't see an upload section of the proposal at first glance.	DCYF does have a section of the database available for specific uploads of documents like fiscal sponsorship agreements and audits. DCYF is not accepting letters of support for this RFP and RFQ.
Application Submission	I have a clarifying question about a statement made on page 45 of the RFP, "Restriction: DCYF will only fund proposed programs under on Enrichment, Leadership, and Skill Building (ELS) Strategy. Applications are encouraged to choose the strategy that fits their program." Does this mean DCYF plans to fund only one program per agency in this entire Section? Is DCYF planning to fund one program per agency for each strategy listed? Or is the intent for organizations to apply for one strategy area for one specific program? And if this is the case, are organizations allowed to submit multiple applications, for the same program, to different strategies in this section?	Applicants can submit proposals for different programs in multiple ELS strategies. Applicants can also submit multiple proposals within the same ELS strategy but they must describe distinct programs. The restriction about funding in ELS is in regards to the same program. DCYF will not fund the same single program simultaneously in multiple ELS strategies.
Application Submission	If a program relates to multiple strategies, apply to all relevant strategies? or chose best fit?	Applicants should read the RFP carefully and make a determination to figure out the strategy that best matches their program.



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QUESTION SECTION: ENRICHMENT, LEADERSHIP AND SKILL BUILDING (ELS) QUESTIONS

Question Type	Submitted Question	DCYF Answer
Application Submission	Can an agency apply for the OST Comprehensive strategy and and ELS strategy for the same program during the same hours? In other words, can an OST program be supplemented by an integrated ELS component, or must the ELS program be operated autonomously on it's own schedule and/or with different participants?	Applicants can submit proposals for any strategies that they meet the requirements, can serve the target population and have the expertise to provide the required services. The only exceptions to this general rule are where otherwise stated in the RFP. Applicants should think carefully about submitting proposals to multiple strategies for the same program keeping in mind that there is no guarantee that all proposals will be funded.
Application Submission	Can you please clarify whether you will only fund an agency for one Enrichment Learningship, Skill Building (ELS) program total or whether each ELS program can only be funded under one funding strategy?	The restriction about funding in ELS is in regards to the same program. DCYF will not fund the same single program simultaneously in multiple ELS strategies. Applicants can submit multiple different programs in different ELS strategies.
Application Submission	Our after school program provides services to multiple schools in San Francisco. If we're applying for ELS funding, do we need to apply for a separate grant for each school or may we apply for one grant to cover multiple schools?	Applicants can submit a single proposal that covers all sites. In the Services and Projections section of the RFP database applicants will indicate the sites where their program will operate.
Application Submission	We may apply for multiple areas under ELS, correct?	The restriction about funding in ELS is in regards to the same program. DCYF will not fund the same single program simultaneously in multiple ELS strategies. Applicants can submit multiple different programs in different ELS strategies.
Application Submission	The majority of our work is direct service to schools, provided by full time program coordinators on site. We also run sports leagues to supplement the social-emotional and skill development of our kids. The latter is a much smaller budget. Within "Sports & Physical Activity", would you recommend one application for the combined work, or two? (We are leaning heavily towards one.) Also, one league is all girls, fyi.	Applicants will need to read the RFP carefully to determine how they should apply. Applicants can submit two proposals under a single strategy for programs that are distinct. Applicants can also submit a single proposals with multiple sites listed under the Sports and Physical Activity strategy.



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QUESTION SECTION: ENRICHMENT, LEADERSHIP AND SKILL BUILDING (ELS) QUESTIONS

Question Type	Submitted Question	DCYF Answer
Application Submission	ELA – Can the same youth be part of 2 different program strategies and therefore, we should submit 2 different proposals under the 2 strategies in ELA. For example, our Service Learning program and our Youth Leadership, Engagement and Organizing program have many of the same youth, but not entirely. We consider them 2 different programs (and currently, they are funded as 2 different programs by DCYF). Should we therefore, apply to 2 different strategies under ELA for these 2 programs?	<p>Applicants can apply under multiple strategies for programs that are distinctly different.</p> <p>To answer the second part of the question regarding the same youth being a part of different programs within an agency: If the same youth are involved in multiple programs that are distinctly different under one agency then the youth are considered to be in different programs. If the youth are in a program within an agency that has multiple components but it is in essence the same program then the youth in just one program.</p>
Application Submission	During the school year, we support our populations at school sites with specific programming in partnership with schools. During the summer, many of these same youth attend comprehensive summer programming that we offer at our site (not on school site or in partnership with the schools). Should we apply for ELS to support the youth during the school year, AND apply for OST to support these same youth in the Summer? Or combine them both in ELS?	DCYF cannot provide guidance on the strategies applicants should submit proposals under. applicants are encouraged to read the RFP carefully to make a determination about the strategies that best fit their programs.
Application Submission	We understand that "DCYF will not fund the same single program simultaneously in multiple ELS strategies." However, do ELS programs need to be stand-alone or can they be offered as a part of broader programs? For example, does STEM need to be the sole focus of the program we apply for, or can it be part of a comprehensive program? If the latter is the case, and we are applying for funding from DCYF under OST for that program, do we carve out the STEM piece and apply for that portion under Section 3?	DCYF encourages applicants to think carefully about submitting multiple proposals under different strategies for a single program keeping in mind that there is no guarantee all programs would be funded. Applicants should read each strategy carefully to understand what types of services each one entails.
Application Submission	In the event that an organization runs multiple programs based on the language "DCYf will only fund proposed programs under one Enrichment, Leadership and Skill Building (ELS) Strategy." Does this mean we can only apply for 1 strategy as an organization? Or is this limited to programs ie. Multicultural Programs sch as BSU can only fall under identity OR leadership development?	The restriction about funding in ELS is in regards to the same program. DCYF will not fund the same single program simultaneously in multiple ELS strategies. Agencies can apply to any strategies for which they meet the requirements, can serve the target population(s) and have the expertise to provide the required services.



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QUESTION SECTION: ENRICHMENT, LEADERSHIP AND SKILL BUILDING (ELS) QUESTIONS

Question Type	Submitted Question	DCYF Answer
Eligibility	We primarily serve youth (K-5) in San Francisco. We have a small pilot program in San Mateo, Does this disqualify us?(We are applying for the STEM funding)	DCYF funds can only be used to fund services provided to San Francisco residents within the City. Programming delivered in other Bay Area counties by an applicant would not disqualify them from receiving funds as long as the services funded by DCYF are provided to San Francisco residents within the City.
Strategy Clarification	Can you offer any guidance regarding grant request? For Arts & Creative Expression proposals specifically, is there an expected grant range? Should requests be a specific percentage of the entire program budget?	Applicants should provide a budget that reflects the true cost of the entire program or the program components in which you are pursuing funding.
Strategy Clarification	Under the Enrichment, Leadership and Skill Building, it states that programs will only be funded under one strategy. Can an organization submit proposals for multiple programs, each under a different strategy?	Yes organizations can submit applications for different programs in multiple ELS strategies. The restriction about funding in ELS is in regards to the same program. DCYF will not fund the same single program simultaneously in multiple ELS strategies.
Strategy Clarification	Youth Engagement Continuum and Youth Engagement Ladder, should programs embrace most or all of these value and processes and be competitive? How do these charts relate to evaluation criteria for proposals?	DCYF has provided this information in the RFP to help inform applicants to the Youth Engagement, Leadership and Organizing strategy. Applicants will need to review the information and determine its relevance to their program design keeping in mind that the Continuum and Ladder represent best practice for youth leadership programs.
Strategy Clarification	Service Learning: Would service learning that utilizes volunteering as a vehicle to practice job skills and place participants in employment qualify? In other words, the end goal would be more connected to self-sufficiency rather than continuing volunteer work.	Applicants to the Service Learning strategy should read the requirements carefully to determine if it is a match for their programs. The services described in this question would generally qualify under this strategy as long as the program model also conforms with all other requirements.
Strategy Clarification	What if our program integrates many things like creative expression and STEM or STEAM? Will that be considered a plus or minus?	It is unclear what strategy this question refers to. DCYF expects applicants to propose program models that meet the requirements of the strategy and can serve the target population. Applicants will need to decide if their program is a good fit for a particular strategy. Generally speaking applicants have the ability to propose programs with any theme as long as they meet the requirements of the strategy the proposal is being submitted under.



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QUESTION SECTION: ENRICHMENT, LEADERSHIP AND SKILL BUILDING (ELS) QUESTIONS

Question Type	Submitted Question	DCYF Answer
Strategy Clarification	What is the maximum amount that can be applied for under the youth leadership, engagement and organizing category?	There is no maximum amount an applicant can request from DCYF.
Strategy Clarification	Identity Formation – if the intention is to provide groups on middle school campuses, can the proposal suggest # of school sites and suggested elements for prioritization of selected sites with the idea that CBO will partner with SFUSD and Beacon leads around selection after grant award, or does proposal need to name specific school sites as part of proposal, and if so, must written agreements be in place as of proposal submission?	In the Services & Projections section of the RFP database applicants will detail the sites they are proposing to operate their program at. DCYF does not expect partnership agreements to be in place with schools before submission of the proposal. In addition, applicants should be aware that, as stated on page 54 of the RFP that "Identity Formation programs operating at schools with a DCYF funded Beacon Center will be required to coordinate with the Beacon Center to access participants and deliver programming."
Strategy Clarification	If the proposed program is a STEM program and has been funded by DCYF in the past cycle as a Youth Workforce Development program, would it be disqualified this round for still applying for the YWD strategy, despite there being a Enrichment Leadership & Skill Building - STEM strategy?	The 2018-23 RFP contains multiple Service Areas and Strategies that did not exist in the current funding cycle. As such DCYF fully expects that some programs, currently funded in an existing strategy, may decide to apply in a new strategy that better fits their program.
Strategy Clarification	Can we have one proposal under the same strategy, but with 2 separate cohorts of youth within that same proposal?	Yes, applicants can submit a single proposal under a strategy that describes multiple cohorts.
Strategy Clarification	Can our proposal address all three strategy goals with one program (an in-school performing arts residency, for example)?	Yes a single proposal can address all strategy goals as long as the proposed program meets the other requirements of the strategy.
Strategy Clarification	Is there any place in the proposal to reflect plans for assessing youth outcomes (in RBA "effect") other than the 900 character-response to the prompt under Program Impact: "What processes and systems does your agency have in place to evaluate services, program quality and impact? How does your agency use data to refine and improve the delivery of services?"?	DCYF will only accept responses to the questions listed for each strategy or initiative. Applicants will need to determine how to weave key concepts that describe their approach into their proposals in the space provided.
Strategy Clarification	How many applicants in last round for Arts and Creative Expression(How many applicants and how many awards?)	The Arts and Creative Expression Strategy did not exist in the 2013-16 RFP. DCYF did fund Specialized Teen programs that could focus on the arts but those programs were restricted to serving teenagers and as such don't make for a good comparison to answer this question.



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Question Type	Submitted Question	DCYF Answer
Strategy Clarification	We propose to work with an underserved SFUSD middle school providing a performing arts residency in-school. We wish to expand our reach by adding an ESL program and possibly a program after-school/during the summer. Can this be encompassed in one proposal? A related question-we are considering applying to expand our program to another middle school. Can this be addressed in one proposal?	Applicants should read the RFP carefully to understand the requirements of each strategy as well as the limitations. The types of programming described by the question fall under different strategies and service areas. Applicants will need to determine which strategy is the best match for their programming as well as if the proposed services require the submission of multiple proposals.
Strategy Clarification	Page 54 . Strategy goal number 2. Please define the term "dispositional".	Dispositional is defined as the state of mind regarding something; arrangement or placement
Strategy Clarification	Can we get funding for the Enrichment strategy under Arts and Creative Expression and Identity Formation for integrated wrap-around services for in school and after school services?	Applicants are eligible to receive funding if they meet the requirements of the strategy, can serve the target population(s) and have the expertise to provide the required services. Programs should think carefully about applying under multiple strategies for a single program keeping in mind that there is no guarantee that all proposals will be funded.
Strategy Clarification	We are an arts based CBO looking to expand to another site. Are there any restrictions to funding allocation for the Arts & Creative Expression grant that would prevent us from being able to use funds for capacity expansion to an additional site?	If the program referenced in the question can meet the specified requirements, can serve the target population and has the expertise to provide the required services there is nothing that would prevent the applicant from using the funds to expand an existing program if they receive the grant.
Strategy Clarification	ELA – regarding the statement “programs will only be funded under one strategy,” if some of the same youth are part of different program strategies within our organization, would you still consider those programs as separate programs because they focus on different issues within different strategies, i.e., The service learning strategy has youth that are part of an Identity Formation group. Would this be considered 2 different programs and therefore, we should apply to 2 different strategies OR would this be considered one program with the Identity Formation discussion group as a subset since it draws from the same program youth?	This requirement refers to funding the same program under multiple strategies. Applicants can apply under multiple strategies for programs that are distinct. To answer the second part of the question regarding the same youth being a part of different programs within an agency: If the same youth are involved in multiple programs that are distinctly different under one agency then the youth are considered to be in different programs. If the youth are in a program within an agency that has multiple components but it is in essence the same program then the youth in just one program.



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QUESTION SECTION: ENRICHMENT, LEADERSHIP AND SKILL BUILDING (ELS) QUESTIONS

Question Type	Submitted Question	DCYF Answer
Strategy Clarification	For Section 3 programs, is there any expectation of collaboration between agencies? Does DCYF prefer agency partnerships?	DCYF does not have a preference as to whether programs are run through collaboratives or by a single agency in the Enrichment, Leadership and Skill Building Service Area.
Strategy Clarification	Why does the Identity Formation strategy NOT include LGBTQ TAY?	The target populations for the Identity Formation strategy focus on grade level versus ethnicity, race or any other identifier. LGBTQ youth can be served in this strategy as long as they fall within the designated target populations. DCYF intentionally constructed the target populations for this strategy with a focus on intervening early on to help young people begin to explore their identities.
Strategy Clarification	Why does the Identity Formation strategy NOT include LGBTQ TAY, particularly since the reason that so many TAY are disconnected based on their identify and/or life experiences? This is particularly challenging since the SAP identifies TAY as a service priority as well as emotional well being as a service strategy, yet this RFP does not support any programming that would specifically address the emotional wellbeing needs for TAY – all TAY priorities in this align with education, arts & creative expression, leadership/engagement/organizing, and workforce development	The target populations for the Identity Formation strategy focus on grade level versus ethnicity, race or any other identifier. LGBTQ youth can be served in this strategy as long as they fall within the designated target populations. DCYF intentionally constructed the target populations for this strategy with a focus on intervening early on to help young people begin to explore their identities. Disconnected TAY are a target population for several other strategies in the RFP and RFQ and are also addressed through funding provided to several interdepartmental partnerships including those with the Department of Public Health and their recently RFP'ed TAY System of Care. In addition DCYF will be developing our internal approach to the Emotional Well-Being Service Area and plan to potentially release funds for those strategies during the 2018-19 fiscal year.
Strategy Clarification	For the new Enrichment, Leadership & Skill-Building ELS area, it states you can only apply to 1 of the strategies, but for the Youth Workforce Development area it does not state a restriction -- one organization can submit applications for any or all of the strategies under Youth Workforce Development?	The restriction in the Enrichment, Leadership and Skill Building (ELS) Service area is specific to ELS. There is no such restriction in the Youth Workforce Development Service Area. Applicants should read the RFP carefully to ensure they understand all of the specific restrictions.
Strategy Requirements	Does the Arts & Creative Expression priority area support in-school as well as out-of-school time programs?	Yes. According to the Program Structure requirements for Arts and Creative Expression located on page 49 of the RFP, programs can be either school or community based.



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QUESTION SECTION: ENRICHMENT, LEADERSHIP AND SKILL BUILDING (ELS) QUESTIONS

Question Type	Submitted Question	DCYF Answer
Strategy Requirements	Service Learning Strategy: Can youth be "paid" an hourly wage as part of the model rather than volunteer?	On page 63 the RFP states: "Incentives: programs may provide incentives to engage and retain participants in the program. Incentives can take many forms including, but not limited to, economic (e.g. stipends, educational scholarships, personal savings accounts), in-kind (e.g. bus passes, transportation vouchers, rent subsidies, etc.), and celebratory (e.g. assemblies or award ceremonies)."
Strategy Requirements	How detailed should the curriculum be for a movement-based program(dance troupe, high school ages kids from undersourced communities)?	It is unclear whether this question refers to the Arts and Creative Expression Strategy or the Sports and Physical Activity Strategy. For Arts and Creative Expression the RFP states the following on page 49: "Curriculum Based: activities must have specific skill-building goals and utilize a curriculum. Components of a curriculum include learning goals and objectives, as well as corresponding activities that help meet these goals and objectives. The curriculum should be implemented using lesson plans to guide activities that increase in complexity and depth over time. In addition, the curriculum should ensure that participants have opportunities to practice skills and reflect on what they are learning throughout the program session." Applicants should use this description to guide the structure of their curriculums. For the Sports and Physical Activity requirement there is no requirement for curriculum based programming.
Strategy Requirements	Regarding quality vs. quantity, what is the smallest cohort size DCYF considers for funding?	DCYF will consider all applicants who meet the requirements of the strategy, can serve the target population(s) and have the expertise to provide the required services. DCYF has no guidance about the smallest cohort we would consider for funding.
Strategy Requirements	In the past you required a minimum number of hours for each student per year. I don't see that on the application. Are there still minimum hourly requirements?	DCYF has provided all of the requirements in this RFP that applicants can expect to be held to if funded under a particular strategy.



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QUESTION SECTION: ENRICHMENT, LEADERSHIP AND SKILL BUILDING (ELS) QUESTIONS

Question Type	Submitted Question	DCYF Answer
Strategy Requirements	Under the ELS Youth Lead Philanthropy Strategy, the Family Partnership requirement does NOT often apply to LGBTQ TAY who are disconnected from family. How does DCYF plan to make adjustments on this requirement for agencies serving disconnected TAY?	DCYF understands the complexity of family dynamics especially for Disconnected TAY. As such, DCYF expects applicants serving these youth to propose program models that take into account these dynamics and the other unique needs of the target population.
Strategy Requirements	On page 54, in the first "Program Structure Requirement" is worded in a way that makes it confusing as to whether or not programs can operate on a public school campus – can you clarify?	The requirement on page 54 states that programs can operate at "a school campus or at a facility that is not a public school campus, such as non-profit organization spaces, public recreation or community centers, public libraries and other non-school sites that are safe and accessible to the youth." Therefore programs can operate at a public school campus as well as at a community based site. However, applicants should be aware that, as stated on page 54 of the RFP that "Identity Formation programs operating at schools with a DCYF funded Beacon Center will be required to coordinate with the Beacon Center to access participants and deliver programming." Schools with DCYF funded Beacon Centers are public middle school campuses.
Strategy Requirements	As for the cohort, in the case of an in-school program, the student population will change as youth move up in grade level or graduate. Is the cohort the current enrollment of students in any given residency? Can this include peers that would attend a culminating performance, for example?	On page 22 the RFP states: "Cohort: A group of clients or participants who share common experiences over a period of time within a program." Therefore the cohort describes program participants as opposed to the student population of the school where the program is operating.



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QUESTION SECTION: ENRICHMENT, LEADERSHIP AND SKILL BUILDING (ELS) QUESTIONS

Question Type	Submitted Question	DCYF Answer
Strategy Requirements	For ELS Youth Leadership, Engagement & Organizing, youth must be involved as core agency staff or part of the governing body. We work with middle to high school children, and will not be able to involve them as "core staff" beyond perhaps limited hours. 1.) What is the expectation in these circumstances for their significant involvement in a governing role? 2) for example, could they be on an advisory board to the organization's board?	There are two content areas within this strategy Youth leadership and Engagement and Youth-Led Organizing. Applicants must choose to focus on at least one of these content areas. Applicants should read the RFP carefully and structure their programs in response to the requirements. DCYF cannot advise applicants on the program structure their proposal should describe. DCYF also recommends that applicants to this strategy read the Youth Engagement Continuum and Ladder to learn more about the ascending levels of youth leadership and use this information to inform their program design.
Strategy Requirements	If a program operates during the summer, must it still "offer evening and/or weekend programming options to increase participants' access to physical activity during non-school hours?"	It is unclear which strategy this question is referencing. If the question refers to the Sports and Physical Activity strategy then the answer is yes. As stated on page 68 of the RFP: "Extended Programming: programs must offer evening and/or weekend programming options to increase participants' access to physical activity during non-school hours." For other ELS strategies there is no requirement for extended programming.
Strategy Requirements	How does DCYF define "cohort structure"?(see page 49, point three)	On page 22 the RFP states: "Cohort: A group of clients or participants who share common experiences over a period of time within a program."
Strategy Requirements	What are recommended and ideal cohort sizes and adult to youth ratio?	DCYF has no recommended cohort size. DCYF policy in regards to youth to adult ratio is 15:1 for grades K-5 and 20:1 for grades 6-12.
Strategy Requirements	Under ELS ,other than being "primarily led by adults," is there any difference between Service Learning Strategy and Youth Leadership, Engagement and Organizing Strategy	The goals of each strategy are different. One is focused on youth beginning to explore leadership while the other focuses on youth looking develop more skills and opportunities for a deeper more intense involvement.



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QUESTION SECTION: ENRICHMENT, LEADERSHIP AND SKILL BUILDING (ELS) QUESTIONS

Question Type	Submitted Question	DCYF Answer
Strategy Requirements	In your published Q&A, someone asked "Does the Arts & Creative Expression priority area support in-school as well as out-of-school time programs?" Your answer referred to location of services at a school or community site. But from the perspective of the scheduled time of the services, can the services be provided during the school day or must they be provided after-school.	It is up to the applicant to decide when they would like to provide these services. There is no restriction on the time of day services can be provided.
Strategy Requirements	Are there program duration and hours requirements for the ELS strategies? For example, a minimum number of weeks, days per week, and/or hours per day?	No, there are no minimum duration and hours requirements for the Enrichment, Leadership and Skill Building (ELS) strategies.
Strategy Requirements	Are there any guidelines or requirements for a cohort size for the ELS Arts and Creative Expression strategy?	No, there is no minimum cohort size for the Arts and Creative Expression strategy.
Strategy Requirements	Is there a minimum duration of hours or frequency at which programs need to be held? i.e. Twice a week for 3 hours a day for at least 30 weeks, etc.	No, there are no minimum duration and hours requirements for the Enrichment, Leadership and Skill Building (ELS) strategies.
Strategy Requirements	Under the ELS grant for Sports and Physical Activity, on the RFP Page 68, it says: "Extended Programming: programs must offer evening and/or weekend programming options to increase participants' access to physical activity during non-school hours." If our program meets from about 3-4:15pm, is this considered evening programming? What is the time that DCYF considers evening programming for this RFP?	As stated on page 68 of the RFP: "Extended Programming: programs must offer evening and/or weekend programming options to increase participants' access to physical activity during non-school hours." For this strategy DCYF considers evening hours to be those occurring after the normal workday which typically ends between 5-6pm. Evening hours would begin at 6pm.
Strategy Requirements	There is a requirement for this strategy that a program must operate in a cohort model. But then the RFP includes a question about how we will engage youth that aren't able to participate regularly due to personal or external factors. If DCYF is requiring the cohort model, it seems unfair to also ask agencies to also be prepared for support youth who can't engage with that model. Can you please clarify?	The RFP question referenced in the question reads as follows: "Describe the proposed program's approach for reengaging participants who are unable to participate regularly due to personal or external factors." The question specifically uses the word "reengaging" because it is asking applicants to describe how they will work with an existing participant to reengage them in the program. There is nothing in this question that conflicts with the requirement to provide cohort based services. The ultimate goal of the reengagement efforts would be to help reengage the participant in the program including its cohort based activities.



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QUESTION SECTION: ENRICHMENT, LEADERSHIP AND SKILL BUILDING (ELS) QUESTIONS

Question Type	Submitted Question	DCYF Answer
Strategy Requirements	Under the Enrichment, Leadership and Skill-building Service Area, Arts & Creative Expression strategy, can programs run during the school day in SFUSD classrooms? This question was previously asked; however, the answer addressed the location of the program, and not the time.	It is up to the applicant to decide when they would like to provide these services. There is no restriction on the time of day services can be provided.
Strategy Requirements	Under the ELS Youth Lead Philanthropy Strategy, the Family Partnership requirement does not align with services for LGBTQ TAY who are often disconnected from family. Can this requirement be modified for TAY populations for whom this would not be appropriate or possible?	This requirement will not be modified. However, DCYF understands the complexity of family relationships, especially for LGBTQ TAY. Applicants are encouraged to propose program structures that take into account the unique needs of the youth they serve.
Strategy Requirements	Under ELS ,other than being "primarily led by adults," what are the distinctions between Service Learning Strategy and Youth Leadership, Engagement and Organizing Strategy	The goals of each strategy are different. One is focused on youth beginning to explore leadership while the other focuses on youth looking develop more skills and opportunities for a deeper more intense involvement.
Strategy Requirements	In regard to Section 3: Service Learning, can DCYF further clarify what is meant by the term “developmentally appropriate cohorts”? This section allows providers to serve youth ranging from K-24. Can the cohorts be a mix of different ages if all youth have similar goals?	Developmentally appropriate cohorts take into account the need to group young people based on their developmental stage. For example a 3rd grader and a 11th grader may be doing activities with similar goals but their ability, understanding and knowledge and the programmatic practices that support these things would be different. Applicants are encouraged to think very intentionally about the needs of participants in different age groups and grades when constructing their cohorts.
Strategy Requirements	In regard to Section 3: Service Learning, how many “cohort” groups does DCYF expect each agency to serve per grant year? What should the average size of each cohort be?	DCYF is not providing a average cohort size. Additionally the amount of cohorts that a program would serve each year will depend on the structure of the program and the type and depth of the activities that are being provided.



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Question Type	Submitted Question	DCYF Answer
Strategy Requirements	What is expected to be included in wraparound support?	Wraparound support should be based on the needs of participants served by the program. DCYF understands that not all programs will have the resources or capability to meet all needs in house which is why the requirement refers to collaboration or referral. Applicants should ensure that their programs have a process to identify and address needs as they arise with participants as well as the internal resources or collaborative connections to address these issues.
Strategy Requirements	Our organization believes a diverse cohort supports the ability to be effective leaders. Must 100% of program participants fall under the targeted demographic categories?	The target populations listed for each strategy are the groups that DCYF intends to focus services on. While applicants can include other groups within their cohorts they should think carefully about the intent of the strategy and whether their approach successfully aligns with this intent.
Strategy Requirements	The ELS Strategy asks that we show "concrete community impact." What does this look like to DCYF?	The request to show "concrete community impact" within the Service Learning strategy is referring to an applicants ability to produce an end product that is immediate, meaningful and tangible for the community in which they are serving. Concrete Community Impact can also occur over time but for the purposes of this strategy it is referring a direct, immediate and meaningful result based on an action.
Target Populations	Under category Enrichment, Leadership & Skill Building, under the Identity Formation strategy, the description of the Target Population (p.53) indicates we can serve middle school youth, high school youth, or both. However, when I go to the proposal, it asks us to pick one. Do we have to submit a separate proposal for each youth group (middle school and high school youth)?	No, in the RFP database for the Identity Formation strategy applicants are asked to "Select the population(s) that your proposed program will focus on when providing services." Applicants can select either option or both and will be asked to answer additional questions based on those selections.



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QUESTION SECTION: ENRICHMENT, LEADERSHIP AND SKILL BUILDING (ELS) QUESTIONS

Question Type	Submitted Question	DCYF Answer
Target Populations	Is there a minimum number of a target population that needs to be served by a given program or a minimum/maximum ratio of program staff to youth participants?	The minimum number of target populations to be addressed by a proposal depends on the strategy. For some strategies programs can choose any number of the listed target populations to address but must serve at least one. For other strategies applicants are required to serve multiple target populations. Applicants should read each strategy carefully to understand the target populations a program can address. DCYF is not providing a ratio of program staff to youth for this Service Area.
Target Populations	In regard to Section 3: Service Learning, is there a minimum or maximum number of “target populations” that should be addressed in the proposal?	On page 61 the RFP states "The Service Learning Strategy has four target populations. Applicants will choose to serve any combination of the target populations and will be required to answer specific questions in their proposals depending on their selection." Therefore the minimum number of target populations that would need to be addressed in a proposal is 1 and the maximum is 4. Applicants can choose how many of the target population groups listed that their program will serve.



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QUESTION SECTION: JUSTICE SERVICES QUESTIONS

The following question and its answer were accidentally omitted from the August 18th posting

Question Type	Submitted Question	DCYF Answer
Strategy Clarification	<p>Currently, DCYF invests ~\$3.5M in secondary prevention, which is part of DCYF's current violence prevention strategy. In the SAP and RFP for FY18-23, a redesigned service area focuses on Justice Services and states that Secondary Prevention can look to three other service areas – Mentorship, Enrichment, Leadership and Skill Building; Educational Supports. Previously funded under Violence Prevention/Secondary Prevention, community-based case management is a critical support for young people struggling to survive as a part of a struggling family and especially those disconnected from family. This type of case management is integrated widely by CBOs as <u>part-of</u> holistic models to support young people's success but is not mentioned specifically outside of the Justice Services service area as a component that DCYF wants to see as a part of program models nor is case management supported as a <u>stand-alone</u> strategy. The adult supports provided through case management is a critical access bridge into services for youth as well as a bridge between services when youth lose case management that is tied strictly to a program or system. Without case management (and low barrier drop-in spaces), disconnected youth are likely to remain so and youth moving between services may fall through the cracks. What is the reasoning supporting DCYF dropping support for this critical service and how does DCYF plan to support case management in its vision of a continuum of supports for youth?</p>	<p>While DCYF decided to focus the services formerly funded under the Violence Prevention and Intervention (VPI) Service Area only on justice involved youth we did not drop support for case management outside of Justice Services. There is nothing that prevents an applicant from submitting a proposal in another service area that includes case management as a part of their model as long as they meet the other requirements of the strategy. In fact, DCYF knows that many of our current grantees provide case management to youth in their programs even though they are not funded under a VPI strategy. For these programs Case Management is crucial to their service delivery model and necessary to meet the needs of their participants. DCYF has not required case management in the Mentorship, Enrichment, Leadership and Skill Building or Educational Supports service areas because doing so would require all applicants to provide the service regardless of whether it fit for the youth they serve. DCYF encourages applicants to think carefully about the needs of the youth they are proposing to serve and to structure their program models and budgets to reflect the services that their participants need.</p>



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QUESTION SECTION: JUSTICE SERVICES QUESTIONS

Question Type	Submitted Question	DCYF Answer
Application Submission	It is stated that applicants may apply either Multi-Service or one of the three targeted areas for their program. May we apply for multi-services for one program and to one of the others - say, Detention Services - for a totally different program? Note that the programs operate autonomously, with no crossover / duplication in staffing or program budgets.	As stated on page 81 in the RFP applicants that apply to the Multi-Service Strategy are not eligible to apply to Detention Based Services, Girls' and Young Women's Programming or Cultural Programming Strategies. If applying in Multi-Service Strategy program services may include detention based, girls and young women's and cultural programming.
Application Submission	In the cultural programming justice services strategy, can we propose to serve both populations through one proposal (page 84)?	As stated on page 84 of the RFP "The Cultural Programming Strategy has two target populations. Applicants will choose to serve one or both of the following target populations and will be required to answer specific questions in their proposals depending on their selection." Therefore applicants can apply to serve both target populations through a single proposal.
Application Submission	My client has program for youth who are serving court-mandated home detention. It is currently funded under DCYF detention-based services. We notice that there is no particular mention of Home Detention under Detention-based services in the current RFP. However, we do intend to submit a proposal for these services. Are we correct in assuming that we should apply under Justice Services: Detention Based Services?	DCYF cannot advise applicants on the strategies they should apply under. We recommend that applicants read the RFP carefully and make determinations about the strategies they should apply under based on the language in the document rather than the strategies under which the program previously received funding.
Application Submission	Justice Services - please clarify if we submit for an RFP or an RFQ for this section? It mentions that an RFQ will be coming out later? Also when do we submit for RFQ versus an RFP? I am still a bit confused on that piece? Please clarify further.	All initiatives for which applicants will submit an RFQ proposal are detailed in section 8 of the document. The 3 initiatives contained in the RFQ section are Summer Transitions, Mayor's Youth Employment and Education Program (MYEEP) and San Francisco YouthWorks. All other strategies in the document require an RFP proposal.



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QUESTION SECTION: JUSTICE SERVICES QUESTIONS

Question Type	Submitted Question	DCYF Answer
Application Submission	<p>Our organization has multiple, separate programs addressing different populations that face justice issues. One of our programs fits into the Multi-Services strategy, while another fits the Detention-Based strategy, and yet another program fits into the Cultural Programming strategy.</p> <p>In regard to this restriction included in the RFP: Applicants to the Multi-Service Strategy are not eligible to apply to the Detention Based Services, Girls' and Young Women's Programming or Cultural Programming Strategies,</p> <p>Only one of our programs will apply for Multi-Service funding. Can our other, separate programs still apply for Detention-Based and Cultural Programming funding?</p>	As stated on page 81 in the RFP applicants that apply to the Multi-Service Strategy are not eligible to apply to Detention Based Services, Girls' and Young Women's Programming or Cultural Programming Strategies. If applying in Multi-Service Strategy program services may include detention based, girls and young women's and cultural programming.
Application Submission	As long as we don't apply in Multi-Services, can we apply in more than one of the other categories (i.e. for programs in Cultural AND/OR Detention-Based AND/OR Girls'/Young Women)?	Yes, if not applying to Multi-Services, agencies may apply to any of the other Justice Services strategies.
Application Submission	Can we submit multiple applications (for different programs) in the same strategy? Specifically, can we submit multiple applications in the Multi-Services strategy for different programs?	Yes, applicants can submit multiple proposals to a strategy as long as the programs are distinct.
Application Submission	Can organizations submit one proposal as the lead applicant within a category and then serve as a subcontractor for another organization applying within another category?	Yes. An agency is eligible to be a subcontractor in Justice Services and also apply as a lead in other strategies. Applicants will need to read the RFP carefully and make a determination about how to best set up their programs to align with the strategy intent.
Application Submission	If we are submitting for two or more program areas like the Girls' and Young Women's Programming and the Cultural Programming program, do we need to submit two fully separate proposals?	Yes, applicants to either strategy would need to submit separate proposals for each one.



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Question Type	Submitted Question	DCYF Answer
Application Submission	Can an agency submit two separate Multi-Service proposals, for two separate programs?	The Day and Evening Reporting Center functions in the Multi-Service strategy will be provided as needed based on the direction of the Courts and the Juvenile Probation Department. Applicants to the Multi-Service strategy are expected to have the capability to provide these services. Specific details about how the services will be implemented will be determined as needed in collaboration with JPD and the courts.
Intensive Supervision and Clinical Services (ISCS)	As an existing ISCS provider , we plan to reapply for funding when that RFP comes out. Seeing as the Multi-Service strategy under Justice Services is very similar in nature, would it be recommended that we apply for other justice strategies so as not to take us out of the running when that funding becomes available?	Agencies should read the RFP carefully and make a determination about the strategies they should apply for based on the information provided. DCYF cannot recommend to applicants which strategies they should apply for.
Intensive Supervision and Clinical Services (ISCS)	If one is currently an ISCS provider, does one need to secure a grant under Justice Services in this current DCYF RFP in order to be able to apply for the 2018 ISCS RFP? If so, is it the organization as a whole that will be eligible, or just the specific program funded under this current RFP? (Note: renewal of another program (that doesn't offer ISCS) falls under Justice Services; current funded ISCS services are offered through a different, separate program)	As stated on page 81 in the RFP grantees awarded in Justice Services Service Area will be eligible to apply for Intensive Supervision and Clinical Services (ISCS) at a later date. The agency that is awarded a Justice Services grant is eligible to apply for ISCS. The details for ISCS program requirements are not available at this time.
Intensive Supervision and Clinical Services (ISCS)	Must an organization receive funding under this category from this RFP process in order to be eligible to apply for the upcoming ISCS RFP?	Yes, as stated on page 81 of the RFP "DCYF will issue an application for Intensive Supervision and Clinical Services (ISCS) after the beginning of the 2018-2023 funding cycle. This application will be open to all Justice Services grantees funded through this RFP."
Intensive Supervision and Clinical Services (ISCS)	Will current ISCS providers be eligible to apply for the upcoming ISCS RFP even if they are not funded for or don't apply under Justice Services in this RFP?	No. As stated on page 81 of the RFP in order to eligible to apply to the Intensive Supervision and Clinical Services (ISCS) application process, applicants must be funded under Justice Services in this RFP.
Intensive Supervision and Clinical Services (ISCS)	When the new ISCS RFP comes out, will it go up to age 24? So in other words, will priority population be youth ages 18-24?	The details for Intensive Supervision and Clinical Services (ISCS) application are not available at this time.



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Intensive Supervision and Clinical Services (ISCS)	Can you please explain the rationale as to why an agency must have received a Justice Services grant under this RFP in order to be considered eligible to apply under a future RFP for ISCS?	The Intensive Supervision & Clinical Services (ISCS) is designed to support youth involved with the juvenile justice system. In order to strengthen coordination and support DCYF seeks to build upon the Justice Services system by leveraging the grantees funded to provide those services. The delayed nature of the ISCS application will allow for new Justice Services grantees to be fully coordinated with justice system partners. This coordination will then provide the foundation to integrate additional providers offering the services funded under ISCS.
Intensive Supervision and Clinical Services (ISCS)	Does this DCYF RFP cover services for those currently delivered through the ISCS collaborative programs, which is currently joint-funded by DCYF and DPH?	No, as stated on page 81 of the RFP "NOTE: DCYF will issue an application for Intensive Supervision and Clinical Services (ISCS) after the beginning of the 2018-2023 funding cycle. This application will be open to all Justice Services grantees funded through this RFP."
Strategy Clarification	Can services under the detention-based justice services strategy include intensive case management to the youth upon release from the Juvenile Justice Center and/or Log Cabin Ranch (page 88) or do services solely need to be provided while the youth is detained and not thereafter?	No, Detention Based Services must be provided while the youth is detained.
Strategy Clarification	Is there a Violence Prevention and Intervention(VPI) RFP included? Because we did not see it listed.	The Violence Prevention and Intervention Service Area has been adjusted and renamed to Justice Services. As stated on page 82 of the RFP "the overall goals and services of [Justice Services] service area largely mirror those of DCYF's current Service Area Violence Prevention and Intervention (VPI)."
Strategy Clarification	Are justice involved youth eligible for services if they are undocumented?	Yes, as noted on page 4 of the RFP, undocumented youth are eligible for services and this includes justice involved youth.
Strategy Clarification	Are there any restrictions to working with undocumented youth/clients?	There are no restrictions to working with undocumented youth/clients.
Strategy Clarification	Can you be a subcontractor on the Juvenile Justice Services and be a lead applicant in other strategies?	Yes. An agency is eligible to be a subcontractor in Justice Services and also apply as a lead in other strategies. Applicants will need to read the RFP carefully and make a determination about how to best set up their programs to align with the strategy intent.



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Question Type	Submitted Question	DCYF Answer
Strategy Clarification	If you apply under Juvenile Justice, you can not apply in other strategies?	As stated on page 81 of the RFP: "RESTRICTION: Applicants to the Multi-Service Strategy are not eligible to apply to the Detention Based Services, Girls' and Young Women's Programming or Cultural Programming Strategies." This restriction is specific to the Justice Services strategies listed and does not impact strategies in other service areas.
Strategy Clarification	Can an org be a subcontract in the Justice MultiService category if they are applying to be lead in either cultural or gender specific justice services?	Yes. An agency is eligible to be a subcontractor in Justice Services and also apply as a lead in other strategies. Applicants will need to read the RFP carefully and make a determination about how to best set up their programs to align with the strategy intent.
Strategy Clarification	If an organization is a subcontractor in a proposal in the multi service Justice services area, can they be a lead applicant in the cultural programming or girl and young women's service area?	Yes. An agency is eligible to be a subcontractor in Justice Services and also apply as a lead in other strategies. Applicants will need to read the RFP carefully and make a determination about how to best set up their programs to align with the strategy intent.
Strategy Clarification	For Girls Services: What is pre and post adjudication status? Please define definitions.	Pre- and post adjudication is essentially before or after the court process where a judge decides there is evidence the youth committed the act for which he or she is charged.
Strategy Clarification	Can an agency submit two proposals under the Multi-Services strategy, one for Evening Reporting and the other for Gender Specific services?	No, applicants to the Multi-Service strategy are expected to be able to provide most of the required services as needed by Justice System partners. These services potentially include reporting centers and gender responsive services depending on the needs of participants and mandates of the courts. If an applicant is only interested in providing Gender Responsive Service for girls and young women they would apply under the Girls' and Young Women's Programming strategy but would not be eligible to apply under Multi-Service. Applicants should read the RFP carefully and make a determination of the strategies that are best suited for their programs keeping in mind any restrictions.
Strategy Clarification	Our agency is currently receiving Case Management VPI funding. Is that funding now part of Cultural Programming in the Justice Service category?	Case management is a required service in multiple Justice Services strategies including Cultural Programming, Girls' and Young Women's Services, Multi-Service and Young Adult Court Case Management. Applicants should read the RFP carefully to determine which strategies are best suited for their programs.



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Question Type	Submitted Question	DCYF Answer
Strategy Clarification	In the Justice Services section, the Multi-Services RFP, is it allowable to include work experience/internships/employment training in the services provided. If so, can youth be paid stipends or wages?	The Multi-Service Strategy focuses on meeting the complex needs of justice involved youth throughout their involvement in the Justice System. Programs funded under this strategy will be expected to be multi-faceted including providing a range of services that meet the needs of participants. These services can include work experience, internship and employment provided they are supporting participants' needs and in alignment with the mandates of the courts and conditions of probation. Work experience, internship and employment should not be the primary focus of a Multi Service program but could be a complementary service offered to participants. It should be noted that one of the target populations in the Youth Workforce Development Strategy in the Youth Workforce Development Service Area is Justice System Involved youth ages 14-24. Applicants should read the RFP carefully to determine which strategies are the best fit for their programs.
Strategy Clarification	Is the VPI2 - Secondary Prevention Strategy from 2017-2018 folded into the 2018-2023 Justice Services – Multi-Service Strategy? If not what is the closest 2018-2023 strategy for VPI2 - Secondary Prevention Strategy	As noted on page 82 of the RFP, "programs funded under DCYF's existing Secondary Prevention and Alternative Education Strategies may be able to apply under [Justice Services] or three other service areas: Mentorship; Enrichment, Leadership and Skill Building or Educational Supports."
Strategy Clarification	Pg 82 – Last sentence of last paragraph states “this initiative will be issued after the beginning of the 2018-2023 funding cycle.” Does “initiative” refer to CARC or something else?	Yes, the sentence refers to the Community Assessment and Referral Center initiative or CARC.
Strategy Clarification	Part 4: While DCYF does call out LGBTQ youth as a priority target population, gender responsive strategies focus on girls/young women but not also on transgender/gender nonconforming youth – has DCYF done any visioning to be inclusive of this high need population through specific gender strategies?	As stated in the RFP cover letter, "we are investing in universal strategies that will give all children and youth opportunities and resources that will help them reach their full potential, we are also investing in targeted strategies designed to address the disparities in life course outcomes experienced by our most vulnerable communities."



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Question Type	Submitted Question	DCYF Answer
Strategy Clarification	<p>On page 82 the RFP states “DCYF will continue to support the Community Assessment and Referral Center (CARC) and will work closely with collaborative partners to determine appropriate diversion services. An RFQ for this initiative will be issued after the beginning of the 2018-2023 funding cycle.” Our agency operates the Detention Diversion Advocacy Program which is often synonymous as the counterpart to CARC, recognizing CARC serves the low-level offenders and DDAP serves the youth often facing felony cases. Will the forthcoming RFQ for diversion services be the time to renew the DDAP program’s contract with DCYF as it is similar to the CARC program, and there doesn’t appear to be a category under which DDAP fits in the current RFP?</p>	<p>The passage referenced in the question refers specifically to the Community Assessment & Referral Center or CARC. It does not refer to the DDAP program. The DDAP program is currently funded under DCYF’s VPI Detention Alternatives strategy. While Detention Alternatives is not a standalone strategy being funded in this RFP the services provided by these programs are included in the broad range of services expected of Multi-Service grantees.</p>
Strategy Clarification	<p>On page 82 the RFP states “DCYF will continue to support the Community Assessment and Referral Center (CARC) and will work closely with collaborative partners to determine appropriate diversion services. An RFQ for this initiative will be issued after the beginning of the 2018-2023 funding cycle.” Our agency operates the Probation Enrichment Program (PEP) as requested by the Juvenile Probation Department. Since PEP is a diversion to detention, will the forthcoming RFQ for diversion services be the time to renew the PEP program’s contract with DCYF, as there doesn’t appear to be a category under which PEP fits in the current RFP?</p>	<p>The passage referenced in the question refers specifically to the Community Assessment & Referral Center or CARC. It does not refer to the PEP program.</p>
Strategy Clarification	<p>This RFP has a service area for Violence Prevention and Intervention (VPI) that includes Young Adult Court Case Management (18-24 year olds). Can DCYF confirm that this RFP does not include funding for Violence Prevention and Intervention (VPI) specifically for Justice Case Management for ages 12-18? We currently operate such a program, funded by DCYF and want to confirm that this age group (12-18) and service is not included in this RFP.</p>	<p>The Justice Services Service Area encompasses many, but not all, of the services formerly funded in Violence Prevention and Intervention. Case management is a required service in the Cultural Programming, Girls’ and young Women’s Services, Multi-Service and Young Adult Court Case Management strategies. Applicants should read the RFP carefully to determine which strategy is the best match for their programs.</p>



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Question Type	Submitted Question	DCYF Answer
Strategy Clarification	Page 101 states that one goal of the Young Adult Court Case Management program is to “increase the development of life skills.” Does DCYF expect this goal to be achieved through case management? Or is this a request for separate life skills development activities?	Applicants to the Young Adult Court Case Management strategy should read the requirements to understand what types of services will be expected of programs funded under this strategy.
Strategy Clarification	On page 99, of the Monitoring and Evening Reporting Center(2), it states ‘as requested by the Juvenile Probation Department’. So I assume these two programs will not include the 19-24 age group, which is an exception to the statement on page 96 that states that ‘Applicants must serve both target populations” Can you clarify these contradicting statements?	The Monitoring and Evening Reporting Center activity component is specific to the Juvenile Probation Department population (ages 10-21). This component may include juveniles up to age 21, but not over age 21. If serving disconnected transitional age youth in the adult justice system between ages 18-24, monitoring and reporting expectations must be established in partnership with the adult criminal justice partners.
Strategy Clarification	There seems to be a lot of dollars going toward juvenile justice involved youth. Why is this the case when the juvenile justice population is decreasing (515 unduplicated juveniles arrested in 2016)? Especially given that current grantees are struggling to meet contract objectives due to a lack of JPD referrals?	While the number of Justice Involved youth in San Francisco is declining the needs of this population continue to be varied and complex. DCYF is actually reducing the total amount of dollars invested in this Service Area from \$15.5 million in the last VPI RFP (2011) to the \$8.1-\$9 million allocated for this Service Area in the current RFP. Additionally DCYF is concentrating those resources into a smaller but more intentional set of strategies.
Strategy Clarification	For the RFQ that will be released for diversion services, can you please state the amount that has been set aside for these services and how they differ from ones funded under the Justice Services strategies?	Currently the only details that can be provided are those stated on page 82 of the RFP: "DCYF will continue to support the Community Assessment and Referral Center (CARC) and will work closely with collaborative partners to determine appropriate diversion services. An RFQ for this initiative will be issued after the beginning of the 2018-2023 funding cycle." Additional information about the allocation, scope or target populations that will be addressed by this RFQ have not yet been determined.
Strategy Requirements	Under the multi-service justice services strategy, must all applicants be able to offer a day or evening reporting center (page 99)?	Yes, applicants must have the capacity to provide day or evening reporting services.
Strategy Requirements	When proposing services under the detention-based justice services strategy for 10-21 year-old youth, can one proposal include services for both the Juvenile Justice Center and the Log Cabin Ranch?	Yes, applicants under the Detention Based Services strategies will submit proposals based on target population. If targeting 10-21 year old youth services can be provided both at the Juvenile Justice Center and Log Cabin Ranch.



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Question Type	Submitted Question	DCYF Answer
Strategy Requirements	Under the cultural programming justice services strategy, does “culturally focused programming” (page 86) refer to ethnically-oriented programming, or does it refer to programming relevant to the child’s justice-system and other individualized experiences, i.e. the justice culture?	Culturally focused programming refers to ethnically oriented programming.
Strategy Requirements	Under the definition of case management (page 21) it entails “clinical supervision to support staff case managers”. Does such “clinical” supervision need to be offered by a clinical or behavioral health worker, or will an experienced supervisor suffice?	No, clinical supervision must be provided by clinician or behavioral health worker in accordance with the department’s Case Management standards. That document can be found here: http://www.dcyf.org/index.aspx?page=30 .
Strategy Requirements	In the Juvenile Services section, specifically Evening Reporting Center and Monitoring, the age groups are 10-21 and 18-24, historically these programs have served the 10-18 age group who fall under the jurisdiction of the Juvenile Probation Department. Therefore should the application for these services include the ability to work with those 19-24 who would be under the jurisdiction of Adult Probation and Adult Superior Court?	As indicated on page 96 of the RFP applicants to the Multi-Service Strategy must be able to serve both target populations including adult criminal justice involved disconnected TAY ages 18-24.
Strategy Requirements	For the Justice Services Cultural Programming opportunity it says Must only accept referrals from the Juvenile and Adult Probation Departments, the District Attorney, Public Defender and Juvenile and Young Adult Courts. Does this mean that only justice involved youth / TAY can be enrolled in this program?	Yes, as stated on page 81 of the RFP Justice Services is designed to support system-involved youth and disconnected TAY.
Strategy Requirements	P.85 Section 4-Justice Services;9 If we have connections with surrounding county Juvenile probation departments but not specifically yet with San Francisco Juvenile and adult criminal departments but meet all other eligibility criteria, will that eliminate us completely?	No. As stated on page 81 of the RFP "Programs funded under this service area are expected to be well-versed in the local juvenile justice and adult criminal justice systems; as well as knowledgeable in youth development principles and able to provide culturally competent services that address the unique needs of those involved in the justice system."
Strategy Requirements	P. 86 Additional Requirements - is there a cost associated with participating in the Juvenile Probation certification training? If so what is the cost?	There is no cost associated in participating in the Juvenile Probation Certification training.



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QUESTION SECTION: JUSTICE SERVICES QUESTIONS

Question Type	Submitted Question	DCYF Answer
Strategy Requirements	Within Detention-Based Services, organizations can serve youth in the San Francisco Juvenile Justice Center and Log Cabin Ranch. Does this category also include youth detained (as referred through the Juvenile Probation Department) in out-of-home-placements?	As stated on page 90 of the RFP: "Detention Based: Juvenile Justice Center or Log Cabin Ranch: programs may provide services either at the Juvenile Justice Center in San Francisco or at Log Cabin Ranch located in La Honda." Therefore the strategy does not include youth in out-of-home-placements.
Strategy Requirements	Within Detention-Based Services, organizations can serve youth in the San Francisco Juvenile Justice Center and Log Cabin Ranch, but does this also include youth in short-term residential treatment programs (STRTPs)?	As stated on page 90 of the RFP: "Detention Based: Juvenile Justice Center or Log Cabin Ranch: programs may provide services either at the Juvenile Justice Center in San Francisco or at Log Cabin Ranch located in La Honda." Therefore the strategy does not include youth in short-term residential treatment programs.
Strategy Requirements	Does the Detention-Based Services category also include youth who are committed to the state youth correctional system, the Division of Juvenile Justice, for youth originally sent from San Francisco (thus having been charged in the SF system)?	As stated on page 90 of the RFP: "Detention Based: Juvenile Justice Center or Log Cabin Ranch: programs may provide services either at the Juvenile Justice Center in San Francisco or at Log Cabin Ranch located in La Honda." Therefore the strategy does not include youth committed to the state youth correctional system.
Strategy Requirements	Page 85 discusses "Curriculum Based" program activities that must "utilize a sequenced curriculum that is evidence-based or based on proven practices". Can DCYF please provide guidance as to where we should find such a curriculum? Can the curriculum be developed by the proposer?	DCYF cannot provide guidance on where to locate curricula to be used in proposed programs. Applicants can create their own curriculum based on the guidance of the curriculum based requirement.



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Question Type	Submitted Question	DCYF Answer
Strategy Requirements	<p>Page 101 states the “Young Adult Court Case Management Strategy will provide case management to participants for 10 to 18 months within four distinct phases of the Young Adult Court model: (1) Engagement and Assessment, (2) Stability and Accountability, (3) Wellness and Community Connection and (4) Program Transition.”</p> <p>a. Can DCYF provide any details about how the case management or support services provided in these phases should differ? What are the distinct goals and activities associated with each phase?</p> <p>b. Is there a range of time (how many weeks/months) that participants are expected to spend in each phase?</p>	<p>The case management changes in each phase as a participant increases their engagement in the program. For example, a participant may see a case manager less frequently in a later phase. The actual goals and activities within the phases is not relevant to the RFP. For more information see Participant Handbook: http://sfsuperiorcourt.org/divisions/collaborative/yac</p> <p>Completion of phases depends on how well a participant is doing in the program. Again, see link above.</p>
Strategy Requirements	<p>Page 102 states that “programs must provide transportation.” The amount and method of transportation to be provided will impact the budget.</p> <p>a. What kind of transportation does DCYF anticipate being needed?</p> <p>b. Are bus tokens ok?</p>	<p>Transportation needs will vary depending on the individual client. The manner through which transportation is provided can vary including using an organization's vehicle or providing clipper cards or bus tokens.</p>
Strategy Requirements	<p>Page 102 describes Supportive Services as “transportation and assistance with basic needs.”</p> <p>a. Are there any additional specific services that fall under Supportive Services?</p> <p>b. In what way are providers expected to assist participants with basic needs?</p>	<p>Applicants are expected to be able to provide services that meet the needs of participants. These needs may be varied. DCYF expects applicants to have a method for identifying the needs of participants and process to provide services or resources to meet these needs.</p>
Strategy Requirements	<p>Page 102 states that “programs must consider issues related to neighborhood or turf when constructing cohorts to ensure participant safety.” Since the services requested for this program do not include group activities, the function of “cohorts” is unclear. What service(s) might be provided to a cohort of participants?</p>	<p>Young Adult Court Case Management programming can include group activities. DCYF defines cohort as “a group of clients or participants who share common experiences over a period of time within a program.” Program services for participants may vary based on direction from the Young Adult Court administrative collaborative team.</p>



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Question Type	Submitted Question	DCYF Answer
Strategy Requirements	Page 103 indicates that an assessment must be conducted. Does DCYF have any particular assessment tool(s) that it recommends to providers or wants providers to utilize?	DCYF does not have a specific assessment tool that is being recommended to applicants to this strategy. Additionally the awarded grantees for this strategy may receive additional direction from the Young Adult Court administrative collaborative team. Generally speaking evidence based clinical tools are being use to assess mental health, trauma, substance abuse, and protective factors.
Strategy Requirements	In the chart on page 104, Program Design, DCYF states that “case managers will receive clinical supervision.” “Clinical supervision” is typically required for staff providing clinical services such as substance use disorder treatment; hence, clinical supervision is typically provided by a licensed clinician. Case management services are non-clinical. Why is clinical supervision required for a non-clinical service? Will the county consider non-clinical supervision for case managers?	DCYF requires case management providers to have clinical supervision in accordance with the department's Case Management standards. That document can be found here: http://www.dcyf.org/index.aspx?page=30 .
Strategy Requirements	For the Young Adult Court Case Management Program, the text on page 104 requiring Clinical Supervision leads us to believe that a licensed clinician is being requested, but this is a case management program and there is no mention required staff licensure. Can DCYF please list any required staff certification, licenses, and degrees?	DCYF requires case management providers to have clinical supervision in accordance with the department's Case Management standards. That document can be found here: http://www.dcyf.org/index.aspx?page=30 .
Strategy Requirements	For the Young Adult Court Case Management Program, what are the expected staff caseloads for case management (staff to participant ratios)?	The expected caseload for the Young Adult Court Case Management strategy is 20-25 per case manager.



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QUESTION SECTION: JUSTICE SERVICES QUESTIONS

Question Type	Submitted Question	DCYF Answer
Strategy Requirements	Page 85, 93, and 98: Section 4 Justice Services: Established Relationships with System Partners: this section indicates we have to have an established relationship with San Francisco's Juvenile and Adult Courts, Juvenile, and Adult probation, public defender's office, police department and or District Attorney office. Our organization does not currently have a relationship with these entities, we do however have relationships and current contracts with multiple counties in Texas, Georgia, Wisconsin, New York, and Florida. We also have a relationship with Santa Clara County Juvenile Probation in San Jose, CA. Would our organization be eligible to apply?	In order to meet program structure requirements as outlined in the Justice Services area, as noted in the RFP, programs must be knowledgeable about the juvenile and adult criminal justice system and have established relationships with system partners as outlined.
Strategy Requirements	Page 99: Monitoring and Day and Evening Reporting Service Hours: under this section it indicates the program would have to conduct monitoring and supervision. Would program staff be required to conduct home visits, or would the probationers be required to check in at the program site? Would program staff operate as an official of the court?	The Day and Evening Reporting Center functions in the Multi-Service strategy will be provided as needed based on the direction of the Courts and the Juvenile Probation department. Applicants to the Multi-Service strategy are expected to have the capability to provide these services. Specific details about how the services will be implemented will be determined as needed in collaboration with JPD and the courts.
Strategy Requirements	Please clarify whether the age 10-21 multi-service population HAS to be mixed with the adult 18-24 year-olds in an ERC program (page 96 of the RFP).	The Monitoring and Evening Reporting Center activity component is specific to the Juvenile Probation Department population (ages 10-21). This component may include juveniles up to age 21, but not over age 21.
Strategy Requirements	For the justice services category, Girls and Young Women's Programming Strategy: Providing transportation and assisting with basic needs are requirements. When and where does transportation need to be provided? And what basic needs must a grantee assist with?	When and where transportation would need to be provided will be determined based on the specific needs of individual participants. Similarly programs may need to meet a range of basic needs that justice involved youth could require. Applicants to Girls' and Young Women's Programming strategy are expected to have the capability to provide these services while knowing that they could be utilized for a range of reasons.



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QUESTION SECTION: MENTORSHIP QUESTIONS

Question Type	Submitted Question	DCYF Answer
Application Submission	Under the mentorship strategy, we recognize the community need and demand to serve girls and boys that are in grades 6 through 12, with a high-need for high-school aged youth in grades 9-12. Which population category may we submit a proposal under, for this group of youth, for the mentoring?	DCYF cannot advise applicants on the target population they should apply to serve. Applicants should read the RFP carefully and make a determination about the target population to select for this and all strategies based on their agency's expertise and the requirements of the strategy.
Strategy Clarification	If we were to expand our transitional housing plus program (THP Plus), could the host family be considered mentors?	Applicants to the Mentorship strategy should provide the services indicated in the RFP as described in the requirements. Applicants should read the RFP carefully to make a determination about whether their program meets the requirements of the strategy.
Strategy Clarification	Will there be any restrictions to using a group mentoring model in addition to 1:1 mentoring?	No. As stated on page 109 of the RFP, Mentorship program content requirements are that "programs must offer structured group and individual activities for mentors and mentees that foster relationship building and a shared sense of youth-identified goals."
Strategy Clarification	For TAY mentorship can mentors be of their peer age 18-24?	Mentors should be adults which could include 18-24 year olds.
Strategy Clarification	Why is there no mentoring group specific to boys unless their parents are incarcerated?	Given the amount of money allocated to the Mentorship Service Area as well as the fact that Mentorship is a new funding area for DCYF we have made very intentional decisions about the target populations to be addressed.



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QUESTION SECTION: MENTORSHIP QUESTIONS

Question Type	Submitted Question	DCYF Answer
Strategy Clarification	<p>We are a mentoring organization, based in Bayview Hunters Point, that identifies and enrolls the most at-risk kindergarteners and hires full-time, professional mentors to serve them for 12-1/2 years, through high school graduation. We recently began serving our first class of kindergarten children, but other chapters in our organization have an outstanding 25-year record of employing that same radical model to help the most vulnerable children break the generational cycle of poverty. We were thrilled to see DCYF's strategic commitment to addressing the disparities experienced by our most vulnerable children and to see the inclusion of a mentoring category to its RFP. We were disappointed, however, to learn that the RFP limits funding to organizations working with three extremely specific populations. Will there will be other funding opportunities for proven mentoring models that serve children with the highest needs, living in the lowest-income neighborhoods, but falling outside those three specific groups?</p> <p>We also note that the RFP allocates far fewer funds to the K through 5 age group than to other groups on a per-grade basis (approximately \$3.2 million per grade for K-5, \$13.8 million for 6-8, and \$5.3 million for 9-12). As an organization that believes firmly in the effectiveness of starting early and staying with children for the long haul, we would be interested to learn why DCYF has decided to allocate a relatively small percentage of the RFP funds to the young and impressionable K-5 group.</p>	<p>Given the amount of money allocated to the Mentorship Service Area as well as the fact that Mentorship is a new funding area for DCYF we have made very intentional decisions about the target populations to be addressed. DCYF may provide other funding for this type of work in future RFP but has not made any specific plans at this time.</p> <p>To learn more about how DCYF allocated funds to our Service Areas we recommend that interested parties read our Services Allocation Plan (SAP) as well as our Community Needs Assessment (CNA), both of which are available on our website at www.DCYF.org.</p>
Strategy Requirements	<p>P.108 Mentor – Is the one year planning period funded? Can we start the programming before the full planning year is over if we are ready to start?</p>	<p>As stated on page 108 of the RFP, "applicants should provide a budget in their proposal that represents one year of full programmatic operations, not including the planning period." DCYF will negotiate the details of the planning period for this strategy once grants have been awarded</p>



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QUESTION SECTION: OUT OF SCHOOL TIME (OST) QUESTIONS

The questions in this chart have led to adjustments in the RFP and RFQ

Question Type	Submitted Question	DCYF Answer
Strategy Clarification	Can CBO's apply to more than 3 Beacon Sites?	After discussions with SFUSD DCYF has decided to increase the number of schools an applicant can propose to partner with in the Beacon Community School strategy from 3 to 4. This change will be reflected in an updated version of the RFP to be released after August 8th.
Strategy Clarification	Why are CBO's only allowed to partner at 3 Beacon Sites?	After discussions with SFUSD DCYF has decided to increase the number of schools an applicant can propose to partner with in the Beacon Community School strategy from 3 to 4. This change will be reflected in an updated version of the RFP to be released after August 8th.
Strategy Clarification	There are several agencies that are ExCEL leads at 4 public schools identified as potential Beacon sites, including implementing current Beacon centers. The RFP says that CBO's can only partner with 3 sites and the first round of questions clarify that a CBO can only submit 3 applications for Beacon. Given that we are not able to discuss the matter with the school administration or site leadership teams, and we all feel we have the capacity to operate multiple Beacon sites, how would you suggest the process for deciding which school to not apply for? Is it possible in this unique situation that the 3 school application limit can be waived?	After discussions with SFUSD DCYF has decided to increase the number of schools an applicant can propose to partner with in the Beacon Community School strategy from 3 to 4. This change will be reflected in an updated version of the RFP to be released after August 8th.
Strategy Clarification	As a current Beacon provider, our organization understands the "heavy lift" of resources and personnel in creating a Beacon site. In addition to a current Beacon, we are also the afterschool provider for 3 schools that are targeted for Beacon expansion. Knowing also the incredible energy put into switching providers or starting a program at a new school, can we be allowed to apply to all four school sites?	After discussions with SFUSD DCYF has decided to increase the number of schools an applicant can propose to partner with in the Beacon Community School strategy from 3 to 4. This change will be reflected in an updated version of the RFP to be released after August 8th.



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QUESTION SECTION: OUT OF SCHOOL TIME (OST) QUESTIONS

The questions in this chart have led to adjustments in the RFP and RFQ

Question Type	Submitted Question	DCYF Answer
Strategy Requirements	The school building we operate out of needs to be closed for several weeks during the summer for cleaning. Because of this, we can only be in the building seven weeks during the summer. We offer 36 weeks of programming during the school year plus 2 weeks over winter break and 1 week over spring break, as needed (39 weeks during the school year + 7 weeks during the summer = 46 weeks total). Is this enough weeks to qualify or do we have to offer an 8-week program during the summer break (this would mean we would need to find an alternate space for that additional week)?	This requirement, located on RFP page 123, will be amended in an updated version of the RFP to be released after the question period ends on August 8th. Under Additional Program Structure Requirements for Summer Learning Programs Only, the duration requirement will be amended to the following language: Duration: Summer Learning Programs must operate during the following periods: o Summer: April – August with services offered 5-8 weeks per summer, five days per week, and six to eight hours per day.
Strategy Requirements	Beacon Community School Program Model (addendum, pg. 176) notes that Baseline Services for Summer should be minimum of 6 weeks. In Section 6: OST/Beacon Community School section (pg. 120), under Program Content Requirements for All Beacon Community School Programs, Summer services "must be offered at least eight weeks per summer..." Which is correct?	"This requirement, located on RFP page 176, will be amended in an updated version of the RFP to be released after the question period ends on August 11th. Under Program Structure Requirements for Beacon Community School Programs the requirement will be amended to the following language: Duration: Summer: services must be offered 5-8 weeks per summer, five days per week, and six to eight hours per day.
Strategy Requirements	Requirement for summer learning programs only: "Services offered at least eight weeks per summer." Our program is five weeks for kids and seven weeks for teachers. Does this mean we are not eligible?	This requirement, located on RFP page 123, will be amended in an updated version of the RFP to be released after the question period ends on August 8th. Under Additional Program Structure Requirements for Summer Learning Programs Only, the duration requirement will be amended to the following language: Duration: Summer Learning Programs must operate during the following periods: o Summer: April – August with services offered 5-8 weeks per summer, five days per week, and six to eight hours per day.



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QUESTION SECTION: OUT OF SCHOOL TIME (OST) QUESTIONS

Question Type	Submitted Question	DCYF Answer
Application Submission	If we were to apply for a comprehensive program (OST Beacon Community School or Comprehensive School Year), is it possible to write proposals in other strategies (such as Academic Supports, Identity Formation, or the like) to enhance/deepen a proposed program? For example: a comprehensive Beacon program that has intensive academic supports targeted at Latino youth and focuses on identity formation of newcomer/ELL youth?	There are no restrictions that prevent an applicant to the OST strategies from applying to other Service Areas. Applicants are encouraged to think carefully about how they apply to the RFP knowing that individual proposals will be weighed individually.
Application Submission	If we want to do both community based school year after school and summer programs, do we provide one comprehensive program design and budget that combines both? Or do we do two separate proposals?	Applicants the Comprehensive Year-Round and Summer Learning strategy will submit a single proposal for their school year and summer components.
Application Submission	Assuming we are eligible for funding, and we want to apply for DCYF support at multiple summer sites, do we need to submit a separate proposal for each site?	No, applicants applying to the Comprehensive Year-Round and Summer Learning strategy can submit a single proposal for all of the sites where their program is operating. These program sites must be listed in the Services & Projections section of the proposal.
Application Submission	For OST, can an organization apply to both "Comprehensive Year-Round" and "Summer Learning" areas(if we meet the criteria for both)?	Applicants should read the RFP carefully to determine the strategies that are the best fit for their programs. Comprehensive Year-Round programs are required to provide a summer session. Therefore an applicant would need to be applying for distinct programs to submit 2 proposals under this strategy.
Application Submission	We want to request DCYF funding for five of our summer sites. Do we need to submit a separate proposal for each site, or just one proposal for all 5 sites?	Applicants would submit 1 proposal that covers all 5 sites.
Application Submission	Will organizations complete a separate proposal for each Beacon site they apply for, or will they fall under 1 Beacon proposal per org?	Yes. Applicants need to complete a separate proposal for each school site in which they want to apply.
Application Submission	Does one apply for one specific school site for each proposal? Or may one proposal encompass multiples schools? Or, even, can the funder decide to pair the grantee with a specific school (or schools)?	If this question is in reference to the Beacon Community School Strategy then applicants must select one school per proposal. If this question is in reference to the Comprehensive Year Round and Summer Learning strategy, applicants can submit one proposal for multiple sites.



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QUESTION SECTION: OUT OF SCHOOL TIME (OST) QUESTIONS

Question Type	Submitted Question	DCYF Answer
Application Submission	Our agency serves young people at multiple sites across San Francisco. For the OST Comprehensive Year-round and Summer Learning proposal, can we submit a separate proposal for each of our sites in order to capture the unique target populations and programs offered at each location? So, is not submitting one OST Comprehensive Year-round and Summer Learning proposal and instead submitting 7-9 allowed?	Applicants do not need to submit multiple proposals under the Comprehensive Year-Round and Summer Learning strategy and can instead submit 1 proposal that lists multiple sites. Applicants can choose to submit multiple proposals for distinct programs but should think carefully about this approach knowing that there is no guarantee that all proposals will be funded.
Application Submission	We would like to request funding for five of our summer sites. Do we submit one proposal for all five sites? Or do we submit a separate proposal for each site?	Applicants can submit one proposal for all sites but will need to list out each site in the Services and Projections section of their proposal.
Application Submission	Does DCYF recommend submitting separate proposals (from same provider) for school year programming and distinct summer programming?	Comprehensive Year-Round programs are required to provide a summer session. Therefore an applicant would need to be applying for distinct programs to submit 2 proposals under this strategy. Applicants should read the RFP carefully to determine the strategies that are the best fit for their programs.
Application Submission	Can an organization choose either (not both) Comprehensive Year-Round or Summer Learning strategy?	Applicants can choose to provide Comprehensive Year-Round, which includes a summer session, or Summer Learning programming. Therefore an applicant would need to be applying for distinct programs to submit 2 proposals under this strategy. Applicants should read the RFP carefully to determine the strategies that are the best fit for their programs.
Application Submission	Must all summer programs apply through the Comprehensive Year-Round and Summer Learning strategy? Can a stand-alone summer K-8 program apply in the Enrichment, Leadership, and Skill Building (ELS) STEM strategy?	DCYF cannot advise applicants on the strategy they should submit proposals under. Applicants should read the RFP carefully to determine the strategies that are the best fit for their programs.
Application Submission	For the OST Comprehensive Year-Round and Summer Learning, do we need to submit two separate proposals if we intend to provide distinct school-year programming and summer programming? (We are hopeful the answer is yes as it is hard to describe both in the space limits.)	Applicants can choose to provide Comprehensive Year-Round, which includes a summer session, or Summer Learning programming. Therefore an applicant would need to be applying for distinct programs to submit 2 proposals under this strategy. Applicants should read the RFP carefully to determine the strategies that are the best fit for their programs.



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QUESTION SECTION: OUT OF SCHOOL TIME (OST) QUESTIONS

Question Type	Submitted Question	DCYF Answer
Application Submission	For an OST Comprehensive program that operates year round with school year and summer programming, are separate proposals required for school year vs. summer?	No.
Application Submission	For the OST Comprehensive Year-Round and Summer Learning, may we submit two separate proposals if we intend to provide distinct school-year programming and summer programming? (hard to describe both in the space limits)	Applicants can choose to provide Comprehensive Year-Round, which includes a summer session, or Summer Learning programming. Therefore an applicant would need to be applying for distinct programs to submit 2 proposals under this strategy. Applicants should read the RFP carefully to determine the strategies that are the best fit for their programs.
Strategy Clarification	For the summer program, will rental costs for the entire 8 weeks be covered? That is, is it guaranteed that the school location will remain open and available for the entire 8 weeks at no cost to the lead agency?	Programs operating at a school site must go through the SFUSD Real Estate office and will be required to pay the specified rental costs unless the program is an ExCEL or Beacon Community School funded program.
Strategy Clarification	For summer programs, will there be matching funds in addition to funds for the Beacon Center? In the past, Beacon Centers have received matching funds (matching 21st Century Supplemental funds which will most likely go away) from DCYF for summer programs.	No. There are no matching funds for Beacon Community School funded programs.
Strategy Clarification	The requirements to run a Beacon Center have increased (e.g. 8 week summer programs, before school programs, in-school requirements, etc.) compared to standards of the past. Will the amount of funding per Beacon Center increase according to this increase in expectations?	Yes, the amount of funding available for programs funded under the Beacon Community Schools strategy will increase.
Strategy Clarification	How will the overall funding be allocated to each Beacon Center? Is it an equal amount per center, or distributed based on criteria (e.g. school population, historical work, etc.)?	No, there is not an equal amount of funding per Beacon Community School program. Applicants should submit budgets for the actual costs they think it will take to run the program based on the specified requirements.
Strategy Clarification	Will all targeted Beacon Centers be funded or just a subset? If a subset, how will the locations be selected?	Yes. All schools listed as Beacon Community School sites will be funded.



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Question Type	Submitted Question	DCYF Answer
Strategy Clarification	We offer a comprehensive year-round OST program working with a single school currently, but are planning to expand our program into one or more additional schools in the coming years. This would affect our budget in the latter years of this grant (e.g. years 3-5). How should we reflect this in our proposal, since it is not a “done deal” yet?	For this RFP process DCYF is only asking for a budget that represents one year of program costs. DCYF cannot provide any other guidance on how to reflect the situation described in the question. It is solely up to the agency/program to decide what information they would like to provide and how they would like to convey or reflect that information.
Strategy Clarification	Is there any funding available for inclusion in out of school programs?	DCYF encourages applicants to include all components of their program model in which they are seeking funding.
Strategy Clarification	Our academic Summer program has been funded by DCYF for years. Several of our programs share campuses with Beacon Programs. In our case, Beacon staff work for our program. Are we still eligible to apply for Aim High programs at those campuses?	No. On page 122 of the RFP it states: "Comprehensive Year Round and Summer Learning programs cannot operate at a school with a DCYF funded Beacon Center (see the Beacon Community School Strategy for a list of targeted schools)."
Strategy Clarification	In past years, DCYF had a formula for calculating the suggested dollar amount to apply for, at least for the Out of School Time service area, based on the number of hours of programming and the number of students served. Is there a formula like this for the 2017 RFP, or any other guidelines about the dollar amount to apply for?	There is no formula for this RFP. Agencies are encouraged to submit budgets that reflect the cost of their program.
Strategy Clarification	Do you still assign sites for OST programs to work with?	No, applicants should indicate the sites that they want to provide programming at in their proposals.
Strategy Clarification	Are sites that currently run ExCel ASP & Summer programs able to apply and receive DCYF OST: Comprehensive Year-Round & Summer Learning monies to help deliver more robust programs to their sites?	No. Sites that run ExCEL ASP and Summer programs are not eligible to apply under the Comprehensive Year-Round and Summer Learning Strategy. ExCEL ASP and Summer programs will be able to apply for Equitable Access funds that will be available in March 2018.



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Question Type	Submitted Question	DCYF Answer
Strategy Clarification	On pg. 122, the RFP states that "summer learning programs cannot operate at a school with a DCYF funded Beacon Center." At Willie Brown, our program (Aim High) is the designated summer learning program for the Beacon Center, including hiring Beacon staff and enrolling their students. Are we eligible to apply for the Comprehensive Year-Round and Summer Learning funding at that site?	Willie Brown Middle School will receive a Beacon Center in the new funding cycle meaning that applicants hoping to provide services at this school will need to apply under the Beacon Community School strategy. In addition, as stated on page 122 of the RFP "Comprehensive Year Round and Summer Learning programs cannot operate at a school with a DCYF funded Beacon Center."
Strategy Clarification	Can you request funding for a site that has a Beacon program that is not funded by DCYF?	All 27 schools where DCYF intends to locate a Beacon Center are listed in the RFP. Beacons programs not located at one of the schools listed will not be funded.
Strategy Clarification	Will the Equitable Access Strategy replace / augment / be related to Equitable Access funding through 21st Century?	The Equitable Access strategy is replacing what is currently known as DCYF ExCEL Match.
Strategy Clarification	The RFP states that applicants to the BCS Strategy must NOT contact school admin during the writing process or before submission of the proposal. What if we are already operating a program at the school site, thus already always in contact with the school admin and staff? Are we simply not allowed to tell them we are applying for the BCS Strategy? If the principal asks us, are we allowed to inform them of what we're applying for?	In order to ensure that no applicant receives an unfair advantage in this RFP process no applicant is allowed to contact the school site in an attempt to discuss their proposal. If an applicant is currently operating a program at one of the listed Beacon Community School sites, they can still have contact with the school administration about current programming but may not speak with them about their proposal. This no contact rule is at the request of Principals. All Beacon Community School Principals are aware that they should not engage in conversations with applicants to this strategy in order to prevent the disqualification of an agency. Applicants that contact the school about their proposed programming under this RFP will be disqualified.
Strategy Clarification	For the same designated Tier 3 school site, can we apply for both the BCS strategy and the Comprehensive Year-Round & Summer Learning strategy so that if we are not chosen for the BCS we may be considered for the CYRSL strategy?	No. All Tier 3 school sites are Beacon Community School Sites, therefore, they cannot be funded as a Comprehensive Year-Round or Summer Learning site.
Strategy Clarification	Do agencies that currently receive DCYF Match funds for ExCEL funded afterschool programs need to apply for funding under Comprehensive Year-Round and Summer Learning for DCYF Match funds for 2018-2023, or will there be another process for ExCEL funded sites to ask for match funds?	Applicants that currently receive DCYF ExCEL Match funds now known as Equitable Access funding are not eligible to apply for Comprehensive Year Round and Summer Learning funding. There will be a separate application process in March 2018 for ExCEL sites to apply for Equitable Access funding.



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Question Type	Submitted Question	DCYF Answer
Strategy Clarification	If you are comprehensive summer program provider, but not a comprehensive after school program provider, can you still apply under the OST Comprehensive Year-Round and Summer Learning strategy? Or can only agencies that provide BOTH comprehensive after school and summer programs apply under this strategy?	Applicants are able to choose whether they would like to apply as a Comprehensive Year-Round program or a Summer Learning Program.
Strategy Clarification	With no mention of satellite sites in the Beacon strategy, does this mean that is no longer part of the strategy? And if it is, what % of core funds can be allocated to satellite partner schools in doing programming beyond transition programs?	The Beacon Community School Strategy has new target schools. Satellite sites will need to be re-established at a later time as they have potentially shifted based on the expansion of sites. There is no current percentage of funding that has been allocated for potential satellite sites under this RFP.
Strategy Clarification	One of our summer sites is temporarily located at a school where there is a Beacon Community school program. It will be relocated to a school without a Beacon program in the summer of 2019. Can we request funding for this site for the years that it will not be located at a school with a Beacon program?	DCYF understands that locations sometimes need to shift. Applicants should submit proposals for funding based on the type of programming they want to provide.
Strategy Clarification	Does applying under this strategy affect our eligibility for renewal of current ExCEL funding?	It is unclear which OST strategy this question is referring to. Under the Beacon Community School Strategy, a funded agency will also be the ExCEL provider. Under the Comprehensive Year and Summer Learning strategy, agencies that are operating at school site that receives ExCEL funding are not eligible to apply for funding for those sites. There will be a separate application process in March 2018 for ExCEL sites to apply for Equitable Access funding which is formerly known as DCYF ExCEL Match.
Strategy Clarification	What is the Equitable Access Strategy (note on p. 112) and where can we find out more about it?	The Equitable Access strategy is replacing what is currently known as DCYF ExCEL Match. The Equitable Access Strategy will provide funding to the remaining school sites that receive ExCEL Funding prioritizing youth with the highest need.
Strategy Clarification	Is a summer program for just graduated 8th graders eligible to apply for Summer Learning?	A graduated 8th grader is essentially a rising 9th grader, provided they are moving on to the next grade. Therefore the program would not be eligible for the Comprehensive Year-Round and Summer Learning Strategy. DCYF recommends that applicants read all strategies in the RFP carefully to determine the ones that best fit their programs.



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QUESTION SECTION: OUT OF SCHOOL TIME (OST) QUESTIONS

Question Type	Submitted Question	DCYF Answer
Strategy Clarification	If you run a STEM-focused program, but only provide specialty afterschool programs(not comprehensive) would we apply under ELS/STEM or OST?	As stated on page 46 of the RFP "Services under the ELS Service Area are envisioned to be similar to those funded under DCYF's existing Specialized Teen, STEM, Youth-led Organizing, Youth-led Philanthropy, K-8 Specialized and K-8 Specialized Assigned strategies." The type of programming described by the question were previously funded under the K-8 Specialized and K-8 Specialized Assigned strategies.
Strategy Clarification	We are working in several SFUSD schools during the current year. If we plan on continuing working in those schools, do we list each one separately in the location portion of the application?	Applicants will list the sites where they would like to provide services in the Services & Projections form in the RFP database. However, please be aware that programs located at school sites that receive ExCEL funding are not eligible to be funded under the Comprehensive Year-Round and Summer Learning Program Strategy. Programs that are located at ExCEL funded sites will be able to apply in March 2018 under the Equitable Access Strategy.
Strategy Clarification	Beacon Center Annual budget-- \$450,000 a year? a. For Director, staff and programming costs	DCYF has provided an allocation for the strategy as well as an approximate number of grants. However, these numbers do not represent a set grant amount. Applicants are encouraged to submit proposals with budgets that represent their sense of the total cost needed to run their proposed program.
Strategy Clarification	On page 171 under the Beacon Model, Goal Statements, Youth Goals, Activities, it states that activities must be offered on a drop in basis. With ExCEL's new mandate requiring us to charge for after school programs, how does this affect our ability to charge students and the admin associated with charging students for individual classes if we were to keep the "drop in" method available.	The Beacon Program Model serves as a guide and framework for planning. "Drop In" activities are an example of potential flexible program design but is not mandated. The design of such activities should be co created with the school community to meet the current needs of students and families. All Beacon Lead Agencies will be required to follow all ExCEL's policies and procedures for Afterschool Programs.



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Strategy Clarification	We receive summer match grants to aid our large comprehensive summer program, will these continue or should we be submitting an application under this strategy? Additionally will this strategy work in conjunction with match funded summer programs?	<p>If this question is reference the Summer Expansion funds agencies received over the last few years the answer is No. These funds will not continue.</p> <p>If this question is reference to DCYF ExCEL Match, applicants that currently receive DCYF ExCEL Match funds now known as Equitable Access funding are not eligible to apply for Comprehensive Year Round and Summer Learning funding. There will be a separate application process in March 2018 for ExCEL sites to apply for Equitable Access funding.</p>
Strategy Clarification	Are there any ADA requirements for OST Comprehensive?	DCYF has provided all of the requirements in this RFP that applicants can expect to be held to if funded under a particular strategy.
Strategy clarification	<p>The RFP states that DCYF will not fund a Comprehensive Year-Round or Summer Learning Program at a school site that has a Beacon Community School Program. Are there exceptions to this rule? For example, at Willie Brown in the Bayview community where there is a lot of need? Prior to this open period DCYF staff indicated that there may be an exception to this rule in communities like the Bayview.</p> <p>Also, if our program serves students at a Beacon community school but our population of students is distinctly different from the students being served by the Beacon program at that school, are we eligible to apply for funding at that site? In other words can a program still be eligible for funding at a Beacon site if it is serving students that are not participating in a Beacon program?</p>	On page 122 the RFP states "Comprehensive Year Round and Summer Learning programs cannot operate at a school with a DCYF funded Beacon Center." This is not to say that other types of programs potentially funded under other strategies in this RFP programs cannot operate at a school site that has a Beacon. In fact applicants will find this language in other strategies serving Middle School sites "programs operating at schools with a DCYF funded Beacon Center will be required to coordinate with the Beacon Center to access participants and deliver programming." DCYF encourages applicants to read the entire RFP to determine which strategies would best fit their programs.



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Question Type	Submitted Question	DCYF Answer
Strategy clarification	Our academic summer program has been funded by dcyf for years. Several of our programs share campuses with beacon programs. We partner closely with sfusd. In one case, beacon staff work for our program. Are we still eligible to apply for funding at these campuses? We believe we should be eligible to do so.	On page 122 the RFP states "Comprehensive Year Round and Summer Learning programs cannot operate at a school with a DCYF funded Beacon Center." This is not to say that other types of programs potentially funded under other strategies in this RFP programs cannot operate at a school site that has a Beacon. In fact applicants will find this language in other strategies serving Middle School sites "programs operating at schools with a DCYF funded Beacon Center will be required to coordinate with the Beacon Center to access participants and deliver programming." DCYF encourages applicants to read the entire RFP to determine which strategies would best fit their programs.
Strategy clarification	Where can we get more information about being a SFUSD Qualified Vendor? There seems to be no information in regards to this term online, including on the SFUSD site.	You can find the ExCEL RFQ in order to be a qualified vendor here: http://www.healthiersf.org/ExCELafterschool/News/documents/LEADAgencyRFQ2017.pdf
Strategy clarification	Do organizations have to coordinate with Beacon Sites if we provide services in a school site? How do federal funding cuts to Beacon sites impact this? What if there are limited school sites in a geographic area and the existing school sites have Beacon centers? How does that impact the ability to provide in school services in those geographic areas? (e.g. Willie Brown which is the only public middle school in Bayview has a Beacon). Does this mean an organization can only provide in school services at KIPP or a private middle school?	Yes, applicants will need to coordinate with the Beacon and Principal if they wish to provide services in a school site that is a Beacon Community School. Applicants will find this language in other strategies serving Middle School sites "programs operating at schools with a DCYF funded Beacon Center will be required to coordinate with the Beacon Center to access participants and deliver programming." DCYF encourages applicants to read the entire RFP to determine which strategies would best fit their programs.
Strategy Clarification	Our program operates two days a week during the school year only. Also, some of our sites are at Beacon schools. Is it correct that we would only be eligible to apply for OST funding if we were to partner with either a Beacon school or with with another non-profit or group of non-profits?	The Comprehensive Year Round Strategy requires that applicants operate a program for 30 weeks, 4 days per week. Applicants must meet all Strategy requirements to be considered for funding. Applicants are encouraged to read the entire RFP and apply to strategies that most closely align to your program.
Strategy Clarification	Is the Beacon Community School Strategy funding connected to Excel funding? Do they have the be the same providers?	Yes. Applicants awarded in this strategy will also be the ExCEL provider.



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QUESTION SECTION: OUT OF SCHOOL TIME (OST) QUESTIONS

Question Type	Submitted Question	DCYF Answer
strategy clarification	Since the Beacon Community School strategy is about a community partnership between a SFUSD public school and a community organization, if we are not allowed to contact school administrators/principals, how are we suppose to get their buy-in? How will we find out what the needs of the students, families, and school community are?	In order to ensure that no applicant receives an unfair advantage in this RFP process no applicant is allowed to contact the school site in an attempt to discuss their proposal. This is at the request of SFUSD and principals. All information needed to learn about the school is provided as links within this RFP. Agencies do not require an MOU or sign off from Principals in order to be considered for funding. On page 122 the RFP states: "SFUSD Principal Input into Grantee Selection: the Beacon Community School Strategy requires strong integration with SFUSD central office and school site principals. The input of each school's school site principal will be heavily considered. Therefore, school site leadership will be included in the review of proposals. Principals along with key stakeholders within the school community and the San Francisco Beacon Initiative will review the proposals to work with their school and will participate in an interview with qualified applicants. Principals will not have sole autonomy in choosing the grantee that will work at their school but they will have input into the decision. Applicants to the Beacon Community School Strategy must NOT contact school administration or staff during the writing process or before submission of their proposal. Applicants who contact school sites, including principals and other administrative staff may have their proposal disqualified from this process." This is where agencies will be able to receive school buy-in.
Strategy Requirements	Requirement for comprehensive year-round and summer learning programs: "Cannot operate at a school with a DCYF funded Beacon Center." Since our program only operates during the summer, I assume this does not apply to us?	This requirement would apply to all programs funded under the Comprehensive Year-Round and Summer Learning strategy. The requirement states that DCYF will not fund a Comprehensive Year-Round or Summer Learning program at a school site that has a Beacon Community School program.
Strategy Requirements	Under Program Content, it states under Expanded Learning that programs must offer activities that occur before, during and after school. What are the expectations/requirements for activities that occur before school?	Since individual schools differ it is expected that before school activities will be decided through consultation with the school.



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QUESTION SECTION: OUT OF SCHOOL TIME (OST) QUESTIONS

Question Type	Submitted Question	DCYF Answer
Strategy Requirements	It states that for middle school programs, the summer ADA is 150 youth. However, can this number be lower if 1) the overall school population is low and 2) the ExCEL ADA requirements for the after school program are currently well less than 150 (and much lower for the current summer program)?	No, the number for Summer ADA cannot be lowered. The Summer ADA number includes more than just the youth attending the school. It also includes the surrounding community.
Strategy Requirements	Are there any requirements to have a full time family engagement specialist?	No, there is no requirement to have a full time Family Engagement Specialist.
Strategy Requirements	Beyond the requirements for having a Beacon Director, are there any other staffing requirements? That is, can the Beacon Director also serve as the Site Coordinator?	Yes. The Beacon Director can also serve as the Site Coordinator.
Strategy Requirements	For the out of school time area, do eligible programs have to provide both after school and summer programming or can they focus on 1 of these?	Depending on the type of programming the applicant chooses to provide they must meet and be able to perform all the requirements listed. If selecting Comprehensive Year Round, agencies must provide after-school and summer programming. If selecting Summer Learning, agencies must provide summer only programming.
Strategy Requirements	We serve students both in public schools and in our community-based residency site. Do you distinguish between CBO sites and schools?	Programming is able to happen at both locations. However, please be aware that programs located at school sites that receive ExCEL funding are not eligible to be funded under the Comprehensive Year-Round and Summer Learning Program Strategy. Programs that are located at ExCEL funded sites will be able to apply in March 2018 under the Equitable Access Strategy.
Strategy Requirements	Is there any flexibility regarding the 30-week school-year requirement for Comprehensive Year-Round Programming, particularly if we were to still arrive at the same total number of hours of programming for the year? It's challenging for us to meet the 30 week threshold given the different school calendars we need to juggle.	Programming must be offered for 30 weeks.



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DCYF 2018-23 RFP & RFQ: FINAL SUBMITTED QUESTIONS AND ANSWERS (VERSION 2.0 AS OF: SEPT. 12TH, 2017)

QUESTION SECTION: OUT OF SCHOOL TIME (OST) QUESTIONS

Question Type	Submitted Question	DCYF Answer
Strategy Requirements	For Comprehensive Year-Round, the RFP states that services must be offered at least 30 weeks per school year, four days per week and two hours per day. Is each student expected to be in attendance for all of that time? Or can individual schedules vary by the student?	DCYF expects that individual schedules will vary by student. This requirement indicates that services should be offered at least 30 weeks per year.
Strategy Requirements	In the Beacon Strategy, what is meant by "authentic" family engagement?	Authentic Family Engagement within the Beacon Community School strategy is based on the following core principles: shared responsibility that values equal partnerships between families and professionals; partnerships shaped by genuine respect for the culture and linguistic diversity of families; partnerships are relationship-based, centering around the goal of supporting family well-being and children's development and learning. In addition, family partnership and capacity building activities must align with SFSUD Family Engagement standards and support the SFUSD Family Partnership Academy. Activities include but are not limited to creating a welcoming culture/orientations, volunteer/leadership opportunities, workshops, events that are linked to student learning etc. For more information: http://www.sfusd.edu/en/family-and-community-support/office-of-family-and-community-engagement.html
Strategy Requirements	Can we include programs we have during the school day, or is it just during afterschool hours? (OST)	All the requirements and restriction for the strategies have been listed in this RFP. There are no restrictions limiting programs to only provide services afterschool under the Comprehensive Year-Round and Summer Learning Strategy.



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QUESTION SECTION: OUT OF SCHOOL TIME (OST) QUESTIONS

Question Type	Submitted Question	DCYF Answer
Strategy Requirements	Hi , our main questions are clarifying questions about the roles and responsibilities of the Beacon Director. Do they span both the typical CS Coordinator and AS Director. And specifics about what the Beacon Director is responsible for in regards to the Behavioral Health & Wellness component.	The Beacon Director responsibilities include those of a traditional community school coordinator, as well as director of all Beacon funded activities, including after school, summer, school day, and family and community engagement programming. The Beacon Director is not an after school program site coordinator though, they will hire a site coordinator and other management staff as needed to run high quality programs. Ultimately the specific duties and responsibilities of each Beacon Director should be determined by the needs of their specific Beacon, in conjunction with the lead agency Executive director and the school principal.
Strategy Requirements	<p>Beacon Director Position scope—role and responsibilities span both the CS Coordinator and the AS Director roles and responsibilities?</p> <p>a. Typical CS Coordinator role—co-facilitating school-wide needs and asset assessments, co-leading school site leadership teams, coordinating school site partners, school-wide professional development and capacity building with all school staff, tracking school-wide data to monitor CS efforts and impact, etc.</p>	The Beacon Director responsibilities include those of a traditional community school coordinator, as well as director of all Beacon funded activities, including after school, summer, school day, and family and community engagement programming. The Beacon Director is not an after school program site coordinator though, they will hire a site coordinator and other management staff as needed to run high quality programs. Ultimately the specific duties and responsibilities of each Beacon Director should be determined by the needs of their specific Beacon, in conjunction with the lead agency Executive director and the school principal.



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QUESTION SECTION: OUT OF SCHOOL TIME (OST) QUESTIONS

Question Type	Submitted Question	DCYF Answer
Strategy Requirements	<p>Program Content Requirement (p. 117)</p> <p>a. Behavior Health and Wellness—It sounds like the Beacon Director and program would collaborate closely to integrate and align school day H&W efforts in the OST programming. Does the Beacon Director and/or staff have additional responsibilities in supporting, managing, and or/ coordinating school site Behavioral Health and Wellness Programming? Are they providing the H&W programming or collaborating with existing school site and H&W partners to integrate it into the OST programming?</p> <p>i. In RFP language it describes it as collaborating with school site H&W efforts, but the Question Text reads “Describe how the proposed program will provide behavioral health and wellness services”. Is this providing services to the entire school site community or the OST participants?</p>	<p>The Beacon Director is responsible for supporting the coordination of health and wellness programming for their school community. Their specific function will depend on the needs, assets and resources at their individual school. There are no performance measures related to health and wellness programming for Beacon funding.</p> <p>Health and Wellness Services via the Beacon Community School will be open to the entire school.</p>
Strategy Requirements	<p>I have 2 questions regarding Section 6, Strategy: Comprehensive Year-Round and Summer Learning</p> <p>For program structure, it says that services must be offered at least 4 days per week. Our program is open 4 days per week, though students are only required to be here 2 days per week. Does this disqualify us from applying?</p> <p>Physical Activities: requires at least 30 minutes of physical activity per day. We provide this during our summer program, but we do not provide this during our after school program. Does this disqualify us from applying?</p>	<p>No. This does not disqualify you from applying.</p>



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QUESTION SECTION: YOUTH WORKFORCE DEVELOPMENT QUESTIONS

The questions in this chart have led to adjustments in the RFP and RFQ

Question Type	Submitted Question	DCYF Answer
Strategy Requirements	On pages 142 and 135/136 it say under work-based learning placement youth must work during school year AND summer. > Is that right - all youth in Youth Workforce Development strategies High School Strategy and YWD must work at least one month both during the school year AND summer not either or?	The requirement being referenced by this question will be revised in an updated version of the RFP to be released after the question period ends on August 8th to make it more clear. The updated language will read as follows: Work Based Learning Placement: programs must provide at least one work based learning placement for each participant. These placements should make up the majority of the time a participant spends in the program. Work based learning placements must last for a minimum duration of at least one month and should encompass a five to ten hours per week schedule during the school year and/or a 10 to 20 hours schedule during the summer.

QUESTION SECTION: YOUTH WORKFORCE DEVELOPMENT QUESTIONS

Question Type	Submitted Question	DCYF Answer
Application Submission	Can agencies apply for youth workforce development/career awareness development + high school partnerships using essentially different aspects of one ground program?	DCYF cannot advise applicants on the strategies or initiatives they should submit proposals under. Applicants should think carefully about how they pursue funding for a single program under multiple strategies keeping in mind that there is no guarantee that all proposals would be funded.
Application Submission	Under YWD strategy can I submit 2 proposals, 1 for justice involved, 1 for disconnected tay. I want them to be separate programs?	Yes, agencies can submit separate proposals for distinct programs under the same strategy.
Application Submission	I am uninterested in transforming my summer program with a youthworks structure/contract. Would I apply to both the RFP (as my program currently is and may be) and the RFQ (in the case that I would get the youthworks contract)? Or would I apply to the youthworks as an expanded program offering?	DCYF cannot advise applicants on which strategies or initiatives they should submit proposals under. We recommend that applicants read the RFP and RFQ carefully and decide which strategies or initiatives are a best fit for their programs.
Application Submission	Under YWD, if we have a college access program with strong workforce development components, can we apply under the YWD category?	Applicants must meet the requirements of the strategy, be able to serve the target populations and have the expertise to provide the required services. Applicants can apply to any strategy for which they meet these conditions.



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QUESTION SECTION: YOUTH WORKFORCE DEVELOPMENT QUESTIONS

Question Type	Submitted Question	DCYF Answer
Strategy Clarification	Given that one of the DCYF results is “Youth are ready for college, work and productive adulthood,” why is the Youth Workforce Development piece only focus on HS graduation and job placement- with no focus on postsecondary education persistence and success?	<p>As stated on page 5 of the RFP "While individual funding strategies may not address the totality of each result, the combination of strategies and service areas contained in this RFP and RFQ are designed to collectively impact the results in a positive way." DCYF understands that our results do not map perfectly to a single Service Area or Strategy. In many cases a single result is influenced by several strategies crossing multiple Service Areas. The Result referenced in this question connects to the Youth Workforce Development Service Area, the Educational Supports Service area and even to the Enrichment, Leadership and Skill Building Service Area.</p> <p>Applicants with a program model that connects youth workforce development to education should carefully read both the YWD and Educational Supports Service Area and decide which one is a better fit for their programs.</p>
Strategy Clarification	Is there a floor to the number of young people to be served in this program? Are small (e.g. 10-15), targeted job training programs eligible?	Yes, small targeted job training programs are eligible to apply to the RFP and RFQ.
Strategy Clarification	Further, can there efforts be linked with STEAM and/or literacy support grounds?	Applicants will need to decide the thematic focus of their programs and determine whether they would meet the requirements of the strategy they are applying to.
Strategy Clarification	Under YWD strategy for justive involved youth will agencies still be required to take referrals only from OTTP? or will we do our own recruitment.	No, DCYF is not funding a Referral Coordinator function in the 2018-23 funding cycle. As stated on page 143 of the RFP: "Referral Sources: programs must interface with relevant staff of the Juvenile and Adult Probation departments, CARC, YAC and DCYF programs funded to provide Justice Services for referrals and ongoing communication about progress." Therefore programs will need to do their own recruitment but will be required to interface with the listed entities to facilitate that recruitment process.



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QUESTION SECTION: YOUTH WORKFORCE DEVELOPMENT QUESTIONS

Question Type	Submitted Question	DCYF Answer
Strategy Clarification	What is your definition of disconnected TAY youth? Does it include TAY who are underemployed & youth who are parenting?	DCYF's definition of Disconnected Transitional Age Youth is the same one listed in the Proposition C Charter. As stated on page 23 of the RFP: "Disconnected Transitional Age Youth (TAY): The City Charter defines disconnected TAY as youth ages 18 to 24 who "are homeless or in danger of homelessness; have dropped out of high school; have a disability or other special needs, including substance abuse; are low-income parents; are undocumented; are new immigrants and/or English Learners; are Lesbian, Gay, Bisexual, Transgender, Queer, and Questioning (LGBTQQ) and/or are transitioning from the foster care, juvenile justice, criminal justice or Special Education system."
Strategy Clarification	Can "disconnected TAY" be defined by the fact that they are residents of public housing?	As stated on page 23 of the RFP: "Disconnected Transitional Age Youth (TAY): The City Charter defines disconnected TAY as youth ages 18 to 24 who "are homeless or in danger of homelessness; have dropped out of high school; have a disability or other special needs, including substance abuse; are low-income parents; are undocumented; are new immigrants and/or English Learners; are Lesbian, Gay, Bisexual, Transgender, Queer, and Questioning (LGBTQQ) and/or are transitioning from the foster care, juvenile justice, criminal justice or Special Education system."
Strategy Clarification	For the strategy: career awareness, do you prioritize mass outreach (reach more) or higher touch engagements (fewer sites/longer term engagement)?	DCYF looks to fund programs that meet the strategy requirements, can serve the target population(s) and have the expertise to provide the required services.
Strategy Clarification	In the Program Design section, the question below is asked: Describe how your proposed program and the programs/initiatives identified above will work together to benefit the participants. Could you please provide clarity on what this question is asking of us? We know we are applying under Youth Workforce Development - Youth Workforce Development, if that helps.	DCYF knows that programs often overlap our funding strategies meaning that what is a singular program to the applicant could be funded as multiple programs within our structure. In order to have a better idea of these types of situations in our current RFP DCYF has provided this question to help us understand the applications that connect. A response to this question is not required meaning that an applicant who is not applying to multiple strategies for the same program can skip the question.



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QUESTION SECTION: YOUTH WORKFORCE DEVELOPMENT QUESTIONS

Question Type	Submitted Question	DCYF Answer
Strategy Clarification	<p>Career Awareness Strategy: This strategy was previously open to programs focusing on high school, Can you please explain the shift in the target population focus for this strategy and if you will consider high school based programs? Given what we know about the developmental stage of middle school students, we're concerned about their ability to engage with career exploration programming at this age. In addition, many high school students aren't ready for the job shadow/internship/work experience format, which is a requirement for the YWD programming, so the exclusion of high school based programming in the career awareness category seems to exclude a very vulnerable group of youth who would benefit from the opportunity to explore future careers.</p>	<p>DCYF will only consider programs in this strategy that meet the requirements and can serve the designated target population. DCYF made an intentional shift in the Career Awareness strategy to focus the services on younger youth in an attempt to create a better continuum of YWD services. While middle school youth may just be beginning to explore their career oriented thinking DCYF felt it was important to introduce the concepts at this age to create a foundation of knowledge and soft skill development that could built upon by subsequent YWD strategies. Applicants should be aware that programs can provide career development oriented activities under the Youth Workforce Development and HS Partnerships strategies. In addition, one of the questions for the Youth Workforce Development strategy, located on page 145 of the RFP asks "Describe how the proposed program will identify and prepare participants who are not yet ready to engage in a work based learning placement." The purpose of this question is to allow applicants to surface the programmatic activities and processes they will use to prepare those young people that aren't ready while still keeping them engaged in the program.</p>
Strategy Clarification	<p>Youth Workforce Development Strategy: There is a requirement for this strategy that a program offers a job shadow, internship, or work experience placement. But then the RFP includes a question about how we will engage youth that aren't ready to engage in a work based placement. If DCYF is requiring those placements, it seems unfair to ask agencies to also be prepared to support youth who aren't ready for them. Can you please clarify?</p>	<p>DCYF understands that young people may be a different levels of readiness to successfully complete a work based learning placement. The department also understands that programs may not be fully aware of participants levels of readiness until they have engaged them in job readiness training and other activities. The purpose of this question is to allow applicants to surface the programmatic activities and processes they will use to prepare those young people that aren't ready while still keeping them engaged in the program.</p>
Strategy Requirements	<p>Can workforce development include summer?</p>	<p>Yes, workforce development programs can include summer.</p>
Strategy Requirements	<p>Can workforce programs place all participants in-house for worksite experience+placement?</p>	<p>Yes, workforce development programs can provide all work based learning placements in house if this approach is justified by their program model.</p>



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QUESTION SECTION: YOUTH WORKFORCE DEVELOPMENT QUESTIONS

Question Type	Submitted Question	DCYF Answer
Strategy Requirements	YWD-HS Partnerships – Which of the five named high schools already have the described sector focused programs already in place and who is the provider for each? Currently there is only one CBO listed as part of the FY1617 grantee list receiving a grant in this category.	DCYF currently only funds 1 program operating at one school under the existing version of this strategy. The organization operating that program is Jewish Vocational Service at John O'Connell HS. For the 2018-23 funding cycle DCYF is expanding the strategy to 4 additional schools.
Strategy Requirements	(p.142) If a CBO operates a program that functions like a worksite, where participants occupy employment roles advancing projects or a small business, could this qualify as a worksite?	Yes, DCYF does allow programs funded under the Youth Workforce Development and HS Partnerships strategies as well as the MYEEP and San Francisco YouthWorks programs to provide work based learning placements in house within their organization.
Strategy Requirements	For the youth workforce development strategy: are the workforce requirements on an annual basis or can they be completed over the duration of a young person's experience in a multi-year program? In other words, if the requirement is that a young person complete at least one work-based work experience lasting a minimum of 1 month annually, would it be ok if, by the time they graduate from the three-year program, they will have completed at least 3-months of work-based experience, even if those three months were completed in one summer?	The requirements in the youth workforce development strategy are on an annual basis.



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QUESTION SECTION: REQUEST FOR QUALIFICATIONS (RFQ QUESTIONS)

Question Type	Submitted Question	DCYF Answer
Initiative Clarification	Didn't realize they were strategies - can anyone apply or is a nonprofit already assigned - I thought both were nonprofits not strategies.	The RFQ process is a competitive process that DCYF will use to generate a list of qualified providers that we, at our sole discretion, can enter into contract with. While specific agencies may be longstanding grantees for these initiatives, they are not assigned. Any potential applicant that meets the requirements of the initiative, can serve the target population(s) and has the expertise to provide the required services can apply.
Initiative Clarification	Do you need to apply for the RFQ to be a participating location for Summer Transitions, MYEEP, and/or SWYW?	No, the RFQ process is only to develop a qualified list of providers who can implement the Summer Transitions, MYEEP and/or SF YouthWorks programs.
Initiative Clarification	Is the RFQ meant to identify organizations that will run the Summer Transitions, MYEEP, and/or SWYW programs overall and/or to identify organizations that can provide a location and host youth participants in these programs?	The RFQ process is meant to identify organizations that can implement the Summer Transitions, MYEEP and/or SF YouthWorks programs. The RFQ process is not meant to select work or host sites for participants from the program as those selection processes will be implemented by the organization DCYF decides to fund to implement the programs.