San Francisco Department of Public Health

Policy & Procedure Detail*

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<th>Policy &amp; Procedure Title:</th>
<th>Grants Policy (GAD4)</th>
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<td>Community Programs Office of Quality Management</td>
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<td>Richelle-Lynn Mojica, Grants Manager</td>
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<tr>
<td>Contact Phone Number(s):</td>
<td>415 255.3555</td>
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<td>Distribution:</td>
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*All sections in table required.

1. Purpose of Policy

The purpose of this policy is to ensure that grant applications submitted and supported by the Department of Public Health (DPH) are coordinated and consistent with DPH’s mission and priorities.

2. Policy

DPH staff shall consult the Grants Handbook:

- before submitting any application for a grant; and
- before supplying a letter of support for a grant application of another applicant, whether that applicant is internal or external to DPH.

DPH staff shall follow all procedures outlined in the Grants Handbook.

3. Definitions

- Grants Handbook: A manual published by the DPH Grants Manager that provides detailed instruction on how to manage the grant process, from pre-application through award and acceptance.

4. Attachments

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Section 1: Introduction

The mission of the San Francisco Department of Public Health (DPH) is to protect and promote the health of all San Franciscans. Grant funding obtained through the State, the Federal government, and private foundations, organizations, or individuals help DPH attain this mission.

DPH supports applications that support the following health goals:

Goal 1) Increase Access to Quality Medical Care, Goal 2) Increase Physical Activity and Healthy Eating to Reduce Chronic Disease, Goal 3) Stop the Spread of Infectious Disease, Goal 4) Improve Behavioral Health, Goal 5) Prevent and Detect Cancer, Goal 6) Raise Healthy Kids, Goal 7) Have a Safe and Healthy Place to Live, Goal 8) Improve Health and Health Care Access for Persons with Disabilities, Goal 9) Promote Healthy Aging, Goal 10) Eliminate Health Disparities.

Purpose of this Handbook

As the County’s reliance on grant money increases, the importance of clearly structuring and communicating the policies and procedures related to researching, applying for, and managing grants also increases. Department-wide coordination is extremely important; both to facilitate a smooth internal process and to present a unified and organized front to all grant funders.

The purpose of this handbook is to inform DPH staff about grant procedures. Processes are subject to change or the details of a particular situation may mean things work differently. The procedures are presented in great detail, as it is also used as a procedures manual for the Grants Manager. (The Grants Manager tracks grant development, DPH submissions, and oversees the accept and expend process for DPH.) When situations are so specialized that they are not covered in detail in this manual, please contact the appropriate contact person listed in the Contact Information section.

The Grants Handbook was written with the intent to be posted and used on DPH’s Intranet site. It contains links that are helpful in the process and can allow access to more information than might otherwise fit within the scope of this handbook.

Contact Information

It is important to note that no DPH staff person is left alone throughout this process. Help is available! Main contacts include:

Richelle-Lynn Mojica, DPH Grants Manager
DPH Community Programs; 1380 Howard St., 4th Floor
Phone: 255.3555
Fax: 255.3529
E-mail: richelle-lynn.mojica@sfdph.org
Contact Richelle to:
- Ask general questions about applying for a grant;
- Announce intent to apply for a grant to prevent competing interest from other programs or divisions within DPH. (This includes recurring grants over $5 million, which are the only applications that require Board approval.)
- Seek approval for support letters.
- Announce a new grant award after official word from the funder.
- Prepare a Board of Supervisors accept & expend packet for approval after you receive a grant award letter.

Sajid Shaikh, Senior Administrative Analyst - Community Programs
Budget & Finance
1380 Howard St., 4th Floor
Phone: 255-3512 or 255-3455
Fax: 503-4710
E-mail: sajid.shaikh@sfdph.org

Contact the Community Programs Business Office Budget Section to:
- Prepare a grant application.
- Develop the administrative and financial sections of a grant application.
- Set up the grant budget in the accounting system.
- Revise a budget following the award.
- Track compliance to grantor conditions of award.

Tristan Levardo, Fiscal Supervisor, Grants Unit
DPH Accounting Division - Grants Unit, 1380 Howard St., Rm. 450
Phone: 255-3455
Fax: 255-3675
E-Mail: tristan.levardo@sfdph.org

Contact Tristan to:
- Set up a grant in FAMIS.
- Access an index code, grant code, and grant detail for your grant.
- Ask general accounting questions affecting the grant.
- Ask questions regarding federal, state, and private grant guidelines.
- Ask questions regarding accounting policies and procedures affecting your grant.
- Ask questions on grant revenues and expenditures.
- Ask questions regarding grant invoices and/or financial statement reports sent to funding agencies.
- Ask if a recurring grant requires new approval by the Board of Supervisors.

How to Learn of Grant Opportunities

DPH Intranet
DPH's Intranet contains a Grants section for the convenience of all staff. This section contains a variety of information, and is subject to change.
- **General Information**: Contains advice and assistance with the grant application process, like selecting a foundation, writing a proposal, etc.
- **Technical Assistance Resources**: Through these organizations and their online information, you can access grant preparation tips, guides to grants, conferences and workshops, etc.
- **Federal Grant Resources**: Includes links to the Centers for Disease Control, Federal Register, etc. Information about Grants.gov, the website used to submit all federal grants, can be found here.
- **Sample Grant Paperwork**: Samples and blanks of required documents.
Section 2: How to Start

First Steps – Before Applying

The grant project director is the DPH staff person who manages the process of applying for a grant within the Unit that is looking for funding. This individual is responsible to see that all appropriate steps are taken in the process and is identified as the primary contact on all documents related to the grant in question. There are a number of steps that the grant project director must undertake before applying for a grant.

DPH Criteria for Grant Submission

When considering a proposal, the grant project director must confirm that it is in keeping with DPH’s criteria for grant submission. The first step is to see that all proposals are:

- Consistent with DPH’s mission and health goals;
- Appropriate to programmatic goals and priorities of funder;
- Within the financial range of grants given by the funder;
- In collaboration with, to the greatest extent possible, other programs within DPH and the community; and
- Unlikely to have competing interest from other programs or divisions within DPH.

DPH Grant Development & Supervisor Approval

SUPERVISOR APPROVAL

Before submitting a letter of intent to a potential funder or a grant application for any amount that is not for continued categorical funding, the grant project director’s first step is to speak with and obtain approval from her/his supervisor. Specifically, discuss the potential proposal and consider the budget components, including in-kind and indirect costs, and the source of any required matching funds. The grant project director must also consider that a new grant-funded program can strain existing resources of personnel, space, materials and supplies, and equipment. Discuss and think through how to minimize the effect of developing new services or expanding existing services. Consider that grant funds are time limited and are not necessarily guaranteed general fund support at grant period closure. It is important to address and plan for all components of sustainability of project at time of grant development.

LETTERS OF INTEREST TO PRIVATE FUNDERS

If the interested Unit is able to adequately address the considerations outlined above, the grant project director must complete the Notice of Interest Form and submit it to the Grants Manager. If there are any questions or concerns, the grant project director will be contacted by the Grants Manager. After submission of the Notice of Interest Form, the grant project director may develop a letter of interest for the funder (if required), addressing all standard requirements and submit to the potential funder. The Notice of Interest Form can be found under the Grants link on the DPH Intranet menu.
**Multiple DPH Units Interested in RFP**

It is very important that DPH avoid competing grant applications and that any new applications are in line with DPH health goals, and any current Administration directives. For this reason, the grant project director must keep her Supervisor and the Grants Manager informed of any plan to apply for a grant. It is DPH policy that a staff-person preparing to develop an application submit a Notice of Grants Interest Form to the Grants Manager. If it is determined that more than one program or division within DPH wishes to apply to the same funding source for a grant, the Office of Quality Management Grants Unit will convene a Department meeting with interested Units to share information and coordinate efforts so that we can develop proposed project outline and identify how proposed project will further DPH Health Goals and other resources to be leveraged. If multiple proposals remain, the information will be submitted by Grants Management to DPH Policy & Planning for final development and submission decision. The selected Unit lead will be notified of lead role in grant application and is asked to complete and submit Notice of Grant Interest Form to Grants Manager.

**Any Questions Regarding Approval to Proceed with Application**

All DPH Notice of Grant Interest Forms will be reviewed by the Grants Management team at the Office of Quality Management. If the individual submitting the form does not receive an email within one week from Grants Management, the grant development can proceed. If there is a concern or request to not move forward with grant planning and development, the Grants Manager will contact the DPH Grants Project Director to discuss the decision regarding the grant application. If there are concerns, all final decisions will be made by DPH Policy and Planning or the Director of Health. Notification will be given to the DPH Grants Project Director by the Grants Management Unit.

**Grants over $5 million**

Ordinance #265-05, passed in November 2005, requires Board review and approval of proposed annual or otherwise recurring grant applications of $5,000,000 or more prior to their submission. The Grants Manager will work with the applicant to prepare the resolution packet. The packet is due at least 60 days prior to the grant deadline. The grant project director should contact the Grants Manager to discuss a recurring grant that is expected to be $5,000,000 or more.

The Board will take into account whether, and to what degree, these grant applications address the policy priorities expressed by the Board and the Mayor’s Office and any applicable advisory bodies. The Board requires the following in the grant packet:

- Resolution;
- Funding source’s grant criteria;
- Recent draft of grant application materials;
• Anticipated funding categories that the Department will establish in the subsequent RFP process; and
• Comments from any relevant citizen advisory body.

Exceptions to this policy apply to the following types of annual or otherwise recurring grants
• Department of Homeland Security grants;
• Equipment purchase grants;
• Capital grants used only for capital improvements; or
• As authorized by federal or state law.

When a DPH employee decides to apply for a grant, or to participate in a grant project as a partner, it is crucial that he/she alert the Grants Manager. This process is described in more detail below.

**DPH Support Letters**
Funders may require support letters to accompany grant applications. If DPH is the lead applicant and/or if DPH is collaborating with a University, private organization, or CBO, the grant project manager must submit the draft letter to the Grants Management. This allows the Grants Manager to track all requests and to avoid duplicate letters. After the Grants Manager has reviewed and approved the support letter, it is the requestor's responsibility to secure the proper signature. The letter of support may be signed by the requestor's Deputy Director, or by the DPH Director.

When preparing for grant submission, please prepare to submit request for a Letter of Support to the Grants Manager at least **two weeks in advance** of grant due date. All LOS requests are to be first sent to the Grants Manager. In the **email** to the Grants Manager requesting the Letter of Support, please include the following:
- Grant Name
- Grant Number
- Abstract
- Grant Period
- How grant supports DPH health goals
- Attachment of draft LOS

**Section 3: Once a Grant is Awarded**

**Board of Supervisors Review – Accept & Expend**

The Board of Supervisors approves all grants, regardless of amount. (The Health Commission does not approve grants, but receives a semi-annual grants report prepared by DPH's Fiscal Office.) Board of Supervisors approval is required to accept and expend grant funding when the grant is a new grant or is a renewal grant that includes a new program service(s) and/or new personnel that were not included in prior years. However, if a new, recurring, or revised grant is included in the Board of Supervisors annual review of the City budget, a separate resolution is not required. After the Board of Supervisors approves a grant, changes in a State or federal grant of more than 15 percent to any budgeted line item in that grant must be transmitted to the Board.
Even if a grant was approved previously, it must go back to the Board for approval if personnel were added and/or if there were changes in the intent or services of the grant since the initial approval. If there is any question about whether an existing grant needs to be approved by the Board of Supervisors, the grant project director should talk to DPH’s Accounting Division - Grants Unit.

**Note:** Sample forms included in the Grant Accept & Expend Resolution packet with instructions can be found on the DPH Intranet, Grants section.

The Board of Supervisors has a [Legislative Process Handbook](#) that describes more detail about the Board process.

**Grant Resolutions – Accept & Expend Process**

The following is a detailed description of each step in the accept and expend process. The Grants Manager is ultimately responsible for these actions and will instruct the grants project director through the various steps.

1. The grant project director and Grants Manager work together to prepare the Board packet. Administrative Code Section 10-170.1 outlines accept and expend requirements for grants, including what is required in the grant packet. The following is a list of required documents:
   - **Cover Memo to the Clerk of the Board:** This 1-page memo is completed by the Grants Manager following Board guidelines.
   - **Board Resolution:** The resolution is completed by the Grants Manager following Board guidelines. The resolution includes signature lines for the Director of Health, Mayor's Office and Controller's Office. A resolution is considered retroactive if the final Board approval is expected to happen after the start date of the grant. Many of DPH's accept and expend resolutions are retroactive, and this must be noted in the resolution. If grants are ARRA funded (American Recovery and Reinvestment Act of 2009), the resolution must contain a clause stating the use of ARRA funds for the project. The legislative short title should indicate if a grant is ARRA funded, and should always note the grant title, whether it is a state or federal grant, and the award amount.
   - **The Grant Information Form/ Disability Checklist (GIF):** The grant project director completes the GIF and sends the draft to the Grants Manager. The Board requires that the reason for retroactivity be explained on the GIF, and any existing positions paid for through the grant must be described in detail. Refer to the DPH intranet, [sample documents](#), for instructions on completing the GIF. The proper, up-to-date form will say “Effective March 2005” under the form title in bold. Forms without this date are outdated and should not be used. Note: Please include GRANT CODE and DETAIL in #12 of the GIF. Information can be obtained from the Fiscal Grants Unit, Tristan Levardo.
   - **A Detailed Line Item Budget and Budget Justification:** The budget is provided to the Grants Manager by the grant project director. It should detail the grant year or years for which you are asking Board approval and should also include the anticipated total grant amounts expected for each subsequent year. The DPH intranet includes a
sample copy of a grant budget & budget justification here. The Board of Supervisors may waive indirect costs, but the waiver request must be written into the Board resolution document in specific terms. Include the following in the budget and budget justification:

- indirect costs;
- travel details;
- work orders;
- subcontract information (funds may be reserved by the Board until you identify the subcontractor and submit a budget);
- percent of FTE staff and classifications;
- in-kind contributions;
- matching requirements; and
- equipment.

- **Grant Application:** Since some grant applications are very long, it is acceptable to include a summary or representative portion of the grant application. If an application was not submitted to the funder or is otherwise unavailable, the Controller will waive this requirement. In these cases, the grant project director must explain the situation to the Grants Manager.

- **Acknowledgement of Grant Award:** This may be a letter of intent to award the grant, an award letter and/or grant agreement from the granting agency. It can be something informal from the funder, like an e-mail notification, but must include the amount and time period of the grant. The time period and amount on the grant dictates what the Department can request approval for.

- **Agreement:** Not required, unless it is the only acknowledgement of the grant award. Either way, it may be included in the packet of information.

- **Other Documents:** This may include any documents referred to in the other parts of the packet, such as copies of previous Board resolutions.

- **Ethics Forms:** The grants project director is required to complete Form 126 Ethics Form when grant funds are set aside by DPH for a specific contractor. The form is not submitted in the grant accept & expend packet, but should be completed and submitted to the Grant Manager with the documents already noted. See page 10 of this Handbook for additional information.

2. The Grants Manager proofreads the Board packet, puts in final form and obtains the proper (internal DPH) signatures. Signatures include 1) the DPH Office of Disability/Equal Opportunity Office (EEO) on the GIF; and 2) the Director of Health on the resolution, cover memo and GIF.

3. The Grants Manager puts the packet in the order listed on the cover page. Each document in the original packet must be single-sided. The Grants Manager then makes seven double-sided copies of the packet and distributes as follows (though it may be preferable to scan and send electronic copies of the packets to the last three individuals listed here):

- 4 for the Board;
1. for DPH Accounting Division - Grants Unit;
2. 1 for grant project director;
3. 1 for Grants Manager.

4. The Grants Manager takes the packet to the Controller’s Office for review (delivery to Deborah Gordon). After reviewing and signing the resolution, the Controller takes the packet to the Mayor’s Office for review, signature and introduction to the Board. The Controller’s Office will then e-mail an alert to the Grants Manager that the packet was sent to the Mayor’s Office.

5. After receiving an alert that the resolution has reached the Mayor’s Office, the Grants Manager prepares and sends an e-mail to the Mayor’s Office (Addressed to Jason Elliott and Kate Howard) This e-mail must follow the Board's required format. Attach a copy of the board resolution and the two Ethics forms to this email. The Grants Manager should send the message ‘return receipt requested’ and confirm that it is received. Follow-up by the Grants Manager may be necessary until the Mayor’s Office has finished the review process and submitted the packet to the Board to be calendared.

6. The Grants Manager tracks the resolution online (using the Legislation Introduced section of the SF Gov website). The resolution is introduced at a Board meeting and usually referred to committee, most often the CONS committee. Occasionally, if DPH makes a special request to expedite, even if it has already been referred to a committee, the Board may approve transition to a different committee (one that meets sooner). If approval is for a very small amount, it may avoid committee altogether.

7. After it has been referred to Committee, the Grants Manager may contact the Legislative Aide for the Supervisor presiding over that committee to ask that it appear on the agenda as soon as possible. This step is required when a Supervisor introduces the item at the Board meeting (as opposed to the Mayor). The only way the Grants Manager can determine whether it was introduced by a Supervisor is by reading the information posted online (Legislation Introduced section).

8. Once the resolution has been added to the CONS meeting agenda, the Grants Manager informs the grant project director of the date and time of the committee meeting. The grant project director, or a designated staff-person, is required to attend the meeting and, in most cases, introduce the item and describe the grant and project being funded. The Grants Manager sends the name of the person representing the grant at the meeting to the Legislative Aide, Committee Clerk, and the DPH Assistant Director of Policy & Planning (Jim Soos).

9. The Grants Manager will make every attempt to give the grant project director as much advance notice as possible, but final confirmation of the agenda (posted online) is not available until just a few days before the meeting. The Grants Manager informs the grant project director of the exact date, time and place of the Committee meeting once it has been confirmed. The Grants Manager does not attend this meeting unless there is some special reason to do so.
10. After the committee hearing, the Grants Manager will watch for the item to appear on the full Board agenda, approximately two weeks from the committee meeting. It is not necessary for a DPH representative to attend the full Board meeting unless, on the rare occasion, the item is crucial, controversial, or highly political.

11. The Mayor then has 10 working days from the day of the full Board meeting to sign the resolution. If the grant project director anticipates difficulty waiting the 10 days for the Mayor's signature, she/he should let the Grants Manager know as soon as possible. The Grants Manager may make a special request to the Mayor's Office for a quicker turn-around time.

12. The Grants Manager may watch the [Board website](#) for the approved legislation to appear or make a special request using the [appropriate form](#) when the 10 days have elapsed. The legislation is posted online anywhere from approximately ten days to three weeks from the date adopted by the Board of Supervisors. The Grants Manager e-mails a copy of the finalized resolution to the grant project director, DPH's Accounting Division - Grants Unit and any other interested parties.

**GRANT ACCEPT & EXPEND TIME FRAME**

Once the grant is approved, it is not possible to automatically begin using the funds from the award. Once awarded, the process for review and approval of grants (accept and expend process) takes from two to four months. Significant delays can happen. The cause of these delays vary and can happen at any point in the process, from the grant project director waiting for required paperwork from the funder to the Board cancelling meetings.

**Additional Information**

**GRANT SUBCONTRACTS – ETHICS FORM 126**

The Ethics Commission requires that City departments submit [Ethics Form 126](#) to the Board when grant funding is set aside for an identified subcontractor. (If funds are budgeted but a specific contractor has not yet been selected, this form is not required.) The Board and the Mayor's Office require separate forms, each nearly identical. The grant project director completes just one form and submits it to the Grants Manager who will create and submit the two forms to the Mayor's Office after they receive the accept & expend resolution packet. The Board will not calendar an accept and expend resolution if this form is not completed fully and submitted with the resolution.

**GRANT FUNDED STAFFING**

When grant funding is used to hire a new staff-person, it is always advisable to use an existing job requisition. Grant project directors should speak to DPH's Human Resources office to locate an available job requisition, and to keep this in mind even in the early planning stages for the grant budget. The Board requires that in all cases of a grant-funded new hire and new job requisition, that the City department submit an amendment to the Annual Salary Ordinance (ASO). This process is essentially a modified ASO amendment/grant approval, and has its own lengthy process, which will mean waiting much longer for approval. DPH strongly advises against creating new job requisitions for grant project staffing.
**Grant Time Periods**

The Grants Manager will use the funder's award letter as an exact guide for the dollar amount of the grant and the start and end date. There can be no deviation from the funder's communication to DPH. In many cases, funding is meant to support a project for more than one year. Funders handle multi-year grants in two different ways. In one approach, the funder agrees outright to fund a time period of several years. In this case, the award letter and the agreement make it very clear that the time span that covers multiple years. When this is the case, the Grants Manager may request a multiple year approval in the resolution.

In another, more common approach, the funder makes clear their intention of funding multiple years. However, they only promise funding for the first year, and subsequent years are dependent on variables noted in the agreement (e.g., the funder's financial situation, DPH's ability to meet goals and objectives, etc.). When this is the case, the Grants Manager will request approval in the resolution for the first year only. It is acceptable, even advisable, to mention the subsequent years in the GIF and the resolution, but it is not possible to request approval for any funding that was not promised formally. Once the first year of the grant is approved, subsequent years of funding will be added to DPH's budget document (B-PREP) by the Accounting Division - Grants Unit. (See the Recurring Grants section for more information about ensuring that a grant is accurately placed in the budget.) The Grants Manager will not go to the Board to get approval for subsequent years, unless there are extenuating circumstances.

**Recurring Grants**

A recurring grant is one that extends beyond a single year and has reasonable expectation of continuing into the foreseeable future. If your grant is recurring, you may obtain approval through the annual DPH budget process. The Accounting Division - Grants Unit will automatically include recurring grants in the DPH annual budget submission. However, unless notified, the budget will be the budget from the prior year. Therefore, it is critical to provide any changes to the budget, scope of service and personnel in time for the annual budget process. Consult with your budget manager and the Accounting Division - Grants Unit for the timing. If you do not include detail on funding increases, staffing changes (particularly staff increases), or major scope of service changes in the annual budget process, then a separate approval from the Board of Supervisors for these changes will be required through the formal hearing process. Consult with the Accounting Division - Grants Unit regarding whether a grant change will require approval by the Board of Supervisors.

If a recurring grant is funded by the State of California, it should be included in the annual State Recurring Grant Resolution. The Grants Manager obtains Board approval for all recurring State grants as a group. This annual resolution is prepared by the Grants Manager because State regulation requires that all grants from a State agency be approved by the local governing body. The list of recurring grants is provided by the DPH Accounting Division - Grants Unit, upon request, in mid to late-May of each year. The Grants Manager must include an Ethics Form 126 for State recurring grants that include contractual services. One cover memo of the Ethics Form can be submitted for each of these grants with an attached spreadsheet listing the grants with subcontracts. The spreadsheet should also indicate the contractors used for each grant, the contract amount, the Executive Director and the Board of Directors.

Again, consult with your accounting staff and the Grants Manager to be sure the subsequent years of your State grant are included in this process.
**Note:** The grant approval process is time consuming and can be frustrating. However, it is counterproductive and against DPH policy for anyone besides the Grants Manager to contact the Mayor's or Board of Supervisor's offices directly to discuss the accept and expend approval process. Please contact the Grants Manager, who can assist and is happy to give you information about where your grant is in the process.
Section 4: Once a Grant is Approved

The processes described below, including the grant, contract, and hiring process (if applicable), should be initiated at the same time as the steps in Section 3 to expedite setting up new grants.

Setting Up the Grant in the City’s Budget System (FAMIS)

To spend grant funds, the grant must be "set-up" in FAMIS by the DPH Accounting Division-Grants Unit, located at 1380 Howard Street. FAMIS is the City's accounting system. Without setting up the grant, there will be no funding source available and no expenditure documents will go through. Also, if this step is skipped initially, then there is a possibility that an approved contract will need to be modified to address a grant requirement not included in the contract. Listed below are the steps to be followed to assist the Accounting Division - Grants Unit in ensuring that the grant funds are available for expending, as well as information on additional requirements. (Note: Primary Care staff do not process their grants through the accounting staff at 1380 Howard Street and should speak with a supervisor about the specific process.)

1. Schedule a meeting with the analyst from the Accounting Division - Grants Unit who is assigned to your grant. Staff from the Accounting Division - Grants Unit will work with the grant project director to review the grant guidelines, including required reporting documents, allowable and unallowable expenditures, spending flexibility within the existing budget, and procedures for revising the budget. Additionally, the Accounting Division - Grants Unit staff will review the grant term and corresponding rules regarding grant expenditures within the term, and how to carry forward unspent funds from one year to the next. The Accounting Division - Grants Unit will require the following documents by the time of the meeting:
   - Grant award letter from funder;
   - Federal/State/Private Agency's grant guidelines;
   - Approved Board of Supervisors legislation (resolution) for acceptance and expenditure of the grant; and
   - Budget narratives and budget submitted to the funding agency and the Board of Supervisors. (If the budget has changed since the hearing, bring documentation of any budget revisions, including approval by the grantor.)

If matching funds are required, indicate the specific source of such funds, including the index code, and position classifications, if applicable.

Once the Accounting Division - Grants Unit has the required documents, they will assign an index code, grant code, and grant detail code. This information will be set up in FAMIS, which will allow the funds to be certified and available for expending.

Recurring grants need to be included in BPREP during the City's annual budget process. If a grant is in BPREP, the fiscal office will be able to certify the availability of funds. Otherwise, approval to expend the grant funds will require additional legislation by the Board of Supervisors per the Administrative Code. Whenever new positions are created or the number of
existing positions are increased, a Board of Supervisors resolution is required if the positions are not in BPREP.

To expend grant funds after the grant period has expired for those funds, i.e., to carry them forward from year 1 to year 2, written approval from the granting agency must be provided to the Accounting Division - Grants Unit. Otherwise, the funds can't be carried forward to the new grant period, and the funds will be returned to the funder. Discuss procedures for carry-forward funds and no-cost extensions with Accounting.

**Setting Up a Contract**

To expend contractual service funds, the grant project director will either create a new contract for the grant-funded program or expand an existing contract. These procedures follow regular contract development processes including adherence to City Administrative codes and DPH directives. The basic steps to get started are as follows:

1. Meet with a Contracts Office analyst to determine how the contractor will be selected, either through a sole source or bidding process, and to obtain an overview of required contract documents.

2. As soon as the contractor is known, notify your budget manager of this award and the amount, so he can send out an award letter to the contractor.

As noted above, a contractor will need to be selected as the result of a bidding process, or as a sole source vendor, which usually occurs when the contractor was identified in the grant application process. This is described in more detail in the following section.

**Competitive Bidding and Sole Source Vendors**

City and County of San Francisco Administrative Code Section 21.1 requires all Departments to use competitive procedures to select contractors for all services. The San Francisco Human Rights Commission and the City and County's Office of Contract Administration have issued policies that require formal, published bids or Requests for Proposals / Qualifications for contracts over $25,000 and competitive solicitations utilizing documented outreach or contacts for contracts between $10,000 and $25,000.

For contracts under $10,000 an informal solicitation process utilizing telephone quotes is permissible. Both Departments have formal procedures to address approval of contracts where the contractor was selected as a sole source provider through the grant application process (described below). The DPH Health Commission policy (Policy Directive No. 3) details DPH's competitive solicitation requirements while recognizing the necessity to utilize a sole source vendor. The various options for contractor selection are described as follows:

**Sole Source Contracts**

If there is an identified contractor, it is necessary to obtain approval for the selection of this contractor as a sole source provider as opposed to selection through a competitive solicitation process. To do this, submit a written request for a sole source contract to the Office of Contract Administration through the DPH Contracts Office, which includes the following information:
✓ Justification for the provider as the sole source of the services. Describe the reasons why this is the only qualified provider, what distinguishes this provider's service from those of others, what makes the provider unique, and, most importantly, how the provider was selected in the first place to participate in the grant application;

✓ A grant budget that indicates how much of the grant will be awarded to the provider; and

✓ Documentation that identifies the provider as the sole source of the services, e.g., a grant award letter which specifically names the provider, or a grant award letter and a copy of the related grant application which names the provider.

**NOTE:** There is no guarantee a sole source contract will be approved even if a grant is awarded to DPH based on the condition that specific providers provide specific services under the grant. However, if applicable, it is useful to include the following language in the written request, "The City and County of San Francisco would not have received this grant without awarding these monies to the specific providers that are named in the grant."

**Bidding Out Services**

Grant-funded services can be bid out through a Request for Proposal (RFP), a Request for Qualifications (RFQ), or a Request for Applications (RFA). These processes can take a minimum of approximately three months from the time the final scope of the work is submitted to the final selection of the contractor. The time period mentioned above does not include the time it takes to obtain community input, draft the scope of work, conduct contract negotiations, secure Health Commission approval, or develop and process the contract. All of these steps must occur before the City can pay the contractor.

Through a recent RFQ process conducted by Community Behavioral Health Services (DPH's mental health and substance abuse units), there is a pool of approved contractors that are available to provide services through June 30, 2007, and no other RFQ process will need to be conducted until that time if the contractor is in that pool. Also, through a recent RFP process conducted by DPH's Housing and Urban Health section, there is a pool of approved contractors that are available to provide services through June 30, 2013. Other DPH sections are undergoing RFQ/RFP processes, and staff are advised to verify the status of their particular section's bidding process.

If an RFP is to be conducted, contact the Contracts Office at the earliest possible opportunity to plan the RFP schedule. Staff from the Contracts Office will provide a draft schedule, listing some of the general tasks involved in this process and provide additional help as needed.

**Hiring Civil Service Positions**

If the grant budget includes civil service positions, there are several steps that must be completed to fill those positions. Please consult the appropriate Human Resources (HR) representative for more details on whose responsibility it is to complete the various functions. The following steps provide an overview of what is required to fill a new position:

1. Complete a Job Analysis Questionnaire (JAQ) with organizational chart or an Express Job Classification. These forms will allow for the grant position to be officially classified into the appropriate civil service position for the duties to be performed. Copies of job
specifications and or job descriptions are available on the City Department of Human Resource (DHR) website.

2. Obtain a Requisition number. To fill any new position or temporarily exchange the classification of an existing position, a requisition number must be obtained. The requisition will identify the hours to be worked, the class to be filled and the funding sources. This step requires completing a Request to Fill Vacancy form and obtaining appropriate approval via HR2000. Complete the required waiver forms if a special waiver (e.g., language waiver, African American/Gay Health specialty) is needed for the position. The requisition approval process is described as follows:

- The requisition request must be submitted to and approved by the Program Director, DPH-Accounting, DPH-Human Resources (HR), the Mayor's Finance Office, the Controller, and the City Department of Human Resources (DHR). Once approvals are obtained, the requisition goes back to DPH-HR, located at 101 Grove, who will then alert the contact person listed on the requisition request that the requisition has been approved.

3. Contact the appropriate HR representative for a draft recruitment bulletin. When review and approvals by the Program Manager & DPH-HR are completed, the job flyer will be posted on the DPHNet as well as other HR locations and City Departments. The position must be posted for a minimum of two weeks. This will be followed by the selection process.

4. Prepare a hiring memo summarizing the interview process (e.g., number of applications received, who was interviewed including the ethnicity and gender of the candidates, the demographic information for the interview panel and the name of the recommended candidate). Submit the memo with the application and any attachments of the potential candidates to DPH-HR to qualify the candidate and to obtain an oral authorization from the City-DHR. Once DHR approves, DPH-HR will notify the hiring manager that they may offer the position to the candidate and DPH-HR will begin the appointment processing process. Appointment processing includes the candidate's completing a medical exam, fingerprinting and processing their benefits paperwork (if applicable) with the Health Service System and Retirement System. Upon completion of all necessary paperwork, the employee is issued an ID badge and notified of the start work date.

5. For hiring a new civil service position, or locating contract staff on-site, please ensure that office space is arranged for the employee prior to the employee's start date, including the ordering and purchasing of furniture, a computer, office supplies and telephone installation. Telephone installation and the assignment of a phone number normally require coordination with DTIS, so allow sufficient time.

6. Information Systems (IS) should be notified of a new employee, and the employee start date. Additionally, determine with IS the type of computer needed, and follow-up with purchasing procedures so the computer is available on the employee's start date. If these steps are skipped, there is a possibility the new employee will not have a computer or phone when he/she starts.
Municipal Code Reference

To read the administrative code that relates to the grant application procedure, please refer to Sec. 10.170 (Grant Application Procedure), 10.170-1 (Grant Funds-Acceptance and Expenditure), 10.170-2 (Accounting for Grants; Duties of Controller, Officers, Boards or Commissions), and 10.170-2.5 (Limitations Upon Expenditure of Grant Funds). This information can be found online.