

CITY OF OAKLAND
AGENDA REPORT

OFFICE OF THE CITY CLERK
CITY OF OAKLAND

2005 OCT 27 PM 12:06

TO: Office of the City Administrator
ATTN: Deborah Edgerly
FROM: Department of Human Services
DATE: November 8, 2005

RE: **A REPORT AND REQUEST FOR APPROVAL OF THE FISCAL YEAR 2006-2008 REQUESTS FOR PROPOSALS FOR THE OAKLAND FUND FOR CHILDREN AND YOUTH**

SUMMARY

This report recommends approval of the Oakland Fund for Children and Youth (OFCY) funding process and application for services to be delivered during the fiscal years (FY) 2006-2008. On October 19, 2005, the Planning and Oversight Committee (POC) approved and recommended the release of four Oakland Fund for Children and Youth 2006-2008 Requests for Proposals (RFPs).

The four RFPs are for direct services aligned with the OFCY 2006-2010 Strategic Plan funding strategies. Total funding anticipated to be available for services in 2006-2008 is approximately \$9.5 million. This estimated amount includes the anticipated allocation for grants from the annual budget appropriation, the estimated annual interest earned, and a portion of the Kids First! fund balance to be approved by the POC. The approved RFPs will be available at www.ofcy.org.

The four RFPs are:

- Comprehensive After School Programs for Ages 6 – 10 and Ages 11 – 14
- Early Childhood Strategies for Ages 0 – 5
- Youth Leadership & Career and College Readiness Programs for Ages 15 – 20
- Physical and Behavioral Health (All Ages) and Summer Enrichment Programs for Ages 6-14

OFCY will issue the RFP on November 17, 2005, pending City Council approval. Proposals will be due to OFCY on January 9, 2006. The Planning and Oversight Committee's recommendation for grant awards will be forwarded to the City Council in May 2006.

FISCAL IMPACT

The total amount anticipated to be available for OFCY grants for direct services from the FY 2006-07 budget appropriation is approximately \$9.2 million (Fund 1780). An additional appropriation for the annual interest earned through March 1, 2006, will be requested at the time of Council approval of contracts.

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The FY 2007-2008 appropriation for OFCY will be approved during the FY 2007-2009 budget process. Two-year grants awarded in May 2006 in response to these RFPs will include an extension provision for FY2007-2008, subject to the approval and appropriation of OFCY funds in the FY 2007-2009 budget process.

BACKGROUND

OFCY was established in November 1996, when over three-fourths of the voters expressed a powerful commitment to children and youth by passing the Kids First! Initiative (Measure K). Measure K amends the City Charter, setting aside 2.5% of the City's unrestricted General Purpose Fund to support direct services to youth under 21 years of age.

OFCY has an initial twelve-year lifespan. OFCY's 19 member Planning and Oversight Committee (POC), composed of adults and youth appointed by the Mayor and City Council, is responsible for establishing funding guidelines and recommendations. An ad hoc committee of the POC worked to develop the guidelines contained in these RFPs.

OFCY will release the RFPs on Thursday, November 17, 2005, pending City Council approval. Proposals will be due on January 5, 2006. In May 2006, the POC will request Council approval for a recommended funding package of grant contracts for 2006-2008 services. An RFP life cycle chart is included as an attachment.

KEY ISSUES AND IMPACTS

New 2006-2010 Strategic Plan

This RFP process reflects program focus areas as identified in the new strategic plan.

1. Parent - Child Learning, ages 0 to 5 years
2. Services for Children with Special Needs, ages 0 to 5 years
3. Comprehensive After School Programs, ages 6 to 10 years
4. Comprehensive After School Programs, ages 11 to 14 years
5. Summer Enrichment Programs, ages 6 to 14 years
6. Career and College Readiness, ages 15 to 20 years
7. Youth Leadership, ages 15 to 20 years
8. Physical and Behavioral Health, all ages

The high priority areas are the result of a year long needs assessment and community input process by the OFCY Strategic Planning consultants and members of the POC. By the Life Enrichment Committee reading of this report, the OFCY 2006-2010 Strategic Plan will have been reviewed by the City Council.

Two Year Funding Cycle

Contracts awarded through the competitive process will contain a provision allowing for a one-year extension subject to grantee performance and the approval of the FY07-08 OFCY budget appropriation. Both the OFCY evaluator and the OFCY strategic planning consultants have recommended that OFCY provide grants for a two-year period.

After School Programs

After School programs continue to be a high priority of the POC. The 2006-2008 Comprehensive After School Program RFP is for comprehensive after school programs (ASP) to be based at community sites as well as school sites. The 2004-2006 After School Initiative was based solely at school sites and required a state funded match from 21st Century or the After School Education and Safety Partnership program. Under the new RFP, school sites may use state funding or other private or public funds as a match for the OFCY grant. School-based after school programs will again be required to obtain a community partner.

Measure Y Violence Prevention and Public Safety Act

The combined resources for services to Oakland youth from Measure Y and Measure K are approximately \$15 million. In addressing issues of violence, Measure K supports prevention strategies and Measure Y supports intervention strategies. Ongoing communication between the POC and OFCY staff with the governing body and staff implementing Measure Y will be essential to ensuring that both funds are used effectively.

Summer Services

In order to facilitate the implementation of summer programs, including the pre-K summer camps, the RFPs provide for the shifting of the program year from July 1st – June 30th to June 1st – May 30th. This will allow for full summer programs in 2006 and 2007.

Small and Emerging Organizations

All of the RFPs, with the exception of the RFP for comprehensive after school programs, contain a special provision to encourage applications from small and emerging organizations. The POC has again recommended that up to and no more than \$1 million be made available to fund small and emerging organizations, defined as those with a total annual budget of less than \$375,000. The small and emerging “set aside” was created to accomplish two objectives: (1) to preserve and to improve a balance within the OFCY portfolio of services by ensuring that an adequate number of programs exist to serve all geographic areas of the City of Oakland; and (2) to foster the development of new and innovative programs to fill potential service gaps and special needs.

Due to the size of comprehensive after school programs, the small and emerging designation is not applicable to organizations responding to the Comprehensive After School RFP.

Key Funding Requirements

The table below outlines the funding constraints, maximum request size and match requirements reviewed and approved by the POC for inclusion in the RFPs.

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Table 1

Application Type	Minimum Match Requirement	Total OFCY Request as % of Org. Budget	Maximum Grant Request
Single Agency	25% of total program cost/budget	35% of Lead Agency Budget	\$175,000
Collaboratives	25% of total program cost/budget	35% of Lead Agency Budget	\$300,000
Collaboratives - Comprehensive After School	25% of total program cost/budget	not applicable	\$200,000

Requests for funding under the “small and emerging” designation may range from \$20,000 to \$75,000. Requests for funding from OFCY general monies may range from \$25,000 to \$175,000 for single agency applicants; and from \$25,000 to \$300,000 for collaborative applicants. Collaborative comprehensive after school programs have a maximum grant request of \$200,000.

PROJECT DESCRIPTION

Below is a table of important dates and a proposed timeline for the RFP process.

Table 2

Item	Date
Request for Proposals (RFP) Released	Thursday, November 17, 2005
Bidders’ Conferences, Community Planning, and Technical Assistance Sessions	November 2005 – January 2006
Proposals Due	Thursday, January 5, 2006 5:00 p. m.
Review Process	January – April 2006
Application Feedback Mailed to Applicants	March 2006 Exact Date TBA
Preliminary List of Programs Recommended for Funding Mailed to Applicants	March 2006 Exact Date TBA
Written Appeals from Applicants Due	April 2006
Final List of Programs Recommended for Funding Mailed to Applicants	April 2006
Council Approval	May 2006
Program Year Begins	July 1, 2006

Bidders’ Conference

Three bidders’ conferences will be held immediately after the release of the RFPs. Prospective applicants will be oriented to the 2006-2008 RFP process and have an opportunity to ask general questions about eligibility criteria and funding availability.

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Technical Assistance

To provide assistance to applicants, OFCY will offer three technical assistance sessions. In addition, technical assistance by e-mail will be available for a total of six weeks. Technical assistance will provide applicants with guidance regarding application requirements, correctly filling out required forms, and limited support with narrative elements of proposals.

Dissemination and Outreach

The 2006-2008 RFPs, as well as information about the bidders' conferences and available technical assistance sessions, will be disseminated throughout the communities of Oakland at several venues. A detailed dissemination and outreach plan is being crafted by OFCY to encourage potential service providers, including small and emerging organizations, to apply for OFCY funds. Venues for outreach and dissemination of the 2006-2008 RFPs will include, but not be limited to: direct outreach and mail to organizations and former grantees, print and broadcast public service announcements, and electronic media including e-mail and websites.

Additional venues and outlets are being determined to reach target audiences who are providing services to children and youth living in the City of Oakland. These target audiences include, but are not limited to:

1. Organizations serving multi-racial and multi-ethnic children and youth
2. Organizations in communities of faith serving children and youth
3. Organizations providing services near schools
4. City of Oakland agencies serving children and youth
5. Alameda County agencies serving children and youth

SUSTAINABLE OPPORTUNITIES

Economic:

All organizations funded by OFCY are required to be in compliance with the Oakland Living Wage Ordinance. Organizations also must be Local Businesses as defined by the Local Business Enterprise (LBE) Program.

Environmental:

There are no known environmental opportunities.

Social Equity:

The award of OFCY grants funds will result in positive youth development outcomes, employment opportunities for youth and adults, and direct social benefits for the children and youth of Oakland.

DISABILITY AND SENIOR CITIZEN ACCESS

OFCY is committed to addressing issues of disability access and seeks technical assistance by working with the City's ADA Compliance Manager and the Oakland Park and Recreation Inclusion Coordinator.

RECOMMENDATION(S) AND RATIONALE

Staff recommends approval of the Oakland Fund for Children and Youth 2006-2008 Request for Proposals for direct services. Release of the RFPs will initiate an open and competitive review process for the award of OFCY grant funds to nonprofit entities and public agencies providing direct services for children and youth in Oakland. The RFPs reflect the high priority strategies identified in the 2006-2010 OFCY Strategic Plan.

ACTION REQUESTED OF THE CITY COUNCIL

Staff requests that the City Council approve the release of the proposed 2006-2008 RFPs for services to be funded by the Oakland Fund for Children and Youth.

Respectfully submitted,



ANDREA YOUNGDAHL

Director, Department of Human Services

Reviewed by:

Sandra Taylor

Children and Youth Services Manager

Prepared by:

Maya R. Hart

Program Planner

Oakland Fund for Children and Youth

APPROVED FOR FORWARDING TO THE
LIFE ENRICHMENT COMMITTEE:



OFFICE OF THE CITY ADMINISTRATOR

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ATTACHMENTS

Oakland Fund for Children and Youth
2006-2008
Request for Proposals

- I. Comprehensive After School Programs, Ages 6-10 and Ages 11-14
- II. Early Childhood Strategies for Ages 0-5
- III. Youth Leadership & Career and College Readiness Programs for Ages 15-20
- IV. Physical and Behavioral Health (All Ages) and Summer Enrichment Programs for Ages 6-14



Oakland Fund for Children and Youth

**2006 – 2008
Request for Proposals**

***Comprehensive After School Programs
Ages 6 – 10 & Ages 11 - 14***

RFP Released: Thursday, November 17, 2005

**Pre-Proposal Due:
Thursday, December 8, 2005 by 5:00 p.m.**

**Full Proposal Due:
Monday, January 9, 2006 by 5:00 p.m.**

Oakland Fund for Children and Youth
150 Frank Ogawa Plaza, Suite 4216
Oakland, CA 94612
phone 510.238.6379 ♦ fax 510.238.4971 ♦ www.ofcy.org

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DRAFT

I. INTRODUCTION

OAKLAND FUND FOR CHILDREN AND YOUTH

The Oakland Fund for Children and Youth (OFCY) was established in November 1996, when over three-fourths of Oakland voters expressed a powerful commitment to the City's children and youth by passing the Kids First! Initiative (Measure K). This initiative was the result of a grassroots effort that involved young people, parents, teachers, community organizers, staff from youth-serving organizations, and many others in placing the Measure K- Kids First! Initiative on the ballot. Measure K amended the City Charter, setting aside 2.5% of the City's unrestricted General Purpose Fund to support direct services to youth under 21 years of age. OFCY has approximately \$9.5 million available annually for funding 2006-2008 programs.

OFCY has an initial twelve-year lifespan. It is governed by a 19-member Planning and Oversight Committee (POC) that is composed of adults and youth appointed by the Mayor and City Council. OFCY is administered by the City of Oakland.

Each year, the POC develops a Request for Proposals (RFP) and oversees a competitive granting process. Through this process, the POC makes funding recommendations to the City Council, which must approve the recommendation in order for grants to be made. In addition, the POC is responsible for producing an annual evaluation of OFCY grantees' activities, an annual evaluation of the grantmaking process, and every four years, a strategic plan establishing OFCY's goals for the next four years. The POC meets regularly throughout the year to carry out this work. The grants awarded under this RFP will be part of OFCY's ninth funding cycle.

On **November 1, 2005**, City Council adopted the *OFCY 2006-2010 Strategic Plan*, which may be downloaded from the Oakland Fund for Children and Youth website at www.ofcy.org. Below are the Vision, Mission, and Values statements adopted by the Planning and Oversight Committee.

VISION

All children and youth in Oakland are celebrated and supported by a caring network of organizations. As powerful, engaged residents, Oakland's children and youth contribute to creating a vibrant and prosperous community life and a safe, equitable, sustainable, and culturally rich city.

MISSION

We provide opportunities and resources for Oakland's young people (0-20 years old) to become healthy, productive, honorable and successful community members. We achieve this by funding organizations, creating policy, building capacity and administering a set aside fund that encourages these outcomes. We work collaboratively through partnerships with youth and families, community organizations, public agencies, schools and other funders.

VALUES

- **Social & Economic Equity:** Children and youth have a fundamental right to partake wholly in the life of our community, to benefit from the fair distribution of community resources, and to enjoy both opportunity and security. We value the vigorous promotion of equality, justice and accountability, and the concerted application of our resources toward those youth in greatest need.
- **Youth Development:** We support efforts to promote the social, emotional, physical, moral, cognitive and spiritual development of children and youth to cultivate pride in themselves and their community.
- **Community and Collaboration:** We embrace the idea that by pooling our resources and working together, we can accomplish great things. We recognize that the richness of Oakland's families extends beyond the traditional mother, father and child structure to one that incorporates all the diverse forms of family.

To achieve these goals, OFCY has selected age appropriate strategies for 2006-2010:

1. Services for Children with Special Needs, ages 0 to 5 years
2. Parent - Child Learning, ages 0 to 5 years
3. Comprehensive After School, ages 6 to 10 years
4. Comprehensive After School, ages 11 to 14 years
5. Summer Enrichment, ages 6 to 14 years
6. Career and College Readiness, ages 15 to 20 years
7. Youth Leadership, ages 15 to 20 years
8. Physical and Behavioral Health, All ages

This RFP is for:

- Comprehensive After School Programs, ages 6 to 10 years
- Comprehensive After School Programs, ages 11 to 14 years

II. PRIORITY STRATEGIES

This section further describes the above eight strategies. Applicants should review the strategies thoroughly. A fuller discussion, as well as the guidelines to which programs funded under these categories must adhere, appears in the *OFCY 2006-2010 Strategic Plan*, which may be downloaded from the Oakland Fund for Children and Youth website at www.ofcy.org.

Each strategy targets a specific age range and lays out strategies for delivering services. Applications must demonstrate adherence to these approaches.

Each application **must clearly identify one strategy** that it proposes to use. However, if an application also encompasses one or more additional strategies, the proposal should describe how the program benefits the target population/s identified in other strategies.¹

Summary of ALL strategies
<p>Ages 0 – 5</p> <ul style="list-style-type: none"> • Services for Children with Special Needs - developmental play partnership and early childhood mental health services. • Parent - Child Learning - expansion of pre-K summer camp program and community learning opportunities for children.
<p>Ages 6 – 10</p> <ul style="list-style-type: none"> • Comprehensive After School Programs - cultural/arts; physical activity; academic enrichment; skill building; field trips.
<p>Ages 11 – 14</p> <ul style="list-style-type: none"> • Comprehensive After School Programs - cultural/arts; physical activity; academic enrichment; skill building; field trips with emphasis on leadership and experiential activities.
<p>Ages 6 – 14 Summer Enrichment - cultural/arts; physical activity; tutoring/academic help; skill building; and field trips.</p>
<p>Ages 15 – 20 Career and College Readiness - youth opportunity centers; after-school and summer work experience; community service projects. Youth Leadership - programs with community organizations; service learning projects; youth grant making and youth initiated community projects.</p>
<p>All Ages Physical and Behavioral Health - physical fitness and nutrition; mentoring, life skills, transitional planning and brief intervention counseling and case coordination for vulnerable and disconnected youth; health education on high risk behaviors.</p>

A. COMPREHENSIVE AFTER SCHOOL PROGRAMS

For children, ages 6–10 (Elementary School) & youth, ages 11–14 (Middle School)

GOAL: All children will have access to a wide range of after school programming activities appropriate to their developmental stage and enhancing their physical, social, emotional, artistic and academic development in safe and protected settings.

STRATEGY: Support comprehensive after school programs coordinated individually or collaboratively by community based organizations, schools, or public agencies. Programs should provide opportunities in experiential learning and leadership to address the developmental needs of middle school students for identity and

¹ Should programs cut across multiple strategies, applicants should seek the counsel of OFCY staff to identify the category that best describes most of its target population(s) and strategies.

autonomy. After school programs should address these needs by incorporating activities appropriate to these students.

B. COMPREHENSIVE AFTER SCHOOL (AGES 6 – 10)

The program can be offered at either a school or community site and should include all of the following:

- a range and breadth of age-appropriate activities including cultural/arts activities; physical activity; tutoring/academic help; skills building that helps with identity and social development; mentoring and field trips;
- offer structure so children know what to expect and flexibility (unstructured time within the program and/or choice of activities in which to participate);
- strong emotional bonding between staff and children and youth so that children and youth feel a sense of expectation and encouragement;
- well trained and adequate numbers of staff (1:10 to 1:15 depending on activity);
- operate in a safe and protected space;
- community collaboration;
- a leadership component related to career advancement, experiential learning and/or independent action;
- mixing of age groups;
- continuity and complementarity with day-school programs;
- clear goals and evaluation of program;
- an enrollment versus drop-in program structure;
- operating 3-5 days a week/3 hours a day;
- a set curriculum in which all of the activities identified above are offered;
- emphasizing the important role of a Site Supervisor or Site Coordinator;
- transportation is provided or convenient.

C. COMPREHENSIVE AFTER SCHOOL (AGES 11 – 14)

Emphasis on leadership and experiential activities, this program can be offered at either a school or community site and should include all of the following:

- a range and breadth of age appropriate activities including cultural/arts activities; physical activity; tutoring/academic help; skills building that helps with identity and social development; mentoring and field trips;
- offer structure so that children know what to expect, and flexibility (unstructured time within the program and/or choice of activities in which to participate);
- strong emotional bonding between staff and children and youth so that children and youth feel a sense of expectation and encouragement;
- well trained and adequate numbers of staff (1:10 to 1:15 depending on activity);

- operation in a safe and protected space;
- community collaboration;
- mixing of age groups;
- continuity and complementarity with day-school programs;
- clear goals and evaluation of program;
- an enrollment versus drop-in program structure;
- operation 3-5 days a week/3 hours a day;
- a set curriculum in which all of the activities identified above are offered;
- emphasizing the important role of a Site Supervisor or Site Coordinator;
- transportation is provided or convenient;
- a leadership component related to career advancement, experiential learning and/or independent action.

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III. IMPORTANT DATES

Item	Date
Request for Proposals (RFP) Released	Thursday, November 17, 2005 Check www.ofcy.org or call (510) 238-6379
Community Bidders' Conferences	<ul style="list-style-type: none"> ♦ Tuesday, November 22, 2005, Hearing Room #2 from 10:00 a.m. to 12:00 noon – Comprehensive After School Focus ♦ Tuesday, November 29, 2005, Hearing Room #1 from 10:00 a.m. to 12:00 noon – Early Childhood Focus ♦ Thursday, December 1, 2005, Hearing Room #1 from 10:00 a.m. to 12:00 noon – Physical & Behavioral Health, Youth Leadership, College & Career, and Summer Strategy Focus
Pre-Proposals Due	Thursday, December 8, 2005
Technical Assistance by E-mail Available	November 22, 2005 - 10 a.m. January 4, 2006 EXCEPT no e-mail T. A. Dec. 22-27, 2005 mhart@oaklandnet.com
Technical Assistance Session #1	December 12, 2005 Oakland City Hall – Hearing Room #1 10:00 – 12:00 noon
Technical Assistance Session #2	December 15, 2005 Oakland City Hall – Hearing Room #1 10:00 – 12:00 noon
Checklist Review	Dec. 27 th – 30 th
Technical Assistance Session #3	January 2, 2006 Oakland City Hall – Hearing Room #1 1:00 – 3:00 p.m.
Technical Assistance by E-mail Ends	January 4, 2006 No e-mail responses after 10:00 a.m.
Proposals Due	Monday, January 9, 2006 by 5:00 p.m
Application Feedback Mailed to Applicants	March 2006 Exact Date TBA
Preliminary List of Programs Recommended for Funding Mailed to Applicants	March 2006 Exact Date TBA
Written Appeals from Applicants Due	April 2006, 12:00 noon Exact Date TBA
Final List of Programs Recommended for Funding Mailed to Applicants	April 2006 Exact Date TBA
Program Year Begins	July 1, 2006

Proposals received after **5:00 p.m. on Monday, January 9, 2006** will not be considered for review. This deadline will be strictly enforced.

A. BIDDERS' CONFERENCES

To provide general information and guidance to potential applicants, OFCY will hold three Bidders' Conferences at which staff will review the RFP funding guidelines and answer questions. **The meetings will take place in City Hall** on:

1. Tuesday, Nov. 22, 2005, Hearing Room #2, 10:00 a.m. to 12:00 noon – **Comprehensive After school Focus**
2. Tuesday, Nov. 29, 2005, Hearing Room #1, 10:00 a.m. to 12:00 noon – **Early Childhood Focus**
3. Thursday, Dec. 1, 2005, Hearing Room #1, 10:00 a.m. to 12:00 noon – **Physical & Behavioral Health, Youth Leadership, College & Career, and Summer Strategy Focus**

You MUST pre-register to attend the Bidders' Conferences. You can do so by calling (510) 238-6379. All potential applicants are strongly encouraged to attend one of the Bidders' Conferences.

B. TECHNICAL ASSISTANCE

To provide assistance in filling out OFCY forms and answer questions about the required attachments, OFCY will offer three Technical Assistance Sessions. They will take place on:

1. Monday, December 12, 2005, Hearing Room 1, 10:00 a.m. to 12:00 noon.
2. Thursday, December 15, 2005, Hearing Room 1, 11:00 a.m. to 1:00 p.m.
3. Monday, January 2, 2006, Hearing Room 1, 1:00 p.m. to 3:00 p.m.

For more information see the OFCY website, www.ofcy.org, or call OFCY at (510) 238-6379 approximately two weeks before the scheduled dates.

Technical Assistance by e-mail will be available between Nov. 22, 2005 and 10 a.m. Jan. 4, 2006 EXCEPT during Christmas weekend, Thurs. Dec. 22 through Tues. Dec. 27th. E-mail Maya Hart, OFCY Program Planner, mhart@oaklandnet.com.

C. PROPOSAL REVIEW

OFCY staff will be available for ½ hour sessions during the week of December 27 – 30, 2005 to do a review of attachments and proposal packets. Please call the OFCY office to reserve a session.

D. APPEALS PROCESS

Any applicant may appeal the POC's preliminary funding recommendations to the Appeals Committee providing the appeal is timely made. An appeal must be based on one or more of three grounds:

- unfair process (e.g., the appellant's proposal was treated differently than others)
- material error (e.g., the appellant's proposal was reviewed under the wrong funding strategy or some other mistake of fact occurred), or
- conflict of interest potentially leading to financial gain by a POC member or reviewer or members of these individuals' immediate families.

The appellant must clearly state the facts that establish one of these bases for appeal and how, as a result, the appellant's proposal was affected negatively. *Please note that substantive disagreement with the funding recommendations is not grounds for appeal.*

The deadline for the appeals is TBA. Appellants will receive written notice of the outcome of their appeal. In the event of one or more successful appeals the POC may amend the preliminary funding recommendations and may reduce the amount it recommends applicants receive. Following the appeals process, the POC will submit final funding recommendations to the Oakland City Council, which has the authority to accept or reject the entire package.

E. SITE VISITS & INTERVIEWS

At any time before a contract is issued, the POC and OFCY staff may conduct site visits, interviews, and/or undertake other means to verify applicants' provision of services before making a final determination of grant awards.

Additionally, all applicants applying to the After School Initiative **MUST** undergo an interview with the school principal, organization executive director, and other key staff.

IV. ELIGIBILITY

A. APPLICANTS

1. Applicants proposing community-based programs can be either a public agency or be tax-exempt under section 501(c)(3) of the Internal Revenue Code. Applicant proposing school-based programs must be tax-exempt under section 501(c)(3) of the Internal Revenue Code.²

² Schools may not serve as the lead applicant to the After School Initiative (school-based after school programs).

2. Entities (other than public agencies) that do not have 501(c)(3) status must be fiscally sponsored by a public agency or a 501(c)(3) nonprofit organization. In this case, the fiscal sponsor is the applicant and, if a grant is awarded, would be the entity that contracts with the City of Oakland and is legally liable for all aspects of the contract, including program implementation, fiscal management, and communication with the City regarding subcontractor or fiscal partner activities. The fiscal sponsor would be expected and authorized to oversee and manage all aspects of the contract including finances; to monitor and implement program activities of subcontracting or partner agencies; to terminate contracts with subcontracting or fiscal partner agencies with the approval of the City, if necessary; and to assume full fiscal responsibility for contract, subcontract, and fiscal partnership.
3. A public agency must apply on its own behalf and may not use a fiscal sponsor.
4. An entity with 501(c)(3) status must apply on its own behalf and may not use a fiscal sponsor.
5. An applicant must have audited financial statements from the last two most recently completed fiscal years.
6. By submitting a proposal, an applicant authorizes OFCY to verify any information the proposal contains.
7. OFCY has the right to disqualify applicants whose proposals present false, inaccurate, or incorrect information or are incomplete in any fashion.

B. PROPOSED USE OF FUNDS

1. The proposed program must provide direct services to children and youth, ages 0 to 20, who live in, attend school in, or receive childcare services in Oakland.
2. Funds may NOT be used for:
 - a. Any service that merely benefits children and youth incidentally.
 - b. Acquisition of any capital item not for primary and direct use by children and youth.
 - c. Acquisition, other than by lease for a term of 12 months or less, of any real property.
 - d. Maintenance, utilities, or similar operating costs of a facility not used primarily and directly by children and youth (e.g., costs associated with an off-site office or location).

- e. Any service for which state or federal law mandates a fixed or minimum level of expenditure, to the extent of the fixed or minimum level of expenditures.
 - f. Housing costs
 - g. Child care slots
 - h. Religious worship, instruction, or proselytization (recruiting someone to join one's religion or faith).
3. OFCY does not wish to spend limited resources supplementing services that should be provided by school funds.

C. MATCHING FUNDS

1. Requests for funding may not exceed 75% of the proposed program's cost. Proposals must demonstrate, and if awarded will be held accountable for, raising and documenting the remaining 25% or more of the proposed program's cost. This minimum 25% match may be contributions of cash and/or in-kind services and must support the cost of the proposed program.

Example: An entity with an annual budget of \$350,000 is seeking funds from OFCY to run an after school program that costs \$100,000 per year. This entity would be able to request a maximum of 75% of the program cost, or \$75,000, from OFCY. The entity, if awarded a grant from OFCY, would be held accountable for raising a minimum of \$25,000 to run the program.

In-kind match can be no more than 5% of the program cost.

D. POST AWARD REQUIREMENTS

1. Grantees must document matching funds by, e.g.,:

- a. Providing copies of letters of support from foundations or private donors (on donor's letterhead), or copies of contracts or service agreements, with copies of any accompanying checks, bank statements, or payment schedules. Funds that are earmarked for other projects may not fulfill the match requirement for OFCY-funded projects.
- b. Demonstrating in-kind support with a letter (on donor's letterhead) documenting the monetary value of the in-kind donation. For example, a donor that gives a grantee space at no cost could document in a letter the market value of renting that space. The in-kind donor may not be the grantee. The total projected in-kind match can be no more than 5% of the program cost.
- c. Demonstrating the market value of time donated by volunteers, given the nature of the service, e.g., through a spreadsheet documenting

volunteer hours, volunteer sign-in sheets, etc. Volunteers may not be employed by a grantee's organization or serve in a consultant or contractor capacity.

- d. Grantees may NOT use one OFCY grant as a match for another. For example, if a grantee has a \$150,000 grant from OFCY directly and subcontracts on another OFCY grant for \$15,000, the subcontractor dollars may not be used as a match for the direct grant. Further, a collaborative may not use an OFCY grant received by one of its partners or subcontractors as a match.

2. Required Documents and Assurances

Applicants must submit documents and assurances, including:

- ✓ Signed Contract
- ✓ Contact Sheet
- ✓ Revised Scope of Work & Budget and accompanying narratives on the correct forms
- ✓ Declaration of Compliance with Living Wage -- the City of Oakland requires any contractor receiving \$100,000 or more from the City to pay employees at least \$9.90 per hour with benefits or \$11.39 per hour without benefits. As the living wage is adjusted yearly for cost of living increases, these amounts are likely to change by the time the contracts begin.
- ✓ Compliance with Equal Benefits, Declaration of Nondiscrimination, including but not limited to, submission of an employee manual and insurance documents applicable to domestic partners and other equivalent relatives.
- ✓ Campaign Contribution Form
- ✓ Insurance Certificate(s), endorsements, and waiver letters (if applicable)
- ✓ Independent Contractor Questionnaire
- ✓ IRS letter as proof of 501(c)(3) status dated in the year **2004** or later
- ✓ Active Corporate Status
- ✓ Current Oakland Business Tax Certificate
- ✓ Nuclear Free Zone Disclosure
- ✓ Declaration of Compliance with the Americans with Disabilities Act

Applicants must comply with all local, state, and federal laws that prohibit discrimination based on race, color, national origin, age, gender, sexual orientation, or disability. OFCY will provide any additional required forms to applicants selected for funding.

3. Contract Negotiations

OFCY staff will review scopes of work and budgets in detail and negotiate these matters as necessary to ensure that they meet the goals, objectives, and policies of OFCY. During contract negotiation, scopes of work and budgets may be revised.

4. Contract Compliance

- a. After the POC makes final funding recommendations, prospective grantees must, on specified due dates, submit program and financial reports to the OFCY office on OFCY designated forms. Prospective grantees are expected to maintain thorough records related to the contract, including attendance sheets, receipts, and other back-up documentation for progress reports and invoices.
- b. Grantees must provide the services projected in the proposal and scope of work, subject to contract negotiations. Failure to provide these services may result in reduced payments or suspension of payment.
- c. Grantees must provide evidence of in-kind and cash matches at the end of the third quarter, e.g. through letters, copies of checks, grants, or records of volunteer or donated services.
- d. Grantees must timely submit completed quarterly reports (e.g. Invoice, Invoice Coversheet, Quarterly Narrative Report Form, Program Activity Report Form, and Participant ID Form).
- e. Grantees may request two revisions to the contract budget during the contract year. Budget revisions must be submitted prior to submitting the third quarter report. Contract modifications may not exceed the total amount of funding approved by City Council. All requests to modify the contract budget or contracted service level must be APPROVED IN ADVANCE of implementation. Approval of contract budget modification is granted only when provided in writing by OFCY.
- f. After a contract is awarded, OFCY and the City reserve the right to amend it as needed throughout the term of the contract to best meet the needs of all parties.

5. Evaluation

Grantees must participate fully in the OFCY evaluation process so that meaningful data may be gathered to report to all parties interested in OFCY. Participation includes attending trainings and workshops, gathering adequate data on effort and results at the evaluator's request, and hosting site visits.

V. PRE-PROPOSAL PROCESS

All applicants to this RFP should participate in the pre-proposal process. It is a 1-3 page narrative of your proposal. The pre-proposal will give OFCY an idea of how many groups are applying, what might be competing proposals, and how OFCY might help applicants plan for the full proposal submission.

Each element of the pre-proposal narrative must be presented in the order below.

- Neighborhood and Demographics
- Lead Applicant
- Collaborative Partners (if applicable)
- Experience with Collaboration and/or After school Programs
- Other Relevant Information

Use the following elements to prepare the pre-proposal, which must adhere to the same formatting requirements described in **Section VII** of this RFP.

A. NEIGHBORHOOD AND DEMOGRAPHICS

1. Please identify the City Council district and community in which your collaborative group will plan and operate its after school program. Please identify the specific geographic area(s) that you will serve within the Council district.
2. Briefly describe the community in which you are working and the characteristics of the youth who will participate in the proposed program.
3. Discuss the number of youth to be served at each site.

B. LEAD APPLICANT

1. Please identify the community based organization (CBO) or non-profit organization (NPO) that is serving as the lead applicant. Also indicate why this organization is best equipped to be the lead applicant.

C. COLLABORATIVE PARTNERS (IF APPLICABLE)

1. Please list the school(s) which is/are partners of the applicant collaborative or partnership. Include the principal of each school, the faculty, staff members, volunteers, and /or young people from each school who will be involved in developing and working with the collaborative or partnership.
2. Please list the CBO(s) or NPO(s) which is/are partners of the applicant collaborative or partnership. Include the program lead of each organization and the staff members, board members, community members, volunteers, and /or young people who will be involved in developing and working with the collaborative or partnership.

3. Please explain the structure of the after school administration. How will the partners work with school site staff? Who will employ the on-site coordinator position?

D. EXPERIENCE WITH COLLABORATION AND/OR AFTER SCHOOL PROGRAMS

1. Explain the history that the applicant school(s) and the applicant CBO(s) or NPO(s) have of working in collaborations that provide after school programs for children and youth or providing leadership in the community in other areas. Please include current programs.

The collaborative experience does not need to have been with the members of the applicant group, as some new partnerships may be formed for this strategy. In that case, please explain the history that the applicant school(s) and the applicant CBO(s) or NPO(s) have of implementing after school programs.

E. OTHER RELEVANT INFORMATION

1. Is there any other information about your applicant group or its members which suggests that you will be successful at creating a strong after school program that improves academic achievement and helps close the achievement gap(s) of students?

F. PRE-PROPOSAL SUBMITTAL INSTRUCTIONS

Complete pre-proposals will contain the items in the checklist below. Elements must be presented in the order of the checklist. Only the requested elements will be reviewed. Do not submit additional attachments as they will not be read.

All pages in the Pre-proposal narrative must have the following header:

Name of Lead Agency	Project Title	Page # of # (Total Pages)
Top Left	Top Center	Top Right

- ✓ **6** Copies of Complete Package.

Must be single sided – DO NOT PRINT DOUBLE-SIDED
Must be clipped or stapled – DO NOT BIND

Should contain the following:

- Cover Sheet
- Narrative

Not to exceed 3 Pages. Must be type written on 8-1/2 x 11-inch paper, using double spacing and 1-inch margins on all sides. All text must be double-spaced including charts and tables. Please use

a standard 12-point typeface, such as Times New Roman font. Do not use double sided printing.

- Copy of IRS Letter for lead/fiscal applicant.

G. SUBMITTAL GUIDELINES

1. All packages must be hand delivered, complete, to offices of the Oakland Fund for Children and Youth on the 4th floor, Suite 4216 of the Lionel J. Wilson building at 150 Frank H. Ogawa Plaza (across from City Hall).
2. Must be delivered NO LATER THAN 5:00 p. m., Thursday, December 8, 2005.
3. Postal mailed, e-mailed, and faxed documents will not be accepted.

VI. FUNDING PARAMETERS

OFCY has approximately \$9.5 million annually available for funding two-year 2006-2008 programs.

Applicants, whether applying directly or through fiscal sponsors, may submit more than one proposal, providing the proposals are substantially different. No applicant may receive funds for the same program as both a single agency and part of a collaborative.

A. ALL APPLICANTS

All eligible applicants, regardless of the size of their current annual budget, may submit proposals in response to this 2006-2008 RFP. There is no designation for small and/or emerging organizations in this RFP.

1. Maximum Grant Size

Comprehensive after school Collaboratives may apply for between \$25,000 and \$200,000, with no more than 15% of the amount requested allocated to indirect costs. For a definition of Collaborative Programs, see below.

Single Agency funding requests must be between \$25,000 and \$175,000, with no more than 10% of the amount requested may be for indirect costs.

2. Cap on Percentage of Organization and Program Budget

Applicants must limit their total and/or combined OFCY request(s) to no more than 35% of their overall, organizational budget.

Example: Using the example below, the entity with an annual budget of \$350,000 could request a grant for \$122,500 or less.

Requests for funding may not exceed 75% of the proposed program's cost. Proposals must demonstrate, and if awarded will be held accountable for, the

source of the remaining 25% or more of the proposed program's cost, which may be contributions of cash and/or in-kind services and must support the cost of the proposed program.

Example: An entity with an annual budget of \$350,000 is seeking funds from OFCY to run a program that costs \$100,000 per year. This entity would be able to request a maximum of 75% of the program cost, or \$75,000, from OFCY. The entity, if awarded a grant from OFCY, would be held accountable for raising a minimum of \$25,000 to run the program.

3. Minimum number of youth served

The minimum number of youth served must be **60**. The grant size depends on the number of proposed sites and youth served, but the maximum grant size per application will be \$200,000.

Following are some estimated guidelines based on the average cost per youth served and the number of youth served.³

Number of Youth Served	Estimated Total Cost	Maximum OFCY Grant Size per Site
60 Youth	\$153,000	\$114,750
75 Youth	\$191,250	\$143,438
90 Youth	\$229,500	\$172,125
100 Youth	\$255,000	\$191,250

Maximum Grant Size and Budget Requirements Summary Table

³Assumes 170 program days at \$15 per child/per day. OUSD has an academic year of 182 days.

Application Type	Minimum Match Requirement	Total OFCY Request as % of Org. Budget	Maximum Grant Request
Single Agency	25% of total program cost/budget	35% of Lead Agency Budget	\$175,000
Collaboratives	25% of total program cost/budget	35% of Lead Agency Budget	\$200,000

4. Number of Applications

Applicants may submit separate proposals for their own program and be part of a collaborative proposal, as long as the proposals are substantially different. Applicants may not receive funds as a single agency and as part of a collaborative for the same program and may not submit the same proposal to a different RFP or Strategy.

An applicant with a program that is receiving funding in the first year of a two-year grant from OFCY may not apply for OFCY support of that same program.

5. Collaborative Programs

A collaborative must consist of three or more agencies, each contributing substantial participation toward a mutual goal, and at least two of which are proposed to receive OFCY funds. OFCY strongly encourages collaboration between private nonprofit and public entities to create and/or to strengthen linkages that maximize the cost-effectiveness and quality of service delivery. Collaboratives should strive to incorporate existing programs offered at school sites and by Oakland Parks and Recreation Department and Oakland Public Library and should examine how other partners will be best coordinated within the model.

The collaborative should examine how other partners will be best coordinated within the model. OFCY will not consider subcontractors or lead agencies that are simply a fiscal pass through. All agencies, schools, and/or program sites must be active parts of program implementation.

6. Coordinator

The after school program must have, at minimum, an on-site coordinator to work with school staff and principal, facilitate and coordinate site logistics, payments, and school/program communication. Up to \$25,000 or half, whichever is less, of this coordinator's salary may be funded by the grant. The coordinator position can be the same individual that might serve as a cluster coordinator, school site coordinator, after school leader, or other existing program position. OFCY may provide funding in excess of 50% of the cost for

this position, but only under extenuating circumstances and if compelling reasons are documented in the proposal.

5. Lead Agency

The lead agency of a collaborative will be the agency that contracts with the City of Oakland. Collaboratives must choose a lead agency that has the fiscal and management capacity to support the other partners or subcontractors by issuing payments in a timely and professional manner. All partners of a collaborative must have the capacity to provide services according to the schedule of the scope of work submitted by the fiscal sponsor for the collaborative.

B. COMMUNITY-BASED SITE

Applicants applying for services at a community-based site, may provide programs at a community-based or non-profit organization, a public recreation center, and/or a public library.

Community-based programs may apply as a collaborative or as a single agency. A public, private, small & autonomous, or charter school may not apply under this designation.

The collaborative partnership must be documented with Letters of Agreement (Attachment K) for each partner in the collaborative and the individual or group of school site(s) as attachments in the proposal.

C. SCHOOL-BASED SITE – “AFTER SCHOOL INITIATIVE”

Applicants applying for services at a school site, or the After School Initiative must propose programs to be provided at an Oakland school site in partnership with community based organizations (CBO) and a school. The CBO partner, and not the school site, must be the applicant for the purposes of submitting a proposal. OFCY will not consider subcontractors or lead agencies that are simply fiscal pass throughs.

The collaborative partnership must include the support of the school principal, school personnel, and the school administration (e.g. OUSD). Some elements of the programs may be provided at a non-school site, but the core of the program must be based at a school. Any elementary and middle school in Oakland is eligible to partner with a CBO or NPO.

The collaborative partnership must also be documented with Letters of Agreement for each partner in the collaborative and the individual or group of school site(s) as attachments in the proposal.

- Requests for funding may be matched with any secured funding (e.g. 21st Century Learning Center funding and/or ASEP funding). Other match may include cash and some in-kind services and must support the cost of the

proposed program. Projected in-kind matches can be no more than 5% of the program cost. (see Post Award Requirements on page 12 of this RFP).

- Please note that schools that have 21st Century or ASEP MUST use that funding as a match.

D. STAND ALONE PROGRAMS

In General, this RFP is not appropriate for applicants of programs that are NOT comprehensive in nature. Applicants may, however, apply to this RFP if they are an after school program and have compelling reason why they should be funded as a stand alone program.

E. PERIOD OF SUPPORT

Two-Year Grants

Contracts will be issued to selected applicants for a twelve-month period of services to be provided between July 1, 2006 and June 30, 2007, renewable for one additional year upon satisfactory evaluation, grant monitoring reports, and performance. The second grant period will run from July 1, 2007 through June 30, 2008.

Selected applicants will not receive their first disbursement of funds until they submit all required contract documents and the contract is signed by the appropriate City offices. Grantees can anticipate an initial disbursement 8-10 weeks after the contract is executed. Additionally, any open contracts, invoices, or reports that remain from any previous fiscal year must be closed before selected applicants receive their first disbursement of grant funds.

VII. PROPOSAL COMPONENTS

A. ELEMENTS OF A COMPLETE PROPOSAL

Complete proposals will contain the items in the checklist below in the order set forth there. An application that does not include all items in the checklist below will be considered incomplete and the applicant will be notified that the proposal will not be considered for funding. Only the requested elements will be reviewed; please do not submit additional attachments, as they will not be considered.

10 Copies of Complete Proposals.

Proposals must be single sided – DO NOT PRINT PROPOSALS DOUBLE-SIDED

Proposals must be clipped or stapled – DO NOT BIND PROPOSALS

Proposals must contain the following:

- Proposal Cover Sheet
- Proposal Narrative
Not to exceed 14 Pages for *Single Agency* Proposals

Not to exceed 20 Pages for *Collaborative* Proposals
Double spaced print using standard 12 point font and 1 inch margins

- ❑ Attachment A – Scope of Work (2006-2007 & 2007-2008)
- ❑ Attachment B – Summary Budget Form (2006-2007 & 2007-2008)
- ❑ Attachment C – Lead Agency Budget Form (2006-2007 & 2007-2008)
- ❑ Attachment D – Budget Narrative (for each partner, if applicable; 2006-2007 & 2007-2008)
- ❑ Attachment D1 – Subcontractor Budget Form (for each partner, if applicable)
- ❑ Attachment E – School Site Activity Form (if applicable)
- ❑ Attachment F – Demographics Form
- ❑ Attachment G – Overall Agency Budget
- ❑ Attachment H – Resume/Job Description for Key Staff
- ❑ Attachment I – Organizational Chart
- ❑ Attachment J – Board Roster
- ❑ Attachment K – Letter of Agreement (if applicable)
- ❑ Attachment L – Audited Financial Statements with Cover and/or Management Letter, if organization budget is between \$100,000 and \$300,000.

OR

CPA Review of Financial Statements with Cover and/or Management Letter, if organization budget is under \$100,000.

OR

Public agencies, other than the City of Oakland, should provide proof of the existence of an independent single audit.

- ❑ Attachment M – Copy of IRS Letter Certifying Tax Exempt Status dated in the year **2004** or later

✓ *NOT APPLICABLE TO PUBLIC AGENCIES*

B. FORMATTING REQUIREMENTS

To be considered, proposals must adhere to the following formatting requirements.

1. Proposal narratives and attachments must be type written on 8-1/2 x 11-inch paper, with 1-inch margins on all sides. All text, including charts and tables, **must be double-spaced**. Please use a standard 12-point typeface such as Times New Roman font. Do not print pages double-sided.

2. All pages in the Proposal Narrative must have the following header:

Name of Lead Agency	Project Title	Page # of # (Total Pages)
Top Left	Top Center	Top Right
3. All pages in the Proposal Narrative must be numbered consecutively. Proposal Narratives may not exceed 14 pages (excluding cover sheet, required attachments, and application forms). For Collaborative Proposals the narrative may not exceed 20 pages (excluding cover sheet, required attachments, and application forms). Shorter narratives are welcome.
4. All pages of all attachments should have the lead agency's name at the top. Attachments should be labeled and pages numbered if they have multiple pages.

C. SUBMITTAL REQUIREMENTS

1. Applicants must submit 10 clipped or stapled copies of their proposals. **DO NOT BIND PROPOSALS.**
2. All proposals must be **hand delivered, complete**, to the Oakland Fund for Children and Youth office on the 4th floor, Suite 4216 of the Lionel J. Wilson building at 150 Frank H. Ogawa Plaza (across from City Hall).
3. Proposals must be delivered **NO LATER THAN 5:00 p.m., Monday, January 9, 2006. Late applications will not be accepted and will not be eligible for funding.**
4. Postal mailed, e-mailed, and faxed proposals will not be accepted.

VIII. PROPOSAL NARRATIVE

The Proposal Narrative must include the following elements, presented in the order below. Reviewers will score Proposal Narratives based upon the adequacy and thoroughness of the response to the RFP requirements and according the following point system⁴:

⁴ This point system applies only to the scoring of the narrative section, the POC use this score along with other criteria to making the funding recommendations.

<u>Narrative Element</u>	<u>Points</u>
Demonstration of Need	10
Agency Capacity	15
Staffing	15
Program Design	35
Outcomes and Evaluation	15
<u>Required Resources and Budget Request</u>	<u>10</u>
TOTAL	100

The Proposal Narrative must adhere to the formatting requirements described on **Section B.**

A. DEMONSTRATION OF NEED, YOUTH SERVED, & SERVICE LEVELS

1. Briefly describe the school(s) and community in which you are working and the characteristics of the youth who will participate in the proposed program. Services should be neighborhood based.
2. How many youth will be served at each site?
3. Why is the project needed, e. g., what are the deficiencies, gaps, and other factors that show evidence of the need for this particular project?



Reviewers will score using the following criteria:

- ✓ Discussion of the community and/or school served is explicit.
- ✓ The number of youth to be served is feasible
- ✓ The extent of evidence of need for the proposed project.

B. AGENCY HISTORY AND CAPACITY

Answer applicable questions from the perspective of each organization and/or agency in the collaborative and question 5 from the perspective of the lead agency.

1. Describe the organization(s) applying for funds, including history, mission, and types of services provided. How does your mission fit with the mission and goals of the Strategic Plan?
2. Describe similar current or past projects or services or accomplishments that relate to the type of work proposed. What was the size or scope of those efforts? What were the populations served? What were the outcomes involved?
3. Describe the collaborative relationships and community linkages, including past history of working together, which may strengthen your organization's ability to successfully implement the proposed program.

4. Briefly describe your the facility(ies) where the project is to be implemented, e.g., the location, description of space, amenities, security, etc.
5. Describe the fiscal and management practices that strengthen your organization's ability to successfully deliver the proposed program. Financial information should be provided in Attachment L.

Reviewers will score using the following criteria:



- ✓ The extent to which the program described fits the Strategic Plan's mission and goals.
- ✓ The extent to which the applicant's past accomplishments or current projects (and those of any subcontractors) relate to the type of work required under this proposal.
- ✓ The extent to which previous delivery of similar services demonstrate the applicant's ability to provide deliverables in a timely manner.
- ✓ The extent to which partners will be involved in the project, roles are clear, evidence of participation is adequate.
- ✓ Adequacy of facilities and support services at the applicant's disposal.
- ✓ The extent that the fiscal and management capacity demonstrates the applicant's ability to deliver the proposed program.

C. STAFFING AND STAFF/CONSULTANT QUALIFICATIONS

1. Identify all staff working on this project, including their expected roles, estimated percent time, and their experience implementing similar projects. Show where any new positions funded by this RFP would fit. Identify the person who will have primary responsibility for managing the project and discuss their experience managing similar projects. The resumes of the key project staff, including managers and staff working directly with children and youth, responsible for project implementation and delivery of services should serve as Attachment G. If staff is not yet hired, attach job description(s).
2. If you are proposing a consultant(s) to provide part of the deliverables, please describe the consultant's key staff qualifications. Explain the criteria you used to select the consultant(s) or, if not yet hired, will use in the selection process. More than one applicant may propose to use the same consultant, provided that the consultant is capable of fulfilling the services described in each scope of work.

Reviewers will score using the following criteria:

- ✓ The extent to which roles and responsibilities are clear and staffing structure shows evidence of ability to carry out the project successfully.
- ✓ Adequacy of the proposed staffing pattern in both number and level/role.
- ✓ The extent to which the proposed consultant has the capacity to deliver the service.

D. PROGRAM DESIGN

1. Explain plans for implementation and units of service to be fulfilled. What are the key activities to be undertaken? What is the timeline for accomplishing them (be sure to allow adequate start-up time)? Please show activities and timeline by each fiscal year (e. g., FY 2006-2007 and FY 2007-2008). This answer should correspond to the Scope of Work Form(s).
2. Explain how you will coordinate the Academic and Enrichment/Recreation components and how joint decisions will be made between partners.
3. How does the proposed program meet the strategy components & requirement as identified in Section VI, Parts B & C of this RFP?
4. Describe the outreach and recruitment activities you will use to increase awareness of and utilization of services or participation in program events.

Program Design will be scored during the review process using the following criteria:

- ✓ To what extent are the units of service and numbers of persons to be reached feasible? Are they reasonable in relationship to the amount of the funds requested?
- ✓ To what extent are the activities and timelines for implementing this project feasible?
- ✓ To what extent does the coordination plan seem feasible?
- ✓ To what extent does the proposed program meet the strategy components?
- ✓ To what extent are any planned outreach/promotional activities likely to increase utilization of services or participation in program events?

E. OUTCOMES AND EVALUATION

1. List the anticipated outcomes of the project for which funds are being requested and define the rationale for the identified outcomes.

- ✓ OFCY's definition of an outcome can be found in the glossary in the Appendix.

You may wish to use the following to assist in drafting an outcome/result statement to measure the effect of your services, by filling in the blanks for each service outcome:

Effects/Outcomes/Results Statements

Example 1: To reduce the incidences of reported violence among middle school youth at X campus site by 15% in the first year of the program.

Example 2: To increase youth/parent communication (as reported by self-assessment pre and post-tests) among clients by 25% within the first 90 days of the clients' participation in the program cycle.

Example 3: To increase readiness to learn by 20% as measured on entry to Kindergarten for pre-school children in the first year of the program.

2. Describe the indicators or measures that will be used to track progress towards these outcomes.
3. Describe how data will be tracked; including enrollment, attendance, and the frequency with which services are offered.

Outcomes and Evaluation will be scored during the review process using the following criteria:

- ✓ To what extent has the applicant identified outcomes?
- ✓ To what extent has the applicant described appropriate indicators or measures that will be used to track progress towards these outcomes?
- ✓ To what extent do data tracking methods correspond to and capture the major activities of the scope of work?

F. REQUIRED RESOURCES AND BUDGET REQUEST

Proposals using a Fiscal Sponsor should answer the following questions from the perspective of the agency providing resources and not from the perspective of the Fiscal Sponsor.

The information below should supplement the required budget information in Attachments B, C, D, D1, and E.

1. Describe other resources that are secured or anticipated for this project during the project period.
2. Assuming that your funding is reduced in subsequent years, how do you plan to sustain your program?

Required Resources and Budget Request will be scored during the review process using the following criteria:

- ✓ To what extent are requested funds appropriate to carry out the project? Is there adequate justification for all line items? Does the funding amount requested relate appropriately to the proposed level of effort?
- ✓ To what degree is the cost per participant appropriate and cost-effective?
- ✓ To what extent are other agency resources, including in-kind and outside resources, available to support the project?
- ✓ Are the applicant's plans for sustaining the project efforts after the grant period realistic?

IX. REQUIRED ATTACHMENTS

Please obtain the forms at our website at www.ofcy.org.

PROPOSAL COVER SHEET

Complete cover sheet. The cover sheet must be one page. Instructions are below:

Applicant/Fiscal Sponsor

The applicant is the organization or agency that will sign the contract if the grant is awarded. Therefore, if this is a project with a fiscal sponsor, the fiscal sponsor will be the applicant. Information about the Applicant/Fiscal Sponsor must be completed, including total organization budget for FY 2005-2006 (current year).

Sponsored Entity

If the applicant is a Fiscal Sponsor, then information about the sponsored entity must be completed, including total organization budget for FY 2005-2006 (current year).

Federal TAX ID#

If the applicant is a non-profit organization, enter the Federal TAX ID # of the applicant. Public agencies may leave this area blank.

Project Title

Provide a simple and straightforward title for the project. This will be used in identifying the proposal.

Project Description

In one paragraph (100 words or less), in the space allotted and using a font size no smaller than 12 point, summarize the proposal for which funding is requested. The summary should describe the program in terms of the number served, who will be served (age and other identifying characteristics), with which services, when, where, for what purpose or outcome.

This Project Summary will be used to describe the proposed project throughout the review process. It is important that the Project Summary be clear, concise, and comprehensive. Applicants are strongly encouraged to write well thought through Project Summaries.

Project Budget

Indicate the amount requested from OFCY, the total match amount, and the total project budget. The total project budget should be the sum of the amount requested and the total match amount.

Collaborative

If the proposal is being submitted as part of a collaborative, select "yes". If the proposal is being submitted as a single agency application, select "no". A collaborative must consist of three or more substantially participating agencies working together toward a mutual goal. Please see page 18 for complete definition.

Funding Strategy

Select the appropriate (one) Funding Strategy under which the proposal is being submitted for consideration.

A. SCOPE OF WORK FORM

Complete sections of the Scope of Work form (both FY 2006-2007 & FY 2007-2008) as indicated below. Enter the applicant name and project title at the top of the form (in the header).

Above the Chart:

Total Grant Request and Total Estimated Match

List the grant request amount and the estimated match amount.

Projected Total Unduplicated Number Served

List the projected total unduplicated number of children and youth who will be ongoing clients over the course of the program. Unduplicated means that each participant is counted once, regardless of the number of times he/she participates during the year. Youth who are anticipated to participate in multiple program activities should be counted only once to ensure the number is unduplicated.

Units of Service per Funding Strategy

After you have completed the scope of work, double check the numbers in the total of all units of service per Funding Strategy table. For example, if an activity has a total of 300 units of service and the Funding Strategy is "F", you will enter "300" above the "F" in the table.

Funding Strategy Codes:

- F Services for Children with Special Needs, ages 0 to 5 years
- P Parent - Child Learning, ages 0 to 5 years
- E Comprehensive After School Programs, ages 6 to 10 years

- M Comprehensive After Programs, ages 11 to 14 years
- S Summer Enrichment, ages 6 to 14 years
- C Career and College Readiness, ages 15 to 20 years
- L Youth Leadership, ages 15 to 20 years
- B Physical and Behavioral Health, All ages

In the Chart:

Program Activities

List each of the program activities to be funded by this grant. Space is provided for up to **26 activities**. Please do not add more lines.

Program Activity Code

List the program activity code that best fits the program activities from above.

Program Activity Codes:

- 01 Arts activities
- 02 Computer training
- 03 Community Services Activities
- 04 Child development activities
- 05 Career Education/ Employment training or assistance
- 06 Individual counseling/Mental health services
- 07 Leadership development activities
- 08 Life skills development activities
- 09 Mentoring
- 10 Nutrition/Health services
- 11 Parent education/Parenting skills training
- 12 Sports/Recreational activities
- 13 Tutoring/Academic Assistance
- 14 Other
- 15 Youth-to-Youth Grantmaking activities

Funding Strategy

List the strategy code that best fits the program activities listed.

Projected Numbers of Participants Served

Estimate the anticipated number of children or youth that will participate in the program activity over the course of the year.

Ongoing Participants

The total number of children or youth anticipated to enroll and regularly participate in the program activity over the course of the year. (Grantees will be expected to provide demographic data on ongoing served children and youth including age, gender, ethnicity, zip code, etc., in quarterly progress reports.)

Average Session Participants

The average number of children or youth to receive the service per session the service is offered, i.e. average daily attendance.

Implementation Schedule

Place a number in the space provided to indicate the number of sessions in which services will be offered per month.

Projected Total Number of Sessions

The number should equal the number of sessions indicated in the implementation schedule.

Average Number of Hours Per Session

Indicate the number of hours in a session.

Projected Units of Service

Double check the number by multiplying the average session participants by the projected total number of sessions times the average number of hours in a session to get units of service at 6 months and at 12 months.

Days of Activity

Indicate the days of the week for each activity.

Times of Activity

Indicate the times of day for each activity.

Site Code

List the site code as found in the appendix.

School-Linked

Check this box if the program is school-linked (documented partnerships or collaborations between community organizations and schools).

After-School Program

Check this box if the program activity is a part of an after school program.

B. SUMMARY BUDGET FORM

The applicant agency is required to produce a summary project budget (FY 2006-2007 & FY 2007-2008) that presents the total of all partners' costs for each budget category. The summary budget form is also required of single agency projects.

Projected Match

- A column labeled "Projected Match" is included in the line item budget. The match must be 25% of the total project budget. This column should demonstrate how the 25% required matching funds should be applied to each of the line items in the budget. For example, if a Project Manager is to be partially funded by OFCY and partially by another grant, the dollar amount paid for by other grant funding should be listed as "Projected Match".

Example: If an agency requests \$75,000 from OFCY to support a project that has a \$100,000 budget, the match must be at least \$25,000.

C. LEAD AGENCY BUDGET REQUEST FORM

The budget is an important component of your proposal. This document links the funding requested with specific elements of the project proposed. Therefore, the budget proposed should be an appropriate and accurate projection of the project expenses (both FY 2006-2007 & FY 2007-2008).

The budget form attached shows the format in which costs associated with the proposed project should be identified.

Listed within each category below is a description and sample narratives of the information that we require in order to review your proposed budget. Each numbered category corresponds to the sample line item budget form. Budgets must adhere to the funding policies stated earlier in the RFP. Note: Cost categories should not be changed or renamed.

1. Direct Costs

a. Personnel

In addition to the information required on the line-item budget form, include a detailed description of the activities of each position as it relates to the project in the budget narrative (Attachment D). All positions must be related to direct service to children and youth in some way.

Sample Narrative: The Project Coordinator is responsible for planning, organizing, and directing the implementation and operations of this project. The base salary for the Project Coordinator is \$40,000. The Project Coordinator will be working on the project half time for 9 months for a total cost of \$15,000.

Volunteer Hours (In-Kind): This line item represents the total value of volunteer hours used towards documenting matching funds. Note: the total projected in-kind match (including volunteer hours) can be no more than 5% of the program cost.

Fringe and Benefits: This line item represents benefits (health, dental, etc.) as well as mandatory employment costs such as FICA, Social Security, SDI, and unemployment taxes. Indicate what benefits will be provided and how the amount was calculated in the budget narrative. If different rates were used for different individuals, your budget narrative should contain a table that summarizes the calculation for each individual.

Example:

	<u>Salary</u> (based on % of time spent project)	<u>Fringe Rate</u>	<u>Fringe</u>
Project Director	\$15,000	.25 (25%)	\$3,750
Program Assistant	\$20,000	.12 (12%)	\$2,400
Total Fringe			\$6,150

b. Other Direct Costs

List costs that are directly associated with operating the project. For each line item, describe how estimates were determined in the budget narrative. Please detail how much is being requested from OFCY.

Sample text:

"Total request amount is _____. OFCY budget request is _____."

Duplicating/Copying

Sample Narrative: Copying of project correspondence and reference materials to be utilized in the training of the Youth Interns. The total requested budget is \$2,100 per year.

Equipment Lease Agreement(s)

Sample Narrative: We are requesting the rental of a copy machine for the purpose of copying daily correspondence and documentation related to the OFCY grant. Our vendor has provided us with an estimate of \$200 a month. The total cost for 12 months will be \$2,400. OFCY budget request is _____.

Equipment/Furniture Purchase

OFCY permits purchase of equipment and capital items for "primary and direct use by children and youth." However, any single item costing \$500 or more is considered a capital expenditure and the City retains title of all such items and reserves the right to exercise its ownership. Grantees will be required to provide the City with a list and description of any and all items costing \$500 or more that are purchased by OFCY funds.

Itemize the equipment requested and include a statement outlining the ways in which the equipment will be used primarily and directly by children and youth to fulfill project goals. You should explore the option of purchasing vs. leasing/rental, and explain your choice. Generally, OFCY will support only a portion of high-cost equipment line items. Therefore, you should explore whether other sources of funds can be obtained for equipment.

Sample Narrative: We will require 3 computers to supplement our 7-computer laboratory. These computers will be used by youth in the Young

Journalists Club, described on page 5 of our proposal. After calculating the costs of leasing 3 computers versus purchasing the equipment, we found that purchasing the equipment resulted in a net savings of \$1,050 over the course of the year. The total cost for purchase of three computers is \$2,550.

Sample text:

"We are requesting \$1,000 from OFCY toward the cost of the computers."

Facility Rental and Costs

These are the pro-rated costs of space rental, utilities, building maintenance and other occupancy costs that are directly used to provide services for young people.

Sample Narrative: The organization's cost for space rental, utilities and janitorial services is \$3,000, \$1,500, and \$500 respectively for a total of \$5,000 per month or \$60,000 per year. Thirty percent of the facility will be used for the proposed program, so the direct occupancy cost is \$18,000. OFCY budget request is _____.

General Office Supplies/Software

Sample Narrative: The requested supply budget is \$2,500. This includes \$1,000 for office supplies such as tape, stationery, fax paper, pens, pencils, and business cards. Additionally, \$1,500 is budgeted for computer supplies to support the component of our project that involves data analysis. OFCY budget request is _____.

Postage

Sample Narrative: The total requested postage budget is \$3,025. This includes mailing routine correspondence as well as the community health assessment questionnaire. The questionnaire is an integral component of our activities as outlined on page 13 of our proposal. The total number of questionnaires to be mailed is 7,500 @ \$.37 rate = \$2,775. The \$250 balance is for mailing of routine correspondence.

Program Materials & Supplies

This category should include all items that your program requires in order to operate, such as recreational equipment, art supplies, workbooks, etc.

Sample Narrative: Soccer balls, baseballs and bats, basketballs and nets, and volleyballs totaling \$1,000. The youth also need uniforms for the recreation program. These will cost \$300. The total cost for program materials and supplies is \$1,300. OFCY budget request is _____.

Telephone/Internet/Communications

Sample Narrative: There are two separate costs associated with this line item: local and long distance calls. Local calls will be made for program related communications and will amount to \$100 monthly. The long distance calls will be made for communication with national and regional offices and

other program related communications. The anticipated long distance calls costs for the year are \$3,000. Therefore, the total telephone budget is \$4,200.

Project Staff Travel/Transportation/Meeting Costs

The projected expenditures for local and non-local travel should be described in this section. The basis for the calculation as well as the purpose for all travel should be provided. Local travel estimates should be based on your organization's current policies, for example, 36.5 cents per mile. Any non-local travel needs to be carefully itemized and justified.

The travel should be directly related to serving youth. (e.g. no staff meetings, professional development conferences, etc.)

Sample Narrative: OFCY budget request is _____. As outlined in the job description, the three Case Managers will travel daily between the Project Office and the community for outreach activities. Additionally, they will travel to the local Office of Human Services, clinics, and other resource agencies. We have estimated that they will each travel 100 miles/week X \$0.365 = \$36.50/week. Therefore, the total travel cost for three Case Managers per year (50 weeks) is \$5,475.

Youth Grants (Only for Youth to Youth grantmaking programs)

Sample Narrative: 30 grants will be given out from January 1, 2004 to March 31, 2004. 25 grants will be given out from April 1, 2004 to June 30, 2004. The average grant size is \$500. OFCY budget request is _____.

Youth Stipends

Sample Narrative: We will have three youth interns who will work approximately five hours per week on outreach and training for our youth leadership project. Youth interns will receive a stipend of \$200 per month for the nine months of the project, so the total cost is \$5,400. OFCY budget request is _____.

c. Consultants

The need for each consultant must be outlined in detail in the narrative. A work plan for each, including the tasks to be accomplished, should also be included in the narrative. Fees paid by OFCY are not to exceed \$700/day for a full day of work. If the daily rate charged by any particular consultant is more than \$700, you will need to identify other sources of support.

Sample Narrative: Consultant costs are budgeted at \$2,000/year for the participation of Ms. Youth Facilitator. She will facilitate a training retreat with our youth leaders. She will conduct two all-day workshops and participate in program workshops meetings. The \$2,000 estimate is based on 4 days/year at \$500/day. OFCY budget request is _____.

d. Subcontracts

For each proposed subcontract for which you request OFCY support, you should provide an explanatory paragraph in the budget narrative that describes in detail the services to be provided. OFCY cannot be listed as a subcontractor.

Sample Narrative: We are requesting \$10,000 for our subcontract with ABC Children's Center. They are the most qualified to provide ABC service because _____. ABC Children's Center will be providing services as outlined in the scope of work. A detailed subcontractor budget form is attached.

2. Indirect Costs

Indirect costs for single agencies may be calculated up to 10% of the total grant request. This rate is non-negotiable. This line item is intended to cover costs that are necessary to conduct the grant, but which are not readily identified as direct program expenses (e.g. reporting costs, payroll processing, fund development, insurance, evaluation costs, other administrative costs, etc.) This line item does not need to be itemized. However, if your grant is audited by the City of Oakland you must be able to document and justify indirect costs charged to this grant.

Collaborative applicants may also charge up to an additional 5% of the total grant amount (for a total indirect cost of 15% of the total grant request) for collaborative-building costs. This portion of indirect costs must be itemized in the Budget Narrative (Attachment D).

Sample Narrative: Ten percent of a total grant amount of \$250,000--\$25,000—will be charged as an un-itemized administrative fee. An additional \$12,500 will be charged for collaborative-building activities. One representative from each of the five collaborative partner agencies will be sent to a collaboration workshop offered by Nonprofit Management Solutions. The fee per participant will be \$100 for a total of \$500. We will also hire a consultant at \$60/hr for 200 hours for a total of \$12,000 to facilitate collaborative meetings and work with the collaborative coordinator and other partner agency staff to create better systems of communication within the collaborative. The total indirect costs will be \$37,500.

D. BUDGET NARRATIVE

The budget narrative must be independent of the proposal narrative and must include a separate and complete justification for each line item in the budget (2006-2007 & 2007-2008). Narrative examples are provided in the description of Attachment C, above. In general, each narrative statement should describe, in as much detail as possible:

- ✓ What the specific item is

- ✓ How the specific item relates to the project
- ✓ How the amount shown in the budget was arithmetically determined

Any proposals that involve more than one agency are required to submit budget narratives for each partner, including the lead agency.

Label the Budget Narrative "Attachment D" in your application.

D1. SUBCONTRACTOR BUDGET FORM (IF APPLICABLE)

Any proposals that involve more than one agency are required to submit line-item budgets for the Applicant (Lead) Agency and each Sub-Contracting (Partner) Agency. Use the same guidelines as for Attachment C.

E. SCHOOL SITE ACTIVITY FORM (IF APPLICABLE)

Each partner for each school site included in the application must submit a Site Activity Form.

Example: Organization A is providing Hip Hop dance at 3 school sites. The 3 school sites are applying under one (1) application. Organization A should submit three (3) School Site Activity Forms for this application.

F. DEMOGRAPHICS FORM

Please use the form included in this RFP to provide statistical data about the population you propose to serve through OFCY funds. For each chart, estimate the number of youth served according to each category. Calculate the percentage by dividing the estimate for each category by the total number of youth to be served.

G. OVERALL AGENCY BUDGET

Please attach an overall agency budget for Fiscal Year 2005-2006 (current year's budget) of income (committed and requested) and expenses. If there is an ending balance or deficit from preceding years, account for it in the current year's budget. Specify whether the budget is that of the fiscal sponsor (applicant) or that of the sponsored entity.

Fiscal Sponsors must submit Overall Agency Budgets for themselves and their sponsored entity.

This chart should be labeled "Attachment G" in your application.

H. RESUME/JOB DESCRIPTION FOR KEY STAFF

Provide resume of key project staff responsible for project implementation. If staff is not yet hired, attach a job description. Label the Resume/Job Description "Attachment H" in your application.

I. ORGANIZATIONAL CHART

The organizational chart should indicate how this program fits into the structure of the organization including staffing, reporting lines, and governance. The chart should show the relationships of staff within the agency delivering services. If there is a Fiscal sponsor or there are partner agencies, the relationships between agencies should be indicated. This chart will help reviewers assess the applicant's capacity and how the program fits into the overall mission of the organization.

J. BOARD ROSTER

The board roster should indicate officers, affiliations, and addresses of all members. No board roster is required for public agencies.

This chart should be labeled "Attachment J".

K. LETTERS OF AGREEMENT

Letter of Agreement must be submitted between the following parties:

- Fiscal sponsors and sponsored entity
- Lead agencies & subcontractors
- Any partner named on the Scope of Work or Budget

Any City of Oakland or Alameda County applications must be signed by the department director.

- ✓ Any program that will perform services on an OUSD site must 1) Use the OUSD Grant Face Sheet as the Attachment K and 2) Contact Mary Ann Burke at the OUSD Grants Office - (510) 879-8826 or Mary.Burke@secmail.ousd.k12.ca.us. The Grant Face Sheet can be obtained from the OFCY website and the Grants Office website.

The Letter of Agreement, among other responsibilities, must state that the fiscal sponsor or contractor is aware of their responsibility both fiscally and programmatically for all grant requirements if funds are awarded. The fiscal sponsor will be the applicant and will be the responsible party for the contract if the application is successful.

Please do not attach letters of support. They will not be reviewed.

L. FINANCIAL STATEMENTS OR AUDIT

Audited Financial Statements with Cover and/or Management Letter, if organization budget is \$100,000 or more – For 2004-2005.

OR

CPA Review of Financial Statements with Cover and/or Management Letter, if organization budget is under \$100,000 – For 2003-2004 & 2004-2005.

Audits must include a cover and/or management letter (signed by auditor and containing any findings). Attachment L must be complete at the time the proposal is submitted.

Public agencies, other than the City of Oakland, should provide proof of the existence of an independent single audit.

M. IRS LETTER CERTIFYING TAX EXEMPT STATUS

All applicants must be a public or private non-profit agency. Non-profit agencies must attach a copy of the IRS letter dated **2004** or later certifying their organizations' nonprofit status under section 501(c)(3). Organizations that do not have 501(c)(3) status must apply under the sponsorship of an organization holding an IRS 501(c)(3) designation. For-profit agencies are not eligible for funding. No proof is required for public agencies.

✓ *NOT APPLICABLE TO PUBLIC AGENCIES*

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**X. SITE CODES
SCHOOLS**

165	ACORN Woodland
101	Allendale
218	Arts Middle School
158	Arts School
185	ASCEND
550	ASPIRE/UCB Charter School
102	Bella Vista
206	Bret Harte
103	Brookfield
223	Bunche Academy
104	Burbank
105	Burckhalter
346	Business & Information Technology
350	Business/ Entertainment School of
205	Calvin Simmons
168	Carl Munck
301	Castlemont Community
106	Chabot
201	Claremont
108	Cleveland
109	Cole
339	College Prep & Architecture Academy
333	Community Day HS
269	Community Day MS
111	Crocker Highlands
310	Dewey Academy
110	E. Morris Cox
349	East Oakland Community HS
348	East Oakland School of the Arts
320	Eastside HS
210	Edna Brewer
199	Elementary Registration School
202	Elmhurst
115	Emerson
181	EnCompass Academy
351	EXCEL
225	EXPLORE
999	Expulsion School
314	Far West
116	Franklin
302	Fremont Federation
341	Fremont In Transition
203	Frick
117	Fruitvale

120	Golden Gate
122	Grass Valley
207	Havenscourt
124	Hawthorne
171	Henry J. Kaiser
399	High School Registration
126	Highland
127	Hillcrest
170	Hoover
136	Horace Mann
166	Howard
186	International Community School
215	James Madison
128	Jefferson
142	Joaquin Miller
156	John Swett
216	King Estates
189	KIPP Bridge College Prep
237	Kismet Academy
121	La Escuelita
129	Lafayette
130	Lakeview
131	Laurel
132	Lazear
347	Leadership Preparatory HS
590	Leadership Public Schools Internal
335	Life Academy
133	Lincoln
134	Lockwood
135	Lonafellow
209	Lowell
342	Mandela HS
137	Manzanita
175	Manzanita SEED
184	Marcus Foster
138	Markham
174	Marshall
182	Martin Luther King Jr
139	Maxwell Park
303	McClivmonds
343	Media College Prep
141	Melrose
235	Melrose Leadership Academy
328	Merritt Middle College HS
338	MetWest
299	Middle School Registration
143	Montclair
211	Montera

305	Oakland Technical HS
144	Parker
145	Peralta
146	Piedmont Avenue
147	Prescott
193	REACH Academy
148	Redwood Heights
192	RISE
340	Robeson School Visual & Performing
212	Roosevelt
173	Rubicon
222	Rudsdale Academy
191	Sankofa Academy
150	Santa Fe
336	School of Social Justice
151	Sequoia
153	Sherman
306	Skyline
154	Sobrante Park
330	Sojourner Truth Independent Study
155	Stonehurst
313	Street Academy
190	Think College Now
157	Thornhill
176	Tilden Elementary
159	Toler Heights
236	Urban Promise Academy
214	Verdese Carter
231	Village Academy/Independent Study
161	Washington
162	Webster Academy
213	Westlake
163	Whittier
344	Youth Empowerment School

LIBRARY

- 01 African American Museum & Library at Oakland (AAMLO)
- 02 Asian Branch
- 03 Brookfield Branch
- 04 Cesar E. Chavez Branch
- 05 Dimond Branch
- 06 Eastmont Branch
- 07 Elmhurst Branch
- 08 Golden Gate Branch
- 09 Lakeview Branch
- 10 Main Library
- 11 Martin Luther King Branch
- 12 Melrose Branch
- 13 Montclair Branch

- 14 Piedmont Ave Branch
- 15 Rockridge Branch
- 16 Temescal Branch
- 17 West Oakland Branch

RECREATION CENTER

- 18 Allendale
- 19 Arroyo Viejo
- 20 Brookdale
- 21 Bushrod
- 22 Carmen Flores
- 23 Defremery
- 24 Dimond
- 25 FM Smith
- 26 Franklin
- 27 Golden Gate
- 28 Ira Jenkins (Brookfield)
- 29 Lincoln Square
- 30 Manzanita
- 31 Montclair
- 32 Mosswood
- 33 Poplar
- 34 Rainbow
- 35 Redwood Heights
- 36 San Antonio
- 37 Sheffield village
- 38 Studio One
- 39 Tassaforango
- 40 Verdese Carter

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OTHER

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XI. GLOSSARY

501(c)(3)

Another term for a nonprofit organization. If an organization has a "501(c)(3) designation" or "501(c)(3) status," then it is legally a nonprofit organization as determined by the Federal Government. If an organization is not a 501(c)(3), then it is not legally a nonprofit organization.

After school

Programs that serve school-aged children and/or youth offering services immediately after school until early evening (approximately 2-8 pm).

After school Initiative (ASI)

A proposal to provide a comprehensive after school program at a school site.

Applicant

The "entity" or group applying for OFCY funding. The applicant must be a **Public Agency** or a **Nonprofit Organization**.

Bidder/Bidders' Conference

A bidder is a potential applicant who might submit a Grant Application. After the RFP is released to the public, potential applicants attend a Bidders' Conference to learn about the RFP. At the Bidders' Conference, potential applicants may ask OFCY staff questions about the RFP.

Board of Directors⁵

A Board of Directors is a required organizational component of a corporation, whether it is a for-profit or **Nonprofit Organization**. Boards have formal responsibilities and ensure that funds are used to fulfill the mission of the organization. Formal responsibilities of Boards include, but are not limited to:

1. To ensure that the organization stays in compliance with laws and regulations relating to nonprofit corporations
2. To ensure that the organization uses its resources toward the fulfillment of its mission as stated in its tax-exempt **501(c)(3)** purpose
3. To determine the organization's mission, strategies, and program priorities
4. To hire and supervise a Chief Executive Officer or Executive Director who manages the corporation

CAO

The City Administrator's Office serves as the top administration office for the City.

⁵ Adapted from Jan Masaoka, *Action Handbook for Boards*, Support Center for Nonprofit Management, 1995, p.8.

Cap

The maximum amount of money that can be requested. Caps are placed on the entire amount an applicant can request. Caps are also placed on specific items within the applicant's budget.

Capacity, Capacity Building

The ability of a public agency or nonprofit organization to provide **Services** to the **Client**. Applicants must show that they have adequate capacity to do all of the things that they say they will do in their applications. Capacity Building means increasing an organization's ability to provide services to the Client. Capacity Building could mean, for example, improving an organization's business or management skills. Capacity Building is usually provided through some form of **Technical Assistance**.

C.B.O.

Community Based Organization

Client/Customer, Unduplicated Client/Customer

The person receiving **Service** from a public agency or nonprofit organization. The client in OFCY is a child or youth. An Unduplicated Client is a client that is counted only once, no matter how much service the client receives. Example: if 1 youth attends an afterschool program 3 days per week for 25 weeks per year, this youth would be counted as 1 unduplicated client even though s/he would attend the program approximately 75 times per year.

Comprehensive After-school

Programs with services immediately after school until early evening (approximately 2-8 pm) and offer an academic, recreational, and enrichment component for 3-5 days a week.

Consent

A term used as part of the City Council process to indicate that an agenda item is non-controversial.

Cost-Effective

Costs that are at or below what can be expected for running programs that provide quality **Services**. Keep in mind that different kinds of services will have different costs. For example, it may cost more to run a one-on-one counseling program than it does to run a group sports program, so total cost or **Cost per Unit of Service** alone cannot be used to determine whether a program is cost-effective.

Cost per Unit of Service

Cost per Unit of Service is the amount of money it takes to provide 1 **Unit of Service**. A Unit of Service is simply a measurement of the amount of **Services** provided to the **Client**. OFCY has defined 1 Unit of Service to be the same as 1 hour of service. For example, if a youth receives 3 hours of tutoring, that would count as 3 Units of Service. For example, if it costs \$24

to provide 3 Units of Service (3 hours of tutoring), then the Cost per Unit of Service would be:

$\$24 / 3 \text{ Units of Service} = \$8 \text{ per Unit of Service}$

Direct Costs

Direct Costs are expenses that are specifically generated running an individual program or project. Examples of direct costs are program materials for students, salaries for tutors, coaches and program managers.

Emerging Organization

Emerging organizations are new organizations that have provided services (for which OFCY funds are sought) for a minimum of two years. Emerging organizations may also be those that recently received 501(c)(3) status, after having been fiscally sponsored by a public agency or a 501(c)(3) nonprofit organization.

Evaluation

The process of collecting and analyzing information about a program to determine what works and what needs improvement. OFCY programs must be evaluated by a professional evaluator. Results of the evaluation are published twice per year.

Financial Statement

A Financial Statement is usually prepared by a certified public accountant and contains an organization's report of revenues and expenditures. New nonprofit organizations may have a very simple financial statement that is prepared by a bookkeeper or by the board treasurer. It can be audited or not audited. Financial Statements should be accompanied by an explanation of any findings of concern. Audited Financial Statement reports are accompanied by a cover letter and/or management letter, which contains any findings and is signed by the independent auditor. All applicants requesting OFCY funds must submit financial statements for the two most recently completed Fiscal Years. In addition, all applicants requesting \$75,000 or more must also submit an independent auditor's report, cover letter and/or management letter completed for Fiscal Year **2003** or later.

Fiscal Sponsor (sometimes referred to as a Fiscal Agent)

A **Public Agency** or a **Nonprofit Organization** that applies to OFCY funding on behalf of another organization that is not a public agency or nonprofit organization. The Fiscal Sponsor manages the money and is responsible for making sure that the program is carried out.

Funding Strategies

The major goals OFCY wants to accomplish and what OFCY will pay for.

- Services for Children with Special Needs, ages 0 to 5 years
- Parent - Child Learning, ages 0 to 5 years
- Comprehensive After School, ages 6 to 10 years

- Comprehensive After School, ages 11 to 14 years
- Summer Enrichment, ages 6 to 14 years
- Career and College Readiness, ages 15 to 20 years
- Youth Leadership, ages 15 to 20 years
- Physical and Behavioral Health, All ages

In the OFCY **Strategic Plan**, the above are called High Priority Strategies.

Grant, Grant Application/Proposal, Grantee

Grant is the money awarded to the Applicant that is selected to receive funding. **Grant Application/Proposal** is what the Applicant writes to request money from OFCY. The **Grantee** is the public agency or nonprofit organization that receives a grant.

Indicators⁶

Indicators are the specific items of information that track a program's success on **Outcomes**. Indicators describe observable, measurable characteristics or changes that represent achievement of an **Outcome**. For example, a program with a desired **Outcome** that participants pursue a healthy lifestyle might choose to measure Indicators such as: whether a participant successfully quits smoking; whether a participant increases levels of physical activity; or whether a participant's knowledge of HIV/AIDS is increased. The number and percent of a program's participants who demonstrate these changes in knowledge, behaviors, and/or skills is an Indicator of how well the program is doing with respect to the desired **Outcome**.

Indirect Costs

Indirect Costs are sometimes called "overhead" or "administrative" costs. Indirect Costs are expenses associated with operating an organization as a whole. Indirect Costs are expenses that are not specifically generated from running an individual program or project within that organization. Examples of Indirect Costs are rent, insurance premiums, repairs/maintenance, and salaries of administrative personnel such as bookkeepers or accountants. An organization may not use more than 10% of its OFCY grant for Indirect Costs.

Inputs⁷

Inputs are resources a program uses to achieve program objectives. Examples are staff, volunteers, facilities, equipment, curricula, and money. A program uses Inputs to support program activities. Inputs have an influence on a program's **Outputs** and **Outcomes**.

⁶ Adapted from James Bell, et al., *Measuring Program Outcomes: A Practical Approach*, United Way of America, 1996, p. xv.

⁷ Adapted from James Bell, et al., *Measuring Program Outcomes: A Practical Approach*, United Way of America, 1996, p. xv.

LEC

Life Enrichment Committee – A subcommittee of the City Council. The Subcommittee reviews all Department of Human services agenda items before they go to the City Council.

Match, Matching Funds

The amount of money that the Applicant or Grantee states it will raise in addition to OFCY money. All Applicants must show that they will raise a match of at least 25% of the total program cost. OFCY will not pay for more than 75% of a program's cost.

Measure K – Kids First! Initiative

The Oakland Fund for Children and Youth (**OFCY**) was established in November 1996, when over three-fourths of the voters expressed a powerful commitment to their children and youth by passing the Kids First! Initiative (Measure K). This initiative was the result of a grassroots effort including young people, parents, teachers, community organizers, staff from youth-serving organizations, and many others who were instrumental in placing the Measure K- Kids First! Initiative on the ballot.

Non-Consent

A term used as part of the City Council process to indicate that an agenda item is controversial and will require a discussion.

Nonprofit Organization

A nonprofit organization is established for one of the broad purposes specified under California law and has filed its articles of incorporation with the Secretary of State. To receive charitable donations, a nonprofit organization must then seek tax exemption from both the Franchise Tax Board and, under Section 501(c)(3) of the Internal Revenue Service. An organization that is not a nonprofit tax-exempt organization or a **public agency** must have a **fiscal sponsor** to apply for OFCY funding.

OASCT

Oakland Afterschool Coordinating Team.

OFCY

Oakland Fund for Children and Youth. Some members of the community refer to OFCY as **Measure K** - the Kids First! Initiative.

Outcomes⁸

Outcomes are benefits for participants during or after their involvement with a program. Outcomes are not the same as **Outputs**, nor are they measures of how many clients are served, how many program activities are delivered,

⁸ Adapted from James Bell, et al., *Measuring Program Outcomes: A Practical Approach*, United Way of America, 1996, p. xv.

nor the total number of **Units of Service**. Outcomes relate to positive changes in knowledge, skills, attitudes, values, behavior, condition, or status. Examples of Outcomes include improved health status, increase in reading skills, and more effective responses to conflict, getting a job, and having greater financial stability.

For a particular program, there can be various levels of Outcomes, with initial Outcomes leading to longer-term ones. For example, a youth in a mentoring program who receives one-to-one encouragement to improve academic performance may attend school more regularly, which can lead to getting better grades, which can lead to graduating, which can lead to attending college.

Outcomes are influenced by a program's **Inputs** and **Outputs**. Outcomes are measured using **Indicators**.

Outputs⁹

Outputs are products of a program's activities, such as the number of meals provided, classes taught, brochures distributed, or participants served. OFCY measures Outputs in terms of **Units of Service**. A program's Outputs should produce desired **Outcomes** for the program's participants. Outputs are influenced by a program's **Inputs**, and also have an influence on a program's **Outcomes**.

POC

Planning and Oversight Committee - The POC is responsible for making all recommendations to the City Council regarding OFCY. The POC members are Oakland residents appointed by the City Council and the Mayor. There is one adult and one youth appointed by each City Council Member. The Mayor appoints three POC members, at least one of who must be a youth. There are a total of 19 POC members, at least 9 of whom must be youth. At each POC meeting, there must be a minimum of 10 POC members (Quorum) present to vote on an issue.

Public Agency

An agency that is part of a government (City, County, State, or Federal). A school district, public library, or any "department" of a City, County, State, or the Federal Government would be a public agency. If an organization is not a nonprofit organization or a Public Agency, it would need a Fiscal Sponsor to apply for OFCY funding.

Qualitative

Qualitative is a term used to describe research that collects responses from people that are usually based in opinions. Information collected from

⁹ Adapted from James Bell, et al., *Measuring Program Outcomes: A Practical Approach*, United Way of America, 1996, p. xv.

interviews and focus groups are examples of Qualitative research. No definition encapsulates qualitative research completely.

Quantitative

Quantitative is a term used to describe research design or modes that count or tabulate information. Information collected from tests and surveys are examples of Quantitative research.

Quorum

A **Quorum** is the minimum number of members who must be present at a meeting in order to vote on an issue. Without this minimum number present, no voting may take place. For the OFCY **POC**, Quorum is 10 out of 19 members.

RFP

Request for Proposals – a document that describes how proposals for funding must be written.

RFQ

Request for Qualifications – a document that describes how proposals for funding must be written; specifically refers to the document that provides for the Afterschool Initiative.

School-Linked Programs

School-linked programs are programs involving formal agreements, such as documented partnerships or collaborations, between community organizations and schools to provide services to children and youth.

Services

What the **Client** actually gets (type of service). Services would be, for example, tutoring, mentoring, counseling, or health education.

Strategic Plan

A strategic plan is a formal document that expresses major goals, objectives, and priorities. A Strategic Plan is usually written to guide a group's decision-making process. OFCY has a Strategic Plan that is used to prepare the **RFP** and to determine what is important in the **Evaluation** of OFCY funded programs. OFCY's Strategic Plan is written every four years (October 1997, October 2001, and October 2005).

Target Population, Target Age

Target means "intended for." The Funding Strategies have "target" populations and age ranges, which mean that programs must be "intended for" these specific populations and ages. A **Population** is simply a group of people with common characteristics such as race, ethnicity, gender, or income level.

Technical Assistance

Technical Assistance generally means providing help to an organization. Usually, this help is to improve an organization's **capacity (Capacity Building)**.

Unit of Service

A Unit of Service is simply a measurement of the amount of **Services** provided to the **Client**. OFCY has defined 1 Unit of Service to be the same as 1 hour of service. For example, if a youth receives 3 hours of tutoring, that would count as 3 Units of Service.

DRAFT



Oakland Fund for Children and Youth

**2006 – 2008
Request for Proposals**

***Early Childhood Strategies
for Children Ages 0 -5***

RFP Released: Thursday, November 17, 2005

**Pre-Proposal Letter Due:
Thursday, December 8, 2005 by 5:00 p.m.**

**Full Proposal Due:
Monday, January 9, 2006 by 5:00 p.m.**

Oakland Fund for Children and Youth
150 Frank Ogawa Plaza, Suite 4216
Oakland, CA 94612
phone 510.238.6379 • fax 510.238.4971 • www.ofcy.org

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I. INTRODUCTION

OAKLAND FUND FOR CHILDREN AND YOUTH

The Oakland Fund for Children and Youth (OCFY) was established in November 1996, when over three-fourths of Oakland voters expressed a powerful commitment to the City's children and youth by passing the Kids First! Initiative (Measure K). This initiative was the result of a grassroots effort that involved young people, parents, teachers, community organizers, staff from youth-serving organizations, and many others in placing the Measure K- Kids First! Initiative on the ballot. Measure K amended the City Charter, setting aside 2.5% of the City's unrestricted General Purpose Fund to support direct services to youth under 21 years of age. OFCY has approximately \$9.5 million available for funding annually 2006-2008 programs.

OFCY has an initial twelve-year lifespan. It is governed by a 19-member Planning and Oversight Committee (POC) that is composed of adults and youth appointed by the Mayor and City Council. OFCY is administered by the City of Oakland.

Each year, the POC develops a Request for Proposals (RFP) and oversees a competitive granting process. Through this process, the POC makes funding recommendations to the City Council, which must approve the recommendation in order for grants to be made. In addition, the POC is responsible for producing an annual evaluation of OFCY grantees' activities, an annual evaluation of the grantmaking process, and every four years, a strategic plan establishing OFCY's goals for the next four years. The POC meets regularly throughout the year to carry out this work. The grants awarded under this RFP will be part of OFCY's eighth funding cycle.

On November 1, 2005, City Council adopted the new *OFCY 2006-2106 Strategic Plan*, which may be downloaded from the Oakland Fund for Children and Youth website at www.ofcy.org. Below are the Vision, Mission, and Values statements adopted by the Planning and Oversight Committee.

VISION

All children and youth in Oakland are celebrated and supported by a caring network of organizations. As powerful, engaged residents, Oakland's children and youth contribute to creating a vibrant and prosperous community life and a safe, equitable, sustainable, and culturally rich city.

MISSION

We provide opportunities and resources for Oakland's young people (0-20 years old) to become healthy, productive, honorable and successful community members. We achieve this by funding organizations, creating policy, building capacity and administering a set aside fund that encourages these outcomes. We work collaboratively through partnerships with youth and families, community organizations, public agencies, schools and other funders.

VALUES

- **Social & Economic Equity:** Children and youth have a fundamental right to partake wholly in the life of our community, to benefit from the fair distribution of community resources, and to enjoy both opportunity and security. We value the vigorous promotion of equality, justice and accountability, and the concerted application of our resources toward those youth in greatest need.
- **Youth Development:** We support efforts to promote the social, emotional, physical, moral, cognitive and spiritual development of children and youth to cultivate pride in themselves and their community.
- **Community and Collaboration:** We embrace the idea that by pooling our resources and working together, we can accomplish great things. We recognize that the richness of Oakland's families extends beyond the traditional mother, father and child structure to one that incorporates all the diverse forms of family.

To achieve these goals, OFCY has selected age appropriate strategies for 2006-2010:

1. Services for Children with Special Needs, ages 0 to 5 years
2. Parent - Child Learning Opportunities, ages 0 to 5 years
3. Comprehensive After School Programs, ages 6 to 10 years
4. Comprehensive After School Programs, ages 11 to 14 years
5. Summer Enrichment, ages 6 to 14 years
6. Career and College Readiness, ages 15 to 20 years
7. Youth Leadership, ages 15 to 20 years
8. Physical and Behavioral Health, All ages

This RFP is for:

- Parent - Child Learning Opportunities, ages 0 to 5 years
- Services for Children with Special Needs, ages 0 to 5 years

II. PRIORITY STRATEGIES

This section further describes the above eight strategies. Applicants should review the strategies thoroughly. A fuller discussion, as well as the guidelines to which programs funded under these categories must adhere, appears in the *OFCY 2006-2010 Strategic Plan*, which may be downloaded from the Oakland Fund for Children and Youth website at www.ofcy.org.

Each strategy targets a specific age range and lays out strategies for delivering services. Applications must demonstrate adherence to these approaches.

Summary of ALL strategies
<p>Ages 0 – 5</p> <ul style="list-style-type: none"> • Services for Children with Special Needs - developmental play partnership and early childhood mental health services. • Parent - Child Learning - expansion of pre-K summer camp program and community learning opportunities for children.
<p>Ages 6 – 10</p> <ul style="list-style-type: none"> • Comprehensive After School Programs - cultural/arts; physical activity; academic enrichment; skill building; field trips.
<p>Ages 11 – 14</p> <ul style="list-style-type: none"> • Comprehensive After School Programs - cultural/arts; physical activity; academic enrichment; skill building; field trips with emphasis on leadership and experiential activities.
<p>Ages 6 – 14</p> <p>Summer Enrichment - cultural/arts; physical activity; tutoring/academic help; skill building; and field trips.</p>
<p>Ages 15 – 20</p> <p>Career and College Readiness - youth opportunity centers; after-school and summer work experience; community service projects</p> <p>Youth Leadership - programs with community organizations; service learning projects; youth grant making and youth initiated community projects</p>
<p>All Ages</p> <p>Physical and Behavioral Health - physical fitness and nutrition; mentoring, life skills, transitional planning and brief intervention counseling and case coordination for vulnerable and disconnected youth; health education on high risk behaviors.</p>

A. PARENT CHILD LEARNING OPPORTUNITIES

Programs that support the achievement of school readiness, which involves physical well-being and motor development, social and emotional development, approaches to learning, language development and cognition and general knowledge include summer pre-K camp and community based learning opportunities for children and their families.

1. Summer Pre-K Camp Program: A six week summer program targeting children who have not been enrolled in early childhood education. Programs must be designed to preview the Kindergarten experience offering children opportunities to learn about school routines, participate in reading, writing, and counting activities, singing, and individual projects, and to interact with teachers and peers.
2. Community Learning Opportunities for Children & Families: Programs must provide infants and children with opportunities for emotional and social

development and expose them to music, art, literacy, and numeracy activities. Activities for parents and caregivers must focus on children's emotional, social and intellectual development.

B. INTENSIVE SERVICES FOR CHILDREN WITH SPECIAL NEEDS

Programs that provide intensive supports for the physical well-being and *motor development, social and emotional development, approaches to learning, language development, and cognition, and general knowledge* for children with special needs will fall within two categories:

1. **Parent/Child Development Play Partnership:** Structured programs delivered in community settings that give parents an opportunity to work with their child with the support of a child development specialist. The program targets children who demonstrate developmental delay or risk in speech and language and communication whose needs are not met by the public service system. *This program is currently being piloted by Alameda County First 5 as part of its 2005 Community Grants Initiative.*
2. **Early Childhood Mental Health Services:** Services focusing upon families at high risk of instability may include play therapy, mental health consultation, counseling and education services for parents to help promote the social emotional development of children 0 – 5.

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III. IMPORTANT DATES

Item	Date
Request for Proposals (RFP) Released	Thursday, November 17, 2005 Check www.ofcy.org or call (510) 238-6379
Community Bidders' Conferences	<ul style="list-style-type: none"> ♦ Tuesday, November 22, 2005, Hearing Room #2 from 10:00 a.m. to 12:00 noon – Comprehensive After School Focus ♦ Tuesday, November 29, 2005, Hearing Room #1 from 10:00 a.m. to 12:00 noon – Early Childhood Focus ♦ Thursday, December 1, 2005, Hearing Room #1 from 10:00 a.m. to 12:00 noon – Physical & Behavioral Health, Youth Leadership, College & Career, and Summer Strategy Focus
Pre-Proposals Due	Thursday, December 8, 2005
Technical Assistance by E-mail Available	November 22, 2005 - 10 a.m. January 4, 2006 EXCEPT no e-mail T. A. Dec. 22-27, 2005 mhart@oaklandnet.com
Technical Assistance Session #1	December 12, 2005 Oakland City Hall – Hearing Room #1 10:00 – 12:00 noon
Technical Assistance Session #2	December 15, 2005 Oakland City Hall – Hearing Room #1 10:00 – 12:00 noon
Checklist Review	Dec. 27 th – 30 th
Technical Assistance Session #3	January 2, 2006 Oakland City Hall – Hearing Room #1 1:00 – 3:00 p.m.
Technical Assistance by E-mail Ends	January 4, 2006 No e-mail responses after 10:00 a.m.
Proposals Due	Monday, January 9, 2006 by 5:00 p.m.
Application Feedback Mailed to Applicants	March 2006 Exact Date TBA
Preliminary List of Programs Recommended for Funding Mailed to Applicants	March 2006 Exact Date TBA
Written Appeals from Applicants Due	April 2006, 12:00 noon Exact Date TBA
Final List of Programs Recommended for Funding Mailed to Applicants	April 2006 Exact Date TBA
Program Year Begins	July 1, 2006

Proposals received after **5:00 p.m. on Monday, January 9, 2006** will not be considered for review. This deadline will be strictly enforced.

A. BIDDERS' CONFERENCES

To provide general information and guidance to potential applicants, OFCY will hold three Bidders' Conferences at which staff will review the RFP funding guidelines and answer questions. **The meetings will take place in City Hall** on:

1. Tuesday, Nov. 22, 2005, Hearing Room #2, 10:00 a.m. to 12:00 noon – **Comprehensive After school Focus**
2. Tuesday, Nov. 29, 2005, Hearing Room #1, 10:00 a.m. to 12:00 noon – **Early Childhood Focus**
3. Thursday, Dec. 1, 2005, Hearing Room #1, 10:00 a.m. to 12:00 noon – **Physical & Behavioral Health, Youth Development, College & Career, and Summer Strategy Focus**

You MUST pre-register to attend the Bidders' Conferences. You can do so by calling (510) 238-6379. All potential applicants are strongly encouraged to attend one of the Bidders' Conferences.

B. TECHNICAL ASSISTANCE

To provide assistance in filling out OFCY forms and answer questions about the required attachments, OFCY will offer three Technical Assistance Sessions. They will take place on:

1. Monday, December 12, 2005, Hearing Room 1, 10:00 a.m. to 12:00 noon.
2. Thursday, December 15, 2005, Hearing Room 1, 11:00 a.m. to 1:00 p.m.
3. Monday, January 2, 2006 Hearing Room 1, 1:00 p.m. to 3:00 p.m.

For more information see the OFCY website, www.ofcy.org, or call OFCY at (510) 238-6379 approximately two weeks before the scheduled dates.

Technical Assistance by e-mail will be available between Nov. 22, 2005 and 10 a.m. Jan. 4, 2006 EXCEPT during Christmas weekend, Thurs. Dec. 22 through Tues. Dec. 27th. E-mail Maya Hart, OFCY Program Planner, mhart@oaklandnet.com.

C. PROPOSAL REVIEW

OFCY staff will be available for ½ hour sessions during the week of December 27 – 30, 2005 to do a review of attachments and proposal packets. Please call the OFCY office to reserve a session.

D. APPEALS PROCESS

Any applicant may appeal the POC's preliminary funding recommendations to the Appeals Committee providing the appeal is timely made. An appeal must be based on one or more of three grounds:

- unfair process (e.g., the appellant's proposal was treated differently than others)
- material error (e.g., the appellant's proposal was reviewed under the wrong funding strategy or some other mistake of fact occurred), or
- conflict of interest potentially leading to financial gain by a POC member or reviewer or members of these individuals' immediate families.

The appellant must clearly state the facts that establish one of these bases for appeal and how, as a result, the appellant's proposal was affected negatively. *Please note that substantive disagreement with the funding recommendations is not grounds for appeal.*

The deadline for the appeals is TBA. Appellants will receive written notice of the outcome of their appeal. In the event of one or more successful appeals the POC may amend the preliminary funding recommendations and may reduce the amount it recommends applicants receive. Following the appeals process, the POC will submit final funding recommendations to the Oakland City Council, which has the authority to accept or reject the entire package.

E. SITE VISITS & INTERVIEWS

At any time before a contract is issued, the POC and OFCY staff may conduct site visits, interviews, and/or undertake other means to verify applicants' provision of services before making a final determination of grant awards.

IV. ELIGIBILITY

A. APPLICANTS

1. An applicant must be either a public agency¹ or be tax-exempt under section 501(c)(3) of the Internal Revenue Code.
2. Entities (other than public agencies) that do not have 501(c)(3) status must be fiscally sponsored by a public agency or a 501(c)(3) nonprofit organization. In this case, the fiscal sponsor is the applicant and, if a grant is awarded, would be the entity that contracts with the City of Oakland and is legally liable for all aspects of the contract, including program implementation, fiscal management, and communication with the City regarding subcontractor or fiscal partner activities. The fiscal sponsor would be expected and authorized to oversee and manage all aspects of the contract including finances; to monitor and implement program activities of subcontracting or partner agencies; to terminate contracts with subcontracting or fiscal partner agencies with the approval of the City, if

¹ OUSD is not allowed to apply to the After School Initiative.

necessary; and to assume full fiscal responsibility for contract, subcontract, and fiscal partnership.

3. A public agency must apply on its own behalf and may not use a fiscal sponsor.
4. An entity with 501(c)(3) status must apply on its own behalf and may not use a fiscal sponsor.
5. An applicant must have audited financial statements from the last two most recently completed fiscal years.
6. By submitting a proposal, an applicant authorizes OFCY to verify any information the proposal contains.
7. OFCY has the right to disqualify applicants whose proposals present false, inaccurate, or incorrect information or are incomplete in any fashion.

B. PROGRAM REQUIREMENTS

Each program must demonstrate how it will create a coordinated summer pre-K camp program at each site, community learning opportunities, development play-group opportunities, or will deliver early childhood mental health services based on the following requirements:

- Must provide developmentally appropriate approach to learning and socialization experiences for children including enrichment, physical activity and interaction with peers and adults.
- Must provide culturally and linguistically appropriate activities and experiences reflected by materials, resources, and staffing.
- May utilize a combination of teachers, consultants, or community based organization staff to provide enrichment, learning opportunities, as well as family supports.
- Must incorporate a parent/caregiver education component (may be provided in cooperation with First Five).

C. PROPOSED USE OF FUNDS

1. The proposed program must provide direct services to children and youth, ages 0 to 20, who live in, attend school in, or receive childcare services in Oakland.
2. Funds may NOT be used for:
 - a. any service that merely benefits children and youth incidentally.

- b. Acquisition of any capital item not for primary and direct use by children and youth.
 - c. Acquisition, other than by lease for a term of 12 months or less, of any real property.
 - d. Maintenance, utilities, or similar operating costs of a facility not used primarily and directly by children and youth (e.g., costs associated with an off-site office or location).
 - e. Any service for which state or federal law mandates a fixed or minimum level of expenditure, to the extent of the fixed or minimum level of expenditures.
 - f. Housing costs
 - g. Child care slots
 - h. *Religious worship, instruction, or proselytization (recruiting someone to join one's religion or faith).*
3. OFCY does not wish to spend limited resources supplementing services that should be provided by school funds.

D. MATCHING FUNDS

1. Requests for funding may not exceed 75% of the proposed program's cost. Proposals must demonstrate, and if awarded will be held accountable for, raising and documenting the remaining 25% or more of the proposed program's cost. This minimum 25% match may be contributions of cash and/or in-kind services and must support the cost of the proposed program.

Example: An entity with an annual budget of \$350,000 is seeking funds from OFCY to run an after school program that costs \$100,000 per year. This entity would be able to request a maximum of 75% of the program cost, or \$75,000, from OFCY. The entity, if awarded a grant from OFCY, would be held accountable for raising a minimum of \$25,000 to run the program.

In-kind match can be no more than 5% of the program cost.

E. POST AWARD REQUIREMENTS

1. **Grantees must document matching funds by, e.g.,:**
 - a. Providing copies of letters of support from foundations or private donors (on donor's letterhead), or copies of contracts or service agreements, with copies of any accompanying checks, bank statements, or payment schedules. Funds that are earmarked for

other projects may not fulfill the match requirement for OFCY-funded projects.

- b. Demonstrating in-kind support with a letter (on donor's letterhead) documenting the monetary value of the in-kind donation. For example, a donor that gives a grantee space at no cost could document in a letter the market value of renting that space. The in-kind donor may not be the grantee. The total projected in-kind match can be no more than 5% of the program cost.
- c. Demonstrating the market value of time donated by volunteers, given the nature of the service, e.g., through a spreadsheet documenting volunteer hours, volunteer sign-in sheets, etc. Volunteers may not be employed by a grantee's organization or serve in a consultant or contractor capacity.
- d. Grantees may NOT use one OFCY grant as a match for another. For example, if a grantee has a \$150,000 grant from OFCY directly and subcontracts on another OFCY grant for \$15,000, the subcontractor dollars may not be used as a match for the direct grant. Further, a collaborative may not use an OFCY grant received by one of its partners or subcontractors as a match.

2. Required Documents and Assurances

Applicants must submit documents and assurances, including:

- ✓ Signed Contract
- ✓ Contact Sheet
- ✓ Revised Scope of Work & Budget and accompanying narratives on the correct forms
- ✓ Declaration of Compliance with Living Wage -- the City of Oakland requires any contractor receiving \$100,000 or more from the City to pay employees at least \$9.90 per hour with benefits or \$11.39 per hour without benefits. As the living wage is adjusted yearly for cost of living increases, these amounts are likely to change by the time the contracts begin.
- ✓ Compliance with Equal Benefits, Declaration of Nondiscrimination, including but not limited to, submission of an employee manual and insurance documents applicable to domestic partners and other equivalent relatives.
- ✓ Campaign Contribution Form
- ✓ Insurance Certificate(s), endorsements, and waiver letters (if applicable)
- ✓ Independent Contractor Questionnaire
- ✓ IRS letter as proof of 501(c)(3) status dated in the year **2004** or later
- ✓ Active Corporate Status

- ✓ Current Oakland Business Tax Certificate
- ✓ Nuclear Free Zone Disclosure
- ✓ Declaration of Compliance with the Americans with Disabilities Act

Applicants must comply with all local, state, and federal laws that prohibit discrimination based on race, color, national origin, age, gender, sexual orientation, or disability. OFCY will provide any additional required forms to applicants selected for funding.

3. Contract Negotiations

OFCY staff will review scopes of work and budgets in detail and negotiate these matters as necessary to ensure that they meet the goals, objectives, and policies of OFCY. During contract negotiation, scopes of work and budgets may be revised.

4. Contract Compliance

- a. After the POC makes final funding recommendations, prospective grantees must, on specified due dates, submit program and financial reports to the OFCY office on OFCY designated forms. Prospective grantees are expected to maintain thorough records related to the contract, including attendance sheets, receipts, and other back-up documentation for progress reports and invoices.
- b. Grantees must provide the services projected in the proposal and scope of work, subject to contract negotiations. Failure to provide these services may result in reduced payments or suspension of payment.
- c. Grantees must provide evidence of in-kind and cash matches at the end of the third quarter, e.g. through letters, copies of checks, grants, or records of volunteer or donated services.
- d. Grantees must timely submit completed quarterly reports (e.g. Invoice, Invoice Coversheet, Quarterly Narrative Report Form, Program Activity Report Form, and Participant ID Forms)).
- e. Grantees may request two revisions to the contract budget during the contract year. Budget revisions must be submitted prior to submitting the third quarter report. Contract modifications may not exceed the total amount of funding approved by City Council. All requests to modify the contract budget or contracted service level must be APPROVED IN ADVANCE of implementation. Approval of contract budget modification is granted only when provided in writing by OFCY.
- f. After a contract is awarded, OFCY and the City reserve the right to amend it as needed throughout the term of the contract to best meet the needs of all parties.

5. Evaluation

Grantees must participate fully in the OFCY evaluation process so that meaningful data may be gathered to report to all parties interested in OFCY. Participation includes attending trainings and workshops, gathering adequate data on effort and results at the evaluator's request, and hosting site visits.

V. PRE-PROPOSAL PROCESS

All applicants to this RFP should participate in the pre-proposal process. It is a 1-3 page narrative of your proposal. The pre-proposal will give OFCY an idea of how many groups are applying, what might be competing proposals, and how OFCY might help applicants plan for the full proposal submission.

Each element of the pre-proposal narrative must be presented in the order below.

- Neighborhood and Demographics
- Lead Applicant
- Collaborative Partners
- History and Role in the Community/school
- Other Relevant Information

Use the following elements to prepare the pre-proposal, which must adhere to the same formatting requirements described on **page 21** of this RFP.

A. NEIGHBORHOOD AND DEMOGRAPHICS

1. Please identify the City Council district and community in which your collaborative group will plan and operate its program. Please identify the specific geographic area(s) that you will serve within the Council district.
2. Briefly describe the community in which you are working and the characteristics of the children who will participate in the proposed program.
3. Discuss the number of children to be served at each site and the program as a whole if not site based.

B. LEAD APPLICANT

1. Please identify the community based organization (CBO) or non-profit organization (NPO) or public agency that is serving as the lead applicant. Also indicate why this organization is best equipped to be the lead applicant.

C. COLLABORATIVE PARTNERS (IF APPLICABLE)

1. For the summer pre-K camp proposals and all other school based sites: Please list the school(s) which is/are partners of the applicant collaborative or partnership. Include the principal of each school, the

faculty, staff members, volunteers, and /or young people from each school who will be involved in developing and working with summer pre-K camp program.

2. Please list the CBO(s) or NPO(s) which is/are partners of the applicant collaborative or partnership. Include the program lead of each organization and the staff members, board members, community members, volunteers, and /or young people who will be involved in developing and working with the collaborative or partnership.

D. EXPERIENCE WITH COLLABORATION AND/OR EARLY CHILDHOOD PROGRAMS

1. Explain the history that the applicant school(s) and the applicant CBO(s) or NPO(s) have of working in collaborations that provide early childhood programs for children and youth. Please include current programs.

E. OTHER RELEVANT INFORMATION

1. Is there any other information about your applicant group or its members which suggests that you will be successful at creating a strong early childhood program that improves emotional/social and intellectual development outcomes for children ages 0 - 5?

F. PRE-PROPOSAL SUBMITTAL INSTRUCTIONS

Complete pre-proposals will contain the items in the checklist below. Elements must be presented in the order of the checklist. Only the requested elements will be reviewed. Do not submit additional attachments. They will not be read.

All pages in the Pre-proposal Narrative must have the following header:

Name of Lead Agency	Project Title	Page # of # (Total Pages)
Top Left	Top Center	Top Right

- ✓ **6** Copies of Complete Package.

Must be single sided – DO NOT PRINT DOUBLE-SIDED
Must be clipped or stapled – DO NOT SPIRAL BIND

Should contain the following:

- Cover Sheet
- Narrative

Not to exceed 3 Pages. Must be type written on 8-1/2 x 11-inch paper, using double spacing and 1-inch margins on all sides. All text must be double-spaced including charts and tables. Please use

a standard 12-point typeface, such as Times New Roman font. Do not use double sided printing.

- Copy of IRS Letter for lead/fiscal applicant.

G. SUBMITTAL GUIDELINES

1. All packages must be hand delivered, complete, to offices of the Oakland Fund for Children and Youth on the 4th floor, Suite 4216 of the Lionel J. Wilson building at 150 Frank H. Ogawa Plaza (across from City Hall).
2. Must be delivered NO LATER THAN 5:00 p. m., Thursday, December 8, 2005.
3. Postal mailed, e-mailed, and faxed documents will not be accepted.

VI. FUNDING PARAMETERS

OFCY has approximately \$9.5 million annually available for funding two-year 2006-2008 programs.

Applicants, whether applying directly or through fiscal sponsors, may submit more than one proposal, providing the proposals are substantially different. No applicant may receive funds for the same program as both a single agency and part of a collaborative.

A. ALL APPLICANTS

All eligible applicants, regardless of the size of their current annual budget, may submit proposals in response to this 2006-2008 RFP.

1. Maximum Grant Size

Collaboratives may apply for between \$25,000 and \$300,000, with no more than 15% of the amount requested allocated to indirect costs. For a definition of Collaborative Programs, see below.

Single Agency funding requests must be between \$25,000 and \$175,000, with no more than 10% of the amount requested may be for indirect costs.

2. Cap on Percentage of Organization and Program Budget

Applicants must limit their total and/or combined OFCY request(s) to no more than 35% of their overall, organizational budget.

Example: Using the example below, the entity with an annual budget of \$350,000 could request a grant for \$122,500 or less.

Requests for funding may not exceed 75% of the proposed program's cost. Proposals must demonstrate, and if awarded will be held accountable for, the

source of the remaining 25% or more of the proposed program’s cost, which may be contributions of cash and/or in-kind services and must support the cost of the proposed program.

Example: An entity with an annual budget of \$350,000 is seeking funds from OFCY to run a program that costs \$100,000 per year. This entity would be able to request a maximum of 75% of the program cost, or \$75,000, from OFCY. The entity, if awarded a grant from OFCY, would be held accountable for raising a minimum of \$25,000 to run the program.

Maximum Grant Size and Budget Requirements Summary Table

Application Type	Minimum Match Requirement	Total OFCY Request as % of Org. Budget	Maximum Grant Request
Single Agency	25% of total program cost/budget	35% of Lead Agency Budget	\$175,000
Collaboratives	25% of total program cost/budget	35% of Lead Agency Budget	\$300,000

3. Number of Applications

Applicants may submit separate proposals for their own program and be part of a collaborative proposal, as long as the proposals are substantially different. Applicants may not receive funds as a single agency and as part of a collaborative for the same program and may not submit the same proposal to a different RFP or Strategy.

An applicant with a program that is receiving funding in the first year of a two-year grant from OFCY may not apply for OFCY support of that same program.

4. Collaborative Programs

A collaborative must consist of three or more agencies, each contributing substantial participation toward a mutual goal, and at least two of which are proposed to receive OFCY funds. OFCY strongly encourages collaboration between private nonprofit and public entities to create and/or to strengthen linkages that maximize the cost-effectiveness and quality of service delivery. Collaboratives should strive to incorporate existing programs offered at school sites and by Oakland Parks and Recreation Department and Oakland Public Library and should examine how other partners will be best coordinated within the model.

The collaborative should examine how other partners will be best coordinated within the model. OFCY will not consider subcontractors or lead agencies that are simply fiscal pass throughs. All agencies, schools, and/or program sites must be active parts of program implementation.

5. Lead Agency

The lead agency of a collaborative will be the agency that contracts with the City of Oakland. Collaboratives must choose a lead agency that has the fiscal and management capacity to support the other partners or subcontractors by issuing payments in a timely and professional manner. All partners of a collaborative must have the capacity to provide services according to the schedule of the scope of work submitted by the fiscal sponsor for the collaborative.

B. COMMUNITY LEARNING OPPORTUNITIES/DEVELOPMENT PLAY GROUPS

Applicants applying under this designation, may provide programs at a community based organization or non-profit organization, a public recreation center, school, and/or a public library.

Community site based programs may apply with a collaborative or as a single agency. A public or private school, the OUSD, or a charter school may apply under this designation.

The collaborative partnership must be documented with the Letters of Agreement for each partner in the collaborative and the individual or group of school site(s) as attachments in the proposal.

C. SUMMER PRE-K CAMP PROGRAMS – SCHOOL SITE BASED COLLABORATION

Applicants applying under this designation, may provide programs in partnership with community based organizations and/or schools. The collaborative partnership must include the support of the school principal, school personnel, and the school administration (e.g. OUSD). The Oakland Unified School District is eligible to apply as the lead.

- The collaborative partnership must be documented with the Letters of Agreement for each partner in the collaborative.
- The lead agency must provide a program coordinator responsible for the development of the collaboration with First Five (i.e. for coordination with the First Five summer pre-K initiative, training, and technical assistance, implementation of the parent-child education components) and with the Oakland Unified School District (i.e. for site selection, site development, and development of the enrichment components, and outreach to children and families).
- The program coordinator will receive training and technical assistance from First Five during the FY06/07 (summer 2006) and may coordinate enrichment support for existing First Five pre-K summer camps as proposed. The coordinator will expand the Oakland summer pre-k sites through the work with

OUSD and in accordance with the First Five requirements for hosting a summer pre-K camp targeting additional sites for pre-K camps for summer 2007.

D. PERIOD OF SUPPORT

Contracts will be issued to selected applicants for a twelve-month period of services to be provided between July 1, 2006 and June 30, 2007, renewable for one additional year upon satisfactory evaluation, grant monitoring reports, and performance. The second grant period will run from July 1, 2007 through June 30, 2008.

- Contracts for the Summer Pre-K Camp Programs will be issued a twelve-month period of services to be provided between **June 1, 2006 and May 30, 2007**, renewable for one additional year upon satisfactory evaluation, grant monitoring reports, and performance. The second contract period will run from **June 1, 2007 through May 30, 2008**. This will allow time for a full summer program during 2006 and 2007. The Scope of Work should be adjusted accordingly.

Selected applicants will not receive their first disbursement of funds until they submit all required contract documents and their contract is signed by the appropriate City offices. Grantees can anticipate an initial disbursement 6-8 weeks after their contract is executed. Additionally, any open contracts, invoices, or reports that remain from any previous fiscal year must be closed before selected applicants receive their first disbursement of grant funds.

##

(See ASP proposal Section VII for the rest of the RFP)



Oakland Fund for Children and Youth

**2006 – 2008
Request for Proposals**

Career & College Readiness (Ages 15–20)
Youth Leadership (Ages 15–20)

RFP Released: Thursday, November 17, 2005
Full Proposal Due: Monday, January 9, 2006 by 5:00 p.m.

Oakland Fund for Children and Youth
150 Frank Ogawa Plaza, Suite 4216
Oakland, CA 94612
phone 510.238.6379 • fax 510.238.4971 • www.ofcy.org

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DRAFT

I. INTRODUCTION

OAKLAND FUND FOR CHILDREN AND YOUTH

The Oakland Fund for Children and Youth (OFCY) was established in November 1996, when over three-fourths of Oakland voters expressed a powerful commitment to the City's children and youth by passing the Kids First! Initiative (Measure K). This initiative was the result of a grassroots effort that involved young people, parents, teachers, community organizers, staff from youth-serving organizations, and many others in placing the Measure K- Kids First! Initiative on the ballot. Measure K amended the City Charter, setting aside 2.5% of the City's unrestricted General Purpose Fund to support direct services to youth under 21 years of age. OFCY has approximately \$9.5 million available annually for funding 2006-2008 programs.

OFCY has an initial twelve-year lifespan. It is governed by a 19-member Planning and Oversight Committee (POC) that is composed of adults and youth appointed by the Mayor and City Council. OFCY is administered by the City of Oakland.

Each year, the POC develops a Request for Proposals (RFP) and oversees a competitive granting process. Through this process, the POC makes funding recommendations to the City Council, which must approve the recommendation in order for grants to be made. In addition, the POC is responsible for producing an annual evaluation of OFCY grantees' activities, an annual evaluation of the grantmaking process, and every four years, a strategic plan establishing OFCY's goals for the next four years. The POC meets regularly throughout the year to carry out this work. The grants awarded under this RFP will be part of OFCY's eighth funding cycle.

On **November 1, 2005**, City Council adopted the *OFCY 2006-2010 Strategic Plan*, which may be downloaded from the Oakland Fund for Children and Youth website at www.ofcy.org. Below are the Vision, Mission, and Values statements adopted by the Planning and Oversight Committee.

VISION

All children and youth in Oakland are celebrated and supported by a caring network of organizations. As powerful, engaged residents, Oakland's children and youth contribute to creating a vibrant and prosperous community life and a safe, equitable, sustainable, and culturally rich city.

MISSION

We provide opportunities and resources for Oakland's young people (0-20 years old) to become healthy, productive, honorable and successful *community members*. We achieve this by funding organizations, creating policy, building capacity and administering a set aside fund that encourages these outcomes. We work collaboratively through partnerships with youth and families, community organizations, public agencies, schools and other funders.

VALUES

- **Social & Economic Equity:** Children and youth have a fundamental right to partake wholly in the life of our community, to benefit from the fair distribution of community resources, and to enjoy both opportunity and security. We value the vigorous promotion of equality, justice and accountability, and the concerted application of our resources toward those youth in greatest need.
- **Youth Development:** We support efforts to promote the social, emotional, physical, moral, cognitive and spiritual development of children and youth to cultivate pride in themselves and their community.
- **Community and Collaboration:** We embrace the idea that by pooling our resources and working together, we can accomplish great things. We recognize that the richness of Oakland's families extends beyond the traditional mother, father and child structure to one that incorporates all the diverse forms of family.

To achieve these goals, OFCY has selected age appropriate strategies for 2006-2010:

1. Services for Children with Special Needs, ages 0 to 5 years
2. Parent - Child Learning, ages 0 to 5 years
3. Comprehensive After School Programs, ages 6 to 10 years
4. Comprehensive After School Programs, ages 11 to 14 years
5. Summer Enrichment, ages 6 to 14 years
6. Career and College Readiness, ages 15 to 20 years
7. Youth Leadership, ages 15 to 20 years
8. Physical and Behavioral Health, All ages

This RFP is for:

- Career and College Readiness, ages 15 to 20 years
- Youth Leadership, ages 15 to 20 years

II. PRIORITY STRATEGIES

This section further describes the above eight strategies. Applicants should review the strategies thoroughly. A fuller discussion, as well as the guidelines to which programs funded under these categories must adhere, appears in the *OFCY 2006-2010 Strategic Plan*, which may be downloaded from the Oakland Fund for Children and Youth website at www.ofcy.org.

Each strategy targets a specific age range and lays out strategies for delivering services. Applications must demonstrate adherence to these approaches.

Each application **must clearly identify one strategy** that it proposes to use. However, if an application also encompasses one or more additional strategies, the proposal should describe how the program benefits the target population/s identified in other strategies.¹

Summary of ALL strategies
Ages 0 – 5 <ul style="list-style-type: none"> • Services for Children with Special Needs - developmental play partnership and early childhood mental health services. • Parent - Child Learning - expansion of pre-K summer camp program and community learning opportunities for children.
Ages 6 – 10 <ul style="list-style-type: none"> • Comprehensive After School Programs - cultural/arts; physical activity; academic enrichment; skill building; field trips.
Ages 11 – 14 <ul style="list-style-type: none"> • Comprehensive After School Programs - cultural/arts; physical activity; academic enrichment; skill building; field trips with emphasis on leadership and experiential activities.
Ages 6 – 14 Summer Enrichment - cultural/arts; physical activity; tutoring/academic help; skill building; and field trips.
Ages 15 – 20 Career and College Readiness - youth opportunity centers; after-school and summer work experience; community service projects Youth Leadership - programs with community organizations; service learning projects; youth grant making and youth initiated community projects
All Ages Physical and Behavioral Health - physical fitness and nutrition; mentoring, life skills, transitional planning and brief intervention counseling and case coordination for vulnerable and disconnected youth; health education on high risk behaviors.

- Strategies for youth ages 15–20 support the transition of youth into adulthood. Emphasis is placed on career and college readiness, employment, internships, and developing leadership. The strategies support young people’s emerging skills and Roles in working toward community improvement and social justice.

¹ Should programs cut across multiple strategies, applicants should seek the counsel of OFCY staff to identify the category that best describes most of its target population(s) and strategies.

III. IMPORTANT DATES

Item	Date
Request for Proposals (RFP) Released	Thursday, November 17, 2005 Check www.ofcy.org or call (510) 238-6379
Community Bidders' Conferences	<ul style="list-style-type: none"> ◆ Tuesday, November 22, 2005, Hearing Room #2 from 10:00 a.m. to 12:00 noon – Comprehensive After School Focus ◆ Tuesday, November 29, 2005, Hearing Room #1 from 10:00 a.m. to 12:00 noon – Early Childhood Focus ◆ Thursday, December 1, 2005, Hearing Room #1 from 10:00 a.m. to 12:00 noon – Physical & Behavioral Health, Youth Leadership, College & Career, and Summer Strategy Focus
Technical Assistance by E-mail Available	November 22, 2005 - 10 a.m. January 4, 2006 EXCEPT no e-mail T. A. Dec. 22-27, 2005 mhart@oaklandnet.com
Technical Assistance Session #1	December 12, 2005 Oakland City Hall – Hearing Room #1 10:00 – 12:00 noon
Technical Assistance Session #2	December 15, 2005 Oakland City Hall – Hearing Room #1 10:00 – 12:00 noon
Checklist Review	Dec. 27 th – 30 th
Technical Assistance Session #3	January 2, 2006 Oakland City Hall – Hearing Room #1 1:00 – 3:00 p.m.
Technical Assistance by E-mail Ends	January 4, 2006 No e-mail responses after 10:00 a.m.
Proposals Due	Monday, January 9, 2006 by 5:00 p.m.
Application Feedback Mailed to Applicants	March 2006 Exact Date TBA
Preliminary List of Programs Recommended for Funding Mailed to Applicants	March 2006 Exact Date TBA
Written Appeals from Applicants Due	April 2006, 12:00 noon Exact Date TBA
Final List of Programs Recommended for Funding Mailed to Applicants	April 2006 Exact Date TBA
Program Year Begins	July 1, 2006

Proposals received after **5:00 p.m. on Monday, January 9, 2006** will not be considered for review. This deadline will be strictly enforced.

A. BIDDERS' CONFERENCES

To provide general information and guidance to potential applicants, OFCY will hold three Bidders' Conferences at which staff will review the RFP funding guidelines and answer questions. **The meetings will take place in City Hall** on:

1. Tuesday, Nov. 22, 2005, Hearing Room #2, 10:00 a.m. to 12:00 noon – **Comprehensive After school Focus**
2. Tuesday, Nov. 29, 2005, Hearing Room #1, 10:00 a.m. to 12:00 noon – **Early Childhood Focus**
3. Thursday, Dec. 1, 2005, Hearing Room #1, 10:00 a.m. to 12:00 noon – **Physical & Behavioral Health, Youth Development, College & Career, and Summer Strategy Focus**

You MUST pre-register to attend the Bidders' Conferences. You can do so by calling (510) 238-6379. All potential applicants are strongly encouraged to attend one of the Bidders' Conferences.

B. TECHNICAL ASSISTANCE

To provide assistance in filling out OFCY forms and answer questions about the required attachments, OFCY will offer three Technical Assistance Sessions. They will take place on:

1. Monday, December 12, 2005, Hearing Room 1, 10:00 a.m. to 12:00 noon.
2. Thursday, December 15, 2005, Hearing Room 1, 11:00 a.m. to 1:00 p.m.
3. Monday, January 2, 2006 Hearing Room 1, 1:00 p.m. to 3:00 p.m.

For more information see the OFCY website, www.ofcy.org, or call OFCY at (510) 238-6379 approximately two weeks before the scheduled dates.

Technical Assistance by e-mail will be available between Nov. 22, 2005 and 10 a.m. Jan. 4, 2006 EXCEPT during Christmas weekend, Thurs. Dec. 22 through Tues. Dec. 27th. E-mail Maya Hart, OFCY Program Planner, mhart@oaklandnet.com.

C. PROPOSAL REVIEW

OFCY staff will be available for ½ hour sessions during the week of December 27 – 30, 2005 to do a review of attachments and proposal packets. Please call the OFCY office to reserve a session.

D. APPEALS PROCESS

Any applicant may appeal the POC's preliminary funding recommendations to the Appeals Committee providing the appeal is timely made. An appeal must be based on one or more of three grounds:

- unfair process (e.g., the appellant's proposal was treated differently than others)
- material error (e.g., the appellant's proposal was reviewed under the wrong funding strategy or some other mistake of fact occurred), or

- conflict of interest potentially leading to financial gain by a POC member or reviewer or members of these individuals' immediate families.

The appellant must clearly state the facts that establish one of these bases for appeal and how, as a result, the appellant's proposal was affected negatively. *Please note that substantive disagreement with the funding recommendations is not grounds for appeal.*

The deadline for the appeals is TBA. Appellants will receive written notice of the outcome of their appeal. In the event of one or more successful appeals the POC may amend the preliminary funding recommendations and may reduce the amount it recommends applicants receive. Following the appeals process, the POC will submit final funding recommendations to the Oakland City Council, which has the authority to accept or reject the entire package.

E. SITE VISITS & INTERVIEWS

At any time before a contract is issued, the POC and OFCY staff may conduct site visits, interviews, and/or undertake other means to verify applicants' provision of services before making a final determination of grant awards.

IV. ELIGIBILITY

A. APPLICANTS

1. An applicant must be either a public agency² or be tax-exempt under section 501(c)(3) of the Internal Revenue Code.
2. Entities (other than public agencies) that do not have 501(c)(3) status must be fiscally sponsored by a public agency or a 501(c)(3) nonprofit organization. In this case, the fiscal sponsor is the applicant and, if a grant is awarded, would be the entity that contracts with the City of Oakland and is legally liable for all aspects of the contract, including program implementation, fiscal management, and communication with the City regarding subcontractor or fiscal partner activities. The fiscal sponsor would be expected and authorized to oversee and manage all aspects of the contract including finances; to monitor and implement program activities of subcontracting or partner agencies; to terminate contracts with subcontracting or fiscal partner agencies with the approval of the City, if necessary; and to assume full fiscal responsibility for contract, subcontract, and fiscal partnership.
3. A public agency must apply on its own behalf and may not use a fiscal sponsor.

² OUSD is not allowed to apply to the After School Initiative.

4. An entity with 501(c)(3) status must apply on its own behalf and may not use a fiscal sponsor.
5. An applicant must have audited financial statements from the last two most recently completed fiscal years.
6. By submitting a proposal, an applicant authorizes OFCY to verify any information the proposal contains.
7. OFCY has the right to disqualify applicants whose proposals present false, inaccurate, or incorrect information or are incomplete in any fashion.

B. PROPOSED USE OF FUNDS

1. The proposed program must provide direct services to children and youth, ages 0 to 20, who live in, attend school in, or receive childcare services in Oakland.
2. Funds may NOT be used for:
 - a. Any service that merely benefits children and youth incidentally.
 - b. Acquisition of any capital item not for primary and direct use by children and youth.
 - c. Acquisition, other than by lease for a term of 12 months or less, of any real property.
 - d. Maintenance, utilities, or similar operating costs of a facility not used primarily and directly by children and youth (e.g., costs associated with an off-site office or location).
 - e. Any service for which state or federal law mandates a fixed or minimum level of expenditure, to the extent of the fixed or minimum level of expenditures.
 - f. Housing costs
 - g. Child care slots
 - h. Religious worship, instruction, or proselytization (recruiting someone to join one's religion or faith).
3. OFCY does not wish to spend limited resources supplementing services that should be provided by school funds.

C. MATCHING FUNDS

1. Requests for funding may not exceed 75% of the proposed program's cost. Proposals must demonstrate, and if awarded will be held accountable for, raising and documenting the remaining 25% or more of the proposed program's cost. This minimum 25% match may be contributions of cash and/or in-kind services and must support the cost of the proposed program.

Example: An entity with an annual budget of \$350,000 is seeking funds from OFCY to run an after school program that costs \$100,000 per year. This entity would be able to request a maximum of 75% of the program cost, or \$75,000, from OFCY. The entity, if awarded a grant from OFCY, would be held accountable for raising a minimum of \$25,000 to run the program.

In-kind match can be no more than 5% of the program cost.

D. POST AWARD REQUIREMENTS

1. Grantees must document matching funds by, e.g.,:

- a. Providing copies of letters of support from foundations or private donors (on donor's letterhead), or copies of contracts or service agreements, with copies of any accompanying checks, bank statements, or payment schedules. Funds that are earmarked for other projects may not fulfill the match requirement for OFCY-funded projects.
- b. Demonstrating in-kind support with a letter (on donor's letterhead) documenting the monetary value of the in-kind donation. For example, a donor that gives a grantee space at no cost could document in a letter the market value of renting that space. The in-kind donor may not be the grantee. The total projected in-kind match can be no more than 5% of the program cost.
- c. Demonstrating the market value of time donated by volunteers, given the nature of the service, e.g., through a spreadsheet documenting volunteer hours, volunteer sign-in sheets, etc. Volunteers may not be employed by a grantee's organization or serve in a consultant or contractor capacity.
- d. Grantees may NOT use one OFCY grant as a match for another. For example, if a grantee has a \$150,000 grant from OFCY directly and subcontracts on another OFCY grant for \$15,000, the subcontractor dollars may not be used as a match for the direct grant. Further, a collaborative may not use an OFCY grant received by one of its partners or subcontractors as a match.

2. Required Documents and Assurances

Applicants must submit documents and assurances, including:

- ✓ Signed Contract
- ✓ Contact Sheet
- ✓ Revised Scope of Work & Budget and accompanying narratives on the correct forms
- ✓ Declaration of Compliance with Living Wage -- the City of Oakland requires any contractor receiving \$100,000 or more from the City to pay employees at least \$9.90 per hour with benefits or \$11.39 per hour without benefits. As the living wage is adjusted yearly for cost of living increases, these amounts are likely to change by the time the contracts begin.
- ✓ Compliance with Equal Benefits, Declaration of Nondiscrimination, including but not limited to, submission of an employee manual and insurance documents applicable to domestic partners and other equivalent relatives.
- ✓ Campaign Contribution Form
- ✓ Insurance Certificate(s), endorsements, and waiver letters (if applicable)
- ✓ Independent Contractor Questionnaire
- ✓ IRS letter as proof of 501(c)(3) status dated in the year **2004** or later
- ✓ Active Corporate Status
- ✓ Current Oakland Business Tax Certificate
- ✓ Nuclear Free Zone Disclosure
- ✓ Declaration of Compliance with the Americans with Disabilities Act

Applicants must comply with all local, state, and federal laws that prohibit discrimination based on race, color, national origin, age, gender, sexual orientation, or disability. OFCY will provide any additional required forms to applicants selected for funding.

3. Contract Negotiations

OFCY staff will review scopes of work and budgets in detail and negotiate these matters as necessary to ensure that they meet the goals, objectives, and policies of OFCY. During contract negotiation, scopes of work and budgets may be revised.

4. Contract Compliance

- a. After the POC makes final funding recommendations, prospective grantees must, on specified due dates, submit program and financial reports to the OFCY office on OFCY designated forms. Prospective grantees are expected to maintain thorough records related to the contract, including attendance sheets, receipts, and other back-up documentation for progress reports and invoices.

- b. Grantees must provide the services projected in the proposal and scope of work, subject to contract negotiations. Failure to provide these services may result in reduced payments or suspension of payment.
- c. Grantees must provide evidence of in-kind and cash matches at the end of the third quarter, e.g. through letters, copies of checks, grants, or records of volunteer or donated services.
- d. Grantees must timely submit completed quarterly reports (e.g. Invoice, Invoice Coversheet, Quarterly Narrative Report Form, Program Activity Report Form, and Participant ID Forms).
- e. Grantees may request two revisions to the contract budget during the contract year. Budget revisions must be submitted prior to submitting the third quarter report. Contract modifications may not exceed the total amount of funding approved by City Council. All requests to modify the contract budget or contracted service level must be APPROVED IN ADVANCE of implementation. Approval of contract budget modification is granted only when provided in writing by OFCY.
- f. After a contract is awarded, OFCY and the City reserve the right to amend it as needed throughout the term of the contract to best meet the needs of all parties.

5. Evaluation

Grantees must participate fully in the OFCY evaluation process so that meaningful data may be gathered to report to all parties interested in OFCY. Participation includes attending trainings and workshops, gathering adequate data on effort and results at the evaluator's request, and hosting site visits.

V. FUNDING PARAMETERS

OFCY has approximately \$9.5 million annually available for funding two-year 2006-2008 programs.

Applicants, whether applying directly or through fiscal sponsors, may submit more than one proposal, providing the proposals are substantially different. No applicant may receive funds for the same program as both a single agency and part of a collaborative.

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Request Size and Match Requirements Summary Table

Application Type	Minimum Match Requirement	Total OFCY Request as % of Org. Budget	Maximum Grant Request
Single Agency	25% of total program cost/budget	35% of Lead Agency Budget	\$175,000
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3. Number of Applications

Applicants may submit separate proposals for their own program and be part of a collaborative proposal, as long as the proposals are substantially different. Applicants may not receive funds as a single agency and as part of a collaborative for the same program and may not submit the same proposal to a different RFP or Strategy.

An applicant with a program that is receiving funding in the first year of a two-year grant from OFCY may not apply for OFCY support of that same program.

4. Collaborative Programs

A collaborative must consist of three or more agencies, each contributing substantial participation toward a mutual goal, and at least two of which are proposed to receive OFCY funds. The collaborative must have already secured funding that OFCY will supplement. OFCY strongly encourages collaboration between private nonprofit and public entities to create and/or to strengthen linkages that maximize the cost-effectiveness and quality of service delivery. Collaboratives should strive to incorporate existing programs offered at school sites and by Oakland Parks and Recreation Department and Oakland Public Library and should examine how other partners will be best coordinated within the model.

The collaborative should examine how other partners will be best coordinated within the model. OFCY will not consider subcontractors or lead agencies that are simply a fiscal pass through. All agencies, schools, and/or program sites must be active parts of program implementation.

5. Lead Agency

The lead agency of a collaborative will be the agency that contracts with the City of Oakland. Collaboratives must choose a lead agency that has the fiscal and management capacity to support the other partners or subcontractors by issuing payments in a timely and professional manner. All partners of a collaborative must have the capacity to provide services according to the schedule of the scope of work submitted by the fiscal sponsor for the collaborative.

B. CAREER & COLLEGE READINESS FOR YOUTH AGES 15–20

GOAL: The desire to work and contribute that emerges at this age will be met with higher education, training and opportunities for meaningful paid work.

STRATEGY: Support career preparedness programs and activities that reinforce high school graduation, preparation for and entrance to college, work readiness, and paid employment through programs that provide the following opportunities:

- ◆ **Support Services** to help youth succeed in transition from high school to college (e.g., tutorial assistance for passing high school exams, college entrance and career counseling, college application assistance and mentoring by college students).
- ◆ **Youth Opportunity Centers** providing work readiness and money management workshops, paid work experience, job placement assistance, re-engagement of youth who do not finish high school, tutoring, and

enrichment services. The focus should be on preparing both the youth and employer for meaningful internships or paid work experiences.

- ◆ **After School and Summer Work Experience** engaging students in specific courses such as basic office skills, computer and media training, ESL, GED; in career-oriented field trips; (in supervised crews in non-profit organizations, worksite placement to include art skill development, music and entrepreneurial projects), job shadowing, career portfolio development, and life skills; and in temporary subsidized work, apprenticeships, and paid and un-paid internships. This also includes *supplementary vocational and educational services at schools for disabled students* (helping them develop personal life plans, relationships with the community) and special support services for homeless and foster care youth.
- ◆ **Community Service Projects** dealing with environmental education and cleanup of the city, programs to include career assessment, resume and job interview skills.

C. **YOUTH LEADERSHIP FOR AGES 15–20**

GOAL: Oakland youth will play a critical role in the future of the community and in producing long-term social change.

STRATEGY: Support programs that promote a social change model of leadership and other models that contribute to individual development, self-efficacy, and commitment to community, appreciation of cultural diversity and opportunities for positive social change.

Programs and activities include:

- ◆ **Leadership programs with community organizations** where youth receive training, coaching and support to practice leadership, communication, teamwork, diversity appreciation, and project planning and evaluation and where the youth clients learn to mentor younger children on leadership issues.
- ◆ **Service learning projects** in schools and through community based organizations involving youth in planning and decision-making through community forums and advisory committees.
- ◆ **Youth grant making and youth initiated community projects** where youth are trained and mentored by adults and they participate in making grants (policy) or running a project (program management).
- ◆ **Youth act as peer mentors and trainers** to community based organizations. Peer mentoring can be aimed so that children and youth of different sexual orientations, abilities, races, ethnicities, cultures, genders, classes, and immigration status experience acceptance. All children learn to appreciate and understand the importance of multiculturalism and learn positive skills such as how to resolve conflicts,

prevent violence and intervene when witnessing victimization. Organizations that serve vulnerable youth can be funded to train peer models and provide organizational support to these youth.

D. PERIOD OF SUPPORT

Two-Year Grants

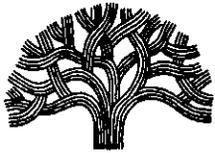
Contracts will be issued to selected applicants for a twelve-month period of services to be provided between July 1, 2006 and June 30, 2007, renewable for one additional year upon satisfactory evaluation, grant monitoring reports, and performance. The second grant period will run from July 1, 2007 through June 30, 2008.

Selected applicants will not receive their first disbursement of funds until they submit all required contract documents and their contract is signed by the appropriate City offices. Grantees can anticipate an initial disbursement 6-8 weeks after their contract is executed. Additionally, any open contracts, invoices, or reports that remain from any previous fiscal year must be closed before selected applicants receive their first disbursement of grant funds.

##

(See ASP proposal Section VII for the rest of the RFP)

DRAFT



Oakland Fund for Children and Youth

**2006 – 2008
Request for Proposals**

***Summer Enrichment Programs
Ages 6 to 14 years***

***Physical and Behavioral Health Programs
All ages***

DRAFT

**RFP Released: Thursday, November 17, 2005
Full Proposal Due: Monday, January 9, 2006 by 5:00 p.m.**

Oakland Fund for Children and Youth
150 Frank Ogawa Plaza, Suite 4216
Oakland, CA 94612
phone 510.238.6379 • fax 510.238.4971 • www.ofcy.org

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I. INTRODUCTION

OAKLAND FUND FOR CHILDREN AND YOUTH

The Oakland Fund for Children and Youth (OFCY) was established in November 1996, when over three-fourths of Oakland voters expressed a powerful commitment to the City's children and youth by passing the Kids First! Initiative (Measure K). This initiative was the result of a grassroots effort that involved young people, parents, teachers, community organizers, staff from youth-serving organizations, and many others in placing the Measure K- Kids First! Initiative on the ballot. Measure K amended the City Charter, setting aside 2.5% of the City's unrestricted General Purpose Fund to support direct services to youth under 21 years of age. OFCY has approximately \$9.5 million available annually for funding 2006-2008 programs.

OFCY has an initial twelve-year lifespan. It is governed by a 19-member Planning and Oversight Committee (POC) that is composed of adults and youth appointed by the Mayor and City Council. OFCY is administered by the City of Oakland.

Each year, the POC develops a Request for Proposals (RFP) and oversees a competitive granting process. Through this process, the POC makes funding recommendations to the City Council, which must approve the recommendation in order for grants to be made. In addition, the POC is responsible for producing an annual evaluation of OFCY grantees' activities, an annual evaluation of the grantmaking process, and every four years, a strategic plan establishing OFCY's goals for the next four years. The POC meets regularly throughout the year to carry out this work. The grants awarded under this RFP will be part of OFCY's eighth funding cycle.

On **November 1, 2005**, City Council adopted the *OFCY 2006-2010 Strategic Plan*, which may be downloaded from the Oakland Fund for Children and Youth website at www.ofcy.org. Below are the Vision, Mission, and Values statements adopted by the Planning and Oversight Committee.

VISION

All children and youth in Oakland are celebrated and supported by a caring network of organizations. As powerful, engaged residents, Oakland's children and youth contribute to creating a vibrant and prosperous community life and a safe, equitable, sustainable, and culturally rich city

MISSION

We provide opportunities and resources for Oakland's young people (0-20 years old) to become healthy, productive, honorable and successful community members. We achieve this by funding organizations, creating policy, building capacity and administering a set aside fund that encourages these outcomes. We work collaboratively through partnerships with youth and families, community organizations, public agencies, schools and other funders.

VALUES

- **Social & Economic Equity:** Children and youth have a fundamental right to partake wholly in the life of our community, to benefit from the fair distribution of community resources, and to enjoy both opportunity and security. We value the vigorous promotion of equality, justice and accountability, and the concerted application of our resources toward those youth in greatest need.
- **Youth Development:** We support efforts to promote the social, emotional, physical, moral, cognitive and spiritual development of children and youth to cultivate pride in themselves and their community.
- **Community and Collaboration:** We embrace the idea that by pooling our resources and working together, we can accomplish great things. We recognize that the richness of Oakland's families extends beyond the traditional mother, father and child structure to one that incorporates all the diverse forms of family.

To achieve these goals, OFCY has selected age appropriate strategies for 2006-2010:

1. Services for Children with Special Needs, ages 0 to 5 years
2. Parent - Child Learning, ages 0 to 5 years
3. Comprehensive After School Programs, ages 6 to 10 years
4. Comprehensive After School Programs, ages 11 to 14 years
5. Summer Enrichment Programs, ages 6 to 14 years
6. Career and College Readiness, ages 15 to 20 years
7. Youth Leadership, ages 15 to 20 years
8. Physical and Behavioral Health, All ages

This RFP is for:

- Summer Enrichment Programs, ages 6 to 14 years
- Physical and Behavioral Health Programs, All ages

II. PRIORITY STRATEGIES

This section further describes the above eight strategies. Applicants should review the strategies thoroughly. A fuller discussion, as well as the guidelines to which programs funded under these categories must adhere, appears in the *OFCY 2006-2010 Strategic Plan*, which may be downloaded from the Oakland Fund for Children and Youth website at www.ofcy.org.

Each strategy targets a specific age range and lays out strategies for delivering services. Applications must demonstrate adherence to these approaches.

Each application **must clearly identify one strategy** that it proposes to use. However, if an application also encompasses one or more additional strategies, the proposal should describe how the program benefits the target population/s identified in other strategies.¹

Summary of ALL strategies
<p>Ages 0 – 5</p> <ul style="list-style-type: none"> • Services for Children with Special Needs - developmental play partnership and early childhood mental health services. • Parent - Child Learning - expansion of pre-K summer camp program and community learning opportunities for children.
<p>Ages 6 – 10</p> <ul style="list-style-type: none"> • Comprehensive After School Programs - cultural/arts; physical activity; academic enrichment; skill building; field trips.
<p>Ages 11 – 14</p> <ul style="list-style-type: none"> • Comprehensive After School Programs - cultural/arts; physical activity; academic enrichment; skill building; field trips with emphasis on leadership and experiential activities.
<p>Ages 6 – 14</p> <p>Summer Enrichment - cultural/arts; physical activity; tutoring/academic help; skill building; and field trips.</p>
<p>Ages 15 – 20</p> <p>Career and College Readiness - youth opportunity centers; after-school and summer work experience; community service projects</p> <p>Youth Leadership - programs with community organizations; service learning projects; youth grant making and youth initiated community projects</p>
<p>All Ages</p> <p>Physical and Behavioral Health - physical fitness and nutrition; mentoring, life skills, transitional planning and brief intervention counseling and case coordination for vulnerable and disconnected youth; health education on high risk behaviors.</p>

A. SUMMER ENRICHMENT

GOAL: that all children and youth, ages 6-14, will enhance their physical, social, emotional, artistic and academic development through access to a wide range of summer programming activities appropriate to their developmental stage and held in safe settings.

STRATEGY: Support summer programs coordinated collaboratively or individually by a community based organization or a public agency. Summer is a time to offer

¹ Should programs cut across multiple strategies, applicants should seek the counsel of OFCY staff to identify the category that best describes most of its target population(s) and strategies.

children and youth an exciting and broad range of youth development and enrichment opportunities. Young people should be out in their communities learning about nature, participating in community projects, in the libraries, in the parks, visiting museums, science centers or Oakland City Hall, playing in the parks, swimming pools and along side the creeks, telling their stories, writing plays, drawing comic books, painting murals, singing songs, running their summer businesses, or spending a few days away from home on an adventure. Programs may offer activities including: cultural and arts activities; physical activity; naturalist/science learning; tutoring and academic help; skills building that helps with identity and social development; mentoring and field trips.

The program should include all of the following elements:

- Offer structure so that youth know what to expect, and flexibility (unstructured time within the program and/or the choice of activities in which to participate)
- Strong emotional bonding between staff and children and youth so that children and youth feel a sense of expectation and encouragement
- Well-trained and adequate numbers of staff (1:10 to 1:15 depending on activity)
- Operate in a safe and protected space
- Community collaboration
- Mixing of age groups

B. PHYSICAL AND BEHAVIORAL HEALTH SERVICES

The strategy supporting physical and behavioral health spans all age ranges. It addresses health from a prevention standpoint for young people to stay fit and avoid behavior posing risks to their health. Additionally, this strategy supports youth in especially high-risk situations to receive transitional counseling and planning assistance.

GOAL: Children and youth will receive the support that they need for healthy development and to avoid high risk behaviors.

STRATEGY: Contribute to the healthy development of youth through the following activities and services:

Mentoring, life skills, transitional planning, brief intervention counseling and case coordination for vulnerable and disconnected youth: (e.g., youth in foster care, African American adolescent boys in high-risk situations). Successful mentoring programs should be one-on-one, where mentors are carefully screened, trained, matched and supervised. Brief peer-counseling interventions, should be based on goal-focused client-centered counseling. These services work best when offered in concert with each other and not as isolated program components.

Health education on high-risk behaviors: including school based programs for adolescent parents and their young children and effective substance abuse and mental health education.

Physical fitness and nutrition: including after school daily physical education, and sports and recreation programs that help students develop and maintain physically active lifestyles and offer a range of developmentally appropriate and accessible activities. Programs enable children to access healthy and nutritious food and education and encourage healthy choices in eating. Nutrition programming should be embedded within other more comprehensive services.

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III. IMPORTANT DATES

Item	Date
Request for Proposals (RFP) Released	Thursday, November 17, 2005 Check www.ofcy.org or call (510) 238-6379
Community Bidders' Conferences	<ul style="list-style-type: none"> ◆ Tuesday, November 22, 2005, Hearing Room #2 from 10:00 a.m. to 12:00 noon – Comprehensive After School Focus ◆ Tuesday, November 29, 2005, Hearing Room #1 from 10:00 a.m. to 12:00 noon – Early Childhood Focus ◆ Thursday, December 1, 2005, Hearing Room #1 from 10:00 a.m. to 12:00 noon – Physical & Behavioral Health, Youth Leadership, College & Career, and Summer Strategy Focus
Technical Assistance by E-mail Available	November 22, 2005 - 10 a.m. January 4, 2006 EXCEPT no e-mail T. A. Dec. 22-27, 2005 mhart@oaklandnet.com
Technical Assistance Session #1	December 12, 2005 Oakland City Hall – Hearing Room #1 10:00 – 12:00 noon
Technical Assistance Session #2	December 15, 2005 Oakland City Hall – Hearing Room #1 10:00 – 12:00 noon
Checklist Review	Dec. 27 th – 30 th
Technical Assistance Session #3	January 2, 2006 Oakland City Hall – Hearing Room #1 1:00 – 3:00 p.m.
Technical Assistance by E-mail Ends	January 4, 2006 No e-mail responses after 10:00 a.m.
Proposals Due	Monday, January 9, 2006 by 5:00 p.m.
Application Feedback Mailed to Applicants	March 2006 Exact Date TBA
Preliminary List of Programs Recommended for Funding Mailed to Applicants	March 2006 Exact Date TBA
Written Appeals from Applicants Due	April 2006, 12:00 noon Exact Date TBA
Final List of Programs Recommended for Funding Mailed to Applicants	April 2006 Exact Date TBA
Program Year Begins	July 1, 2006

Proposals received after **5:00 p.m. on Monday, January 9, 2006** will not be considered for review. This deadline will be strictly enforced.

A. BIDDERS' CONFERENCES

To provide general information and guidance to potential applicants, OFCY will hold three Bidders' Conferences at which staff will review the RFP funding guidelines and answer questions. **The meetings will take place in City Hall** on:

1. Tuesday, Nov. 22, 2005, Hearing Room #2, 10:00 a.m. to 12:00 noon – **Comprehensive After school Focus**
2. Tuesday, Nov. 29, 2005, Hearing Room #1, 10:00 a.m. to 12:00 noon – **Early Childhood Focus**
3. Thursday, Dec. 1, 2005, Hearing Room #1, 10:00 a.m. to 12:00 noon – **Physical & Behavioral Health, Youth Development, College & Career, and Summer Strategy Focus**

You MUST pre-register to attend the Bidders' Conferences. You can do so by calling (510) 238-6379. All potential applicants are strongly encouraged to attend one of the Bidders' Conferences.

B. TECHNICAL ASSISTANCE

To provide assistance in filling out OFCY forms and answer questions about the required attachments, OFCY will offer three Technical Assistance Sessions. They will take place on:

1. Monday, December 12, 2005, Hearing Room 1, 10:00 a.m. to 12:00 noon.
2. Thursday, December 15, 2005, Hearing Room 1, 11:00 a.m. to 1:00 p.m.
3. Monday, January 2, 2006 Hearing Room 1, 1:00 p.m. to 3:00 p.m.

For more information see the OFCY website, www.ofcy.org, or call OFCY at (510) 238-6379 approximately two weeks before the scheduled dates.

Technical Assistance by e-mail will be available between Nov. 22, 2005 and 10 a.m. Jan. 4, 2006 EXCEPT during Christmas weekend, Thurs. Dec. 22 through Tues. Dec. 27th. E-mail Maya Hart, OFCY Program Planner, mhart@oaklandnet.com.

C. PROPOSAL REVIEW

OFCY staff will be available for ½ hour sessions during the week of December 27 – 30, 2005 to do a review of attachments and proposal packets. Please call the OFCY office to reserve a session.

D. APPEALS PROCESS

Any applicant may appeal the POC's preliminary funding recommendations to the Appeals Committee providing the appeal is timely made. An appeal must be based on one or more of three grounds:

- unfair process (e.g., the appellant's proposal was treated differently than others)
- material error (e.g., the appellant's proposal was reviewed under the wrong funding strategy or some other mistake of fact occurred), or

- conflict of interest potentially leading to financial gain by a POC member or reviewer or members of these individuals' immediate families.

The appellant must clearly state the facts that establish one of these bases for appeal and how, as a result, the appellant's proposal was affected negatively. *Please note that substantive disagreement with the funding recommendations is not grounds for appeal.*

The deadline for the appeals is TBA. Appellants will receive written notice of the outcome of their appeal. In the event of one or more successful appeals the POC may amend the preliminary funding recommendations and may reduce the amount it recommends applicants receive. Following the appeals process, the POC will submit final funding recommendations to the Oakland City Council, which has the authority to accept or reject the entire package.

E. SITE VISITS & INTERVIEWS

At any time before a contract is issued, the POC and OFCY staff may conduct site visits, interviews, and/or undertake other means to verify applicants' provision of services before making a final determination of grant awards.

IV. ELIGIBILITY

A. APPLICANTS

1. An applicant must be either a public agency² or be tax-exempt under section 501(c)(3) of the Internal Revenue Code.
2. Entities (other than public agencies) that do not have 501(c)(3) status must be fiscally sponsored by a public agency or a 501(c)(3) nonprofit organization. In this case, the fiscal sponsor is the applicant and, if a grant is awarded, would be the entity that contracts with the City of Oakland and is legally liable for all aspects of the contract, including program implementation, fiscal management, and communication with the City regarding subcontractor or fiscal partner activities. The fiscal sponsor would be expected and authorized to oversee and manage all aspects of the contract including finances; to monitor and implement program activities of subcontracting or partner agencies; to terminate contracts with subcontracting or fiscal partner agencies with the approval of the City, if necessary; and to assume full fiscal responsibility for contract, subcontract, and fiscal partnership.
3. A public agency must apply on its own behalf and may not use a fiscal sponsor.

² OUSD is not allowed to apply to the After School Initiative.

4. An entity with 501(c)(3) status must apply on its own behalf and may not use a fiscal sponsor.
5. An applicant must have audited financial statements from the last two most recently completed fiscal years.
6. By submitting a proposal, an applicant authorizes OFCY to verify any information the proposal contains.
7. OFCY has the right to disqualify applicants whose proposals present false, inaccurate, or incorrect information or are incomplete in any fashion.

B. PROPOSED USE OF FUNDS

1. The proposed program must provide direct services to children and youth, ages 0 to 20, who live in, attend school in, or receive childcare services in Oakland.
2. Funds may NOT be used for:
 - a. Any service that merely benefits children and youth incidentally.
 - b. Acquisition of any capital item not for primary and direct use by children and youth.
 - c. Acquisition, other than by lease for a term of 12 months or less, of any real property.
 - d. Maintenance, utilities, or similar operating costs of a facility not used primarily and directly by children and youth (e.g., costs associated with an off-site office or location).
 - e. Any service for which state or federal law mandates a fixed or minimum level of expenditure, to the extent of the fixed or minimum level of expenditures.
 - f. Housing costs
 - g. Child care slots
 - h. Religious worship, instruction, or proselytization (recruiting someone to join one's religion or faith).
3. OFCY does not wish to spend limited resources supplementing services that should be provided by school funds.

C. MATCHING FUNDS

1. Requests for funding may not exceed 75% of the proposed program's cost. Proposals must demonstrate, and if awarded will be held accountable for, raising and documenting the remaining 25% or more of the proposed program's cost. This minimum 25% match may be contributions of cash and/or in-kind services and must support the cost of the proposed program.

Example: An entity with an annual budget of \$350,000 is seeking funds from OFCY to run an after school program that costs \$100,000 per year. This entity would be able to request a maximum of 75% of the program cost, or \$75,000, from OFCY. The entity, if awarded a grant from OFCY, would be held accountable for raising a minimum of \$25,000 to run the program.

In-kind match can be no more than 5% of the program cost.

D. POST AWARD REQUIREMENTS

1. Grantees must document matching funds by, e.g.,:
 - a. Providing copies of letters of support from foundations or private donors (on donor's letterhead), or copies of contracts or service agreements, with copies of any accompanying checks, bank statements, or payment schedules. Funds that are earmarked for other projects may not fulfill the match requirement for OFCY-funded projects.
 - b. Demonstrating in-kind support with a letter (on donor's letterhead) documenting the monetary value of the in-kind donation. For example, a donor that gives a grantee space at no cost could document in a letter the market value of renting that space. The in-kind donor may not be the grantee. The total projected in-kind match can be no more than 5% of the program cost.
 - c. Demonstrating the market value of time donated by volunteers, given the nature of the service, e.g., through a spreadsheet documenting volunteer hours, volunteer sign-in sheets, etc. Volunteers may not be employed by a grantee's organization or serve in a consultant or contractor capacity.
 - d. Grantees may NOT use one OFCY grant as a match for another. For example, if a grantee has a \$150,000 grant from OFCY directly and subcontracts on another OFCY grant for \$15,000, the subcontractor dollars may not be used as a match for the direct grant. Further, a collaborative may not use an OFCY grant received by one of its partners or subcontractors as a match.

2. Required Documents and Assurances

Applicants must submit documents and assurances, including:

- ✓ Signed Contract
- ✓ Contact Sheet
- ✓ Revised Scope of Work & Budget and accompanying narratives on the correct forms
- ✓ Declaration of Compliance with Living Wage -- the City of Oakland requires any contractor receiving \$100,000 or more from the City to pay employees at least \$9.90 per hour with benefits or \$11.39 per hour without benefits. As the living wage is adjusted yearly for cost of living increases, these amounts are likely to change by the time the contracts begin.
- ✓ Compliance with Equal Benefits, Declaration of Nondiscrimination, including but not limited to, submission of an employee manual and insurance documents applicable to domestic partners and other equivalent relatives.
- ✓ Campaign Contribution Form
- ✓ Insurance Certificate(s), endorsements, and waiver letters (if applicable)
- ✓ Independent Contractor Questionnaire
- ✓ IRS letter as proof of 501(c)(3) status dated in the year **2004** or later
- ✓ Active Corporate Status
- ✓ Current Oakland Business Tax Certificate
- ✓ Nuclear Free Zone Disclosure
- ✓ Declaration of Compliance with the Americans with Disabilities Act

Applicants must comply with all local, state, and federal laws that prohibit discrimination based on race, color, national origin, age, gender, sexual orientation, or disability. OFCY will provide any additional required forms to applicants selected for funding.

3. Contract Negotiations

OFCY staff will review scopes of work and budgets in detail and negotiate these matters as necessary to ensure that they meet the goals, objectives, and policies of OFCY. During contract negotiation, scopes of work and budgets may be revised.

4. Contract Compliance

- a. After the POC makes final funding recommendations, prospective grantees must, on specified due dates, submit program and financial reports to the OFCY office on OFCY designated forms. Prospective grantees are expected to maintain thorough records related to the contract, including attendance sheets, receipts, and other back-up documentation for progress reports and invoices.

- b. Grantees must provide the services projected in the proposal and scope of work, subject to contract negotiations. Failure to provide these services may result in reduced payments or suspension of payment.
- c. Grantees must provide evidence of in-kind and cash matches at the end of the third quarter, e.g. through letters, copies of checks, grants, or records of volunteer or donated services.
- d. Grantees must timely submit completed quarterly reports (e.g. Invoice, Invoice Coversheet, Quarterly Narrative Report Form, Program Activity Report Form, and Participant ID Form).
- e. Grantees may request two revisions to the contract budget during the contract year. Budget revisions must be submitted prior to submitting the third quarter report. Contract modifications may not exceed the total amount of funding approved by City Council. All requests to modify the contract budget or contracted service level must be APPROVED IN ADVANCE of implementation. Approval of contract budget modification is granted only when provided in writing by OFCY.
- f. After a contract is awarded, OFCY and the City reserve the right to amend it as needed throughout the term of the contract to best meet the needs of all parties.

5. Evaluation

Grantees must participate fully in the OFCY evaluation process so that meaningful data may be gathered to report to all parties interested in OFCY. Participation includes attending trainings and workshops, gathering adequate data on effort and results at the evaluator's request, and hosting site visits.

V. FUNDING PARAMETERS

OFCY has approximately \$9.5 million annually available for funding two-year 2006-2008 programs.

Applicants, whether applying directly or through fiscal sponsors, may submit more than one proposal, providing the proposals are substantially different. No applicant may receive funds for the same program as both a single agency and part of a collaborative.

A. ALL APPLICANTS

All eligible applicants, regardless of the size of their current annual budget, may submit proposals in response to this 2006-2008 RFP.

1. Maximum Grant Size

Collaboratives may apply for between \$25,000 and \$300,000, with no more than 15% of the amount requested allocated to indirect costs. For a definition of Collaborative Programs, see below.

Single Agency funding requests must be between \$25,000 and \$175,000, with no more than 10% of the amount requested may be for indirect costs.

2. Cap on Percentage of Organization and Program Budget

Applicants must limit their total and/or combined OFCY request(s) to no more than 35% of their overall, organizational budget.

Example: Using the example below, the entity with an annual budget of \$350,000 could request a grant for \$122,500 or less.

Requests for funding may not exceed 75% of the proposed program's cost. Proposals must demonstrate, and if awarded will be held accountable for, the source of the remaining 25% or more of the proposed program's cost, which may be contributions of cash and/or in-kind services and must support the cost of the proposed program.

Example: An entity with an annual budget of \$350,000 is seeking funds from OFCY to run a program that costs \$100,000 per year. This entity would be able to request a maximum of 75% of the program cost, or \$75,000, from OFCY. The entity, if awarded a grant from OFCY, would be held accountable for raising a minimum of \$25,000 to run the program.

Request Size and Match Requirements Summary Table

Application Type	Minimum Match Requirement	Total OFCY Request as % of Org. Budget	Maximum Grant Request
Single Agency	25% of total program cost/budget	35% of Lead Agency Budget	\$175,000
Collaboratives	25% of total program cost/budget	35% of Lead Agency Budget	\$300,000

3. Number of Applications

Applicants may submit separate proposals for their own program and be part of a collaborative proposal, as long as the proposals are substantially different. Applicants may not receive funds as a single agency and as part of a collaborative for the same program and may not submit the same proposal to a different RFP or Strategy.

An applicant with a program that is receiving funding in the first year of a two-year grant from OFCY may not apply for OFCY support of that same program.

4. Collaborative Programs

A collaborative must consist of three or more agencies, each contributing substantial participation toward a mutual goal, and at least two of which are proposed to receive OFCY funds. The collaborative must have already secured funding that OFCY will supplement. Collaborations must provide proof that the partners have a history of working together for at least 2-years prior to submitting the proposal. OFCY strongly encourages collaboration between private nonprofit and public entities to create and/or to strengthen linkages that maximize the cost-effectiveness and quality of service delivery. Collaboratives should strive to incorporate existing programs offered at school sites and by Oakland Parks and Recreation Department and Oakland Public Library and should examine how other partners will be best coordinated within the model.

The collaborative should examine how other partners will be best coordinated within the model. OFCY will not consider subcontractors or lead agencies that are simply fiscal pass throughs. All agencies, schools, and/or program sites must be active parts of program implementation.

5. Lead Agency

The lead agency of a collaborative will be the agency that contracts with the City of Oakland. Collaboratives must choose a lead agency that has the fiscal and management capacity to support the other partners or subcontractors by issuing payments in a timely and professional manner. All partners of a collaborative must have the capacity to provide services according to the schedule of the scope of work submitted by the fiscal sponsor for the collaborative.

B. SUMMER ENRICHMENT PROGRAMS

Support summer programs coordinated collaboratively or individually by a community based organization or a public agency. Summer is a time to offer children and youth an exciting and broad range of youth development and enrichment opportunities. Young people should be out in their communities learning about nature, participating in community projects, in the libraries, in the parks, visiting museums, science centers or Oakland City Hall, playing in the parks, swimming pools and along side the creeks, telling their stories, writing plays, drawing comic books, painting murals, singing songs, running their summer businesses, or spending a few days away from home on an adventure. Programs may offer activities including: cultural and arts activities; physical activity; naturalist/science learning; tutoring and academic help; skills building that helps with identity and social development; mentoring and field trips.

The program should include all of the following elements:

- Offer structure so that youth know what to expect, and flexibility (unstructured time within the program and/or the choice of activities in which to participate)
- Strong emotional bonding between staff and children and youth so that children and youth feel a sense of expectation and encouragement
- Well-trained and adequate numbers of staff (1:10 to 1:15 depending on activity)
- Operate in a safe and protected space
- Community collaboration
- Provide a mixing of age groups
- Clear goals and evaluation of program
- An enrollment versus drop-in program structure
- Emphasis on the role of a Site Supervisor or Site Coordinator
- Transportation is provided or convenient

C. PHYSICAL AND BEHAVIORAL HEALTH PROGRAMS

Mentoring, life skills, transitional planning, brief intervention counseling and case coordination for vulnerable and disconnected youth: (e.g., youth in foster care, African American adolescent boys in high-risk situations). Successful mentoring programs should be one-on-one, where mentors are carefully screened, trained, matched and supervised. Brief peer-counseling interventions, should be based on goal-focused client-centered counseling. These services work best when offered in concert with each other and not as isolated program components.

Health education on high-risk behaviors: including school based programs for adolescent parents and their young children and effective substance abuse and mental health education.

Physical fitness and nutrition: including after school daily physical education, and sports and recreation programs that help students develop and maintain physically active lifestyles and offer a range of developmentally appropriate and accessible activities. Programs enable children to access healthy and nutritious food and education and encourage healthy choices in eating. Nutrition programming should be embedded within other more comprehensive services.

E. PERIOD OF SUPPORT

Two-Year Grants

Contracts will be issued to selected applicants for a twelve-month period of services to be provided between July 1, 2006 and June 30, 2007, renewable for one additional year upon satisfactory evaluation, grant monitoring reports, and performance. The second grant period will run from July 1, 2007 through June 30, 2008.

- Contracts for the Summer Enrichment Strategy will be issued a twelve-month period of services to be provided between **June 1, 2006 and May 30, 2007**, renewable for one additional year upon satisfactory evaluation, grant monitoring reports, and performance. The second contract period will run from **June 1, 2007 through May 30, 2008**. This will allow time for a full summer program during 2006 and 2007. The Scope of Work should be adjusted accordingly.

Selected applicants will not receive their first disbursement of funds until they submit all required contract documents and their contract is signed by the appropriate City offices. Grantees can anticipate an initial disbursement 6-8 weeks after their contract is executed. Additionally, any open contracts, invoices, or reports that remain from any previous fiscal year must be closed before selected applicants receive their first disbursement of grant funds.

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(See ASP proposal Section VII for the rest of the RFP)

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