CITY OF OAKLAND

AGENDA REPORT

TO: Office of the City Administrator
ATTN: Deborah Edgerly
FROM: Department of Human Services
DATE: November 13, 2007

RE: **A Report And Request For Approval Of The Fiscal Year 2008-2009 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) 2008-2009. On October 17, 2007, the Planning and Oversight Committee (POC) approved and recommended the release of four Oakland Fund for Children and Youth 2008-2009 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 2008-2009 is approximately $14 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:

- After School Programs for Ages 6 – 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 15, 2007. Proposals will be due to OFCY on January 10, 2008. The Planning and Oversight Committee's recommendation for grant awards will be forwarded to the City Council in May 2008.

FISCAL IMPACT

The total amount anticipated to be available for OFCY grants for direct services from the FY 2008-09 budget appropriation is approximately $9.8 million (Fund 1780). Additional amounts due to remaining carryforward funds, expected revenue adjustments, and an appropriation for

interest earned will increase the funds available for grants to between $12 million and $14 million.

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 15, 2007, pending Life Enrichment Committee approval. Proposals will be due on January 10, 2008. In May 2008, the POC will request Council approval for a recommended funding package of grant contracts for 2008-2009 services.

KEY ISSUES AND IMPACTS

2006-2010 Strategic Plan
This RFP process reflects program focus areas as identified in the 2006-2010 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

These focus 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.

One-Year Funding Cycle
Contracts awarded through the competitive process will be awarded for FY08-09. Unlike the previous comprehensive RFP for FY 2006-2008, this current RFP has only a one-year funding cycle. This is due to the uncertainty of Measure K, which sunsets in June, 2009. Reauthorization of KidsFirst! legislation is required to extend the funding beyond June 2009.

2008-2009 Request for Proposals

- *After School Programs and Prop 49/ASES*
  After School programs continue to be a high priority. This RFP supports after school programs delivered on school sites funded by Prop 49/ASES (After School Education and Safety program) or 21st Century funds, and community-based sites that are non OUSD or Charter Schools.

  This 2008-2009 RFP for school-based after school services emphasizes support for enrichment services as part of a comprehensive after school program, and is a continuation of the POC's support of enrichment programming funded in the 2007-2008 RFP. It also supports services to children on weekends. Community-based sites are encouraged by OFCY to offer an array of academic, enrichment, recreational, and wellness activities. It also supports leadership activities for youth ages 10-14.

- *Early Childhood Ages 0-5*
  Community Learning Opportunities continues to be a high priority. The 2008-2009 OFCY supports programs that promote the achievement of school readiness, involves physical well-being and motor development, social and emotional development, approaches to learning, language development and cognition, and general knowledge. OFCY supports these same goals with the use of intensive services for children at risk of developmental delays.

- *Older Youth Ages 14-20*
  The OFCY 2008-2009 supports services for older youth. Such services offer career readiness programs, internships, and mentoring. This RFP also supports Youth Leadership programs. Such programs offer service learning projects, opportunities for youth-to-youth grant making, and peer-to-peer training.

- *Physical and Behavioral Health and Summer Enrichment*
  Services supported in the Physical and Behavioral Health RFP include opportunities for recreation, learning healthy eating habits, and behavioral intervention services that include mentorship, counseling, and linkage to entitlement programs.

  Summer enrichment programs offer full-day opportunities for children to engage in recreation, arts, music, field trips, and academic help during the summer months.

Small and Emerging Organizations

All of the RFPs contain a special provision to encourage applications from small and emerging organizations defined as those with a total annual budget of less than $375,000. The small and emerging category 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.

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.

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 ($200,00 for community-based after school programming)
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 (and up to $100,000 for after school programming). 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 community-based 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 15, 2007
Bidders' Conferences, Community Planning, and Technical Assistance Sessions	November 2007 – January 2008
Proposals Due	**Thursday, January 17, 2008** **5:00 p. m.**
Review Process	January – April 2008
Application Feedback Mailed to Applicants	March 2008 Exact Date TBA
Preliminary List of Programs Recommended for Funding Mailed to Applicants	March 2008 Exact Date TBA
Written Appeals from Applicants Due	April 2008
Final List of Programs Recommended for Funding Mailed to Applicants	April 2008
Council Approval	May 2008
Program Year Begins	July 1, 2008

Bidders' Conference
Three bidders' conferences will be held immediately after the release of the RFPs. Prospective applicants will be oriented to the 2008-2009 RFP process and have an opportunity to ask general questions about eligibility criteria and funding availability.

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 2008-2009 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 2008-2009 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.
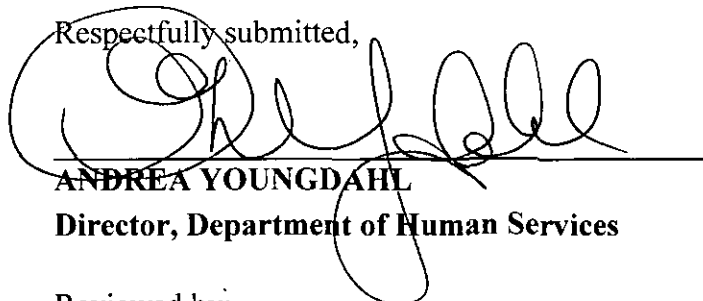
RECOMMENDATION(S) AND RATIONALE

Staff recommends approval of the Oakland Fund for Children and Youth 2008-2009 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 2008-2009 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:
Kelsey Crowe
Program Planner
Oakland Fund for Children and Youth

ATTACHMENTS:

A. Request for Proposal for School-Based Enrichment Services and Community-Based Comprehensive After School Services, Ages 6-14
B. Request for Proposal for Early Childhood Strategies for Children Ages 0-5
C. Request for Proposal for Career and College Readiness Programs & Youth Leadership for Ages 15-20
D. Request for Proposal for Summer Enrichment Programs for Ages 6-14 and Physical and Behavioral Health (All Ages)

APPROVED FOR FORWARDING TO THE
LIFE ENRICHMENT COMMITTEE:

Office of the City Administrator

ATTACHMENTS

A. Request for Proposal for School-Based Enrichment Services and Community-Based Comprehensive After School Services, Ages 6-14
[RFP Released: November 15, 2007 Full Proposal Due: January 17, 2008 by 5:00 p.m.]

(23 pages)

B. Request for Proposal for Early Childhood Strategies for Children Ages 0-5
[RFP Released: November 15, 2007 Full Proposal Due: January 17, 2008 by 5:00 p.m.]

(41 pages)

C. Request for Proposal for Career and College Readiness Programs & Youth Leadership for Ages 15-20
[RFP Released: November 15, 2007 Full Proposal Due: January 17, 2008 by 5:00 p.m.]

(20 pages)

D. Request for Proposal for Summer Enrichment Programs for Ages 6-14 and Physical and Behavioral Health (All Ages)
[RFP Released: November 15, 2007 Full Proposal Due: January 17, 2008 by 5:00 p.m.]

(20 pages)

Oakland Fund for Children and Youth

2008 – 2009
Request for Proposals

School-Based After School Enrichment Services
and
Community-Based Comprehensive
After School Services

Ages 6-14

RFP Released: November 15, 2007

Full Proposal Due:
January 17, 2008 by 5:00 p.m.

Oakland Fund for Children and Youth
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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.

On November 1, 2005, the Oakland 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.

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

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. Applicants should review the strategies thoroughly.

This RFP is for the following Out-of-School-Time Services:

- School-Based Enrichment After School Services at ASES and 21st Century Funded school sites, ages 6-14 years
- Community-Based Comprehensive After School Services , ages 6-14 years

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FUNDING CYCLE

This RFP is for services for the one-year period 2008-2009. OFCY has approximately $12-$14 million available for funding 2008-09 programs.

II. PRIORITY STRATEGIES

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.

To implement the strategy, this Request for Proposals solicits proposals from community based organizations to provide comprehensive after school services at neighborhood sites in the after school hours, as well as on weekends during the school year. This RFP also solicits proposals from non-profits and public agencies to support enrichment services at school sites already awarded After School Education and Safety (ASES) or 21st Century Community Learning Center funding under the administration of the California Department of Education.

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Since 2006, due to the implementation of Proposition 49, over $5 million annually has been approved as ASES funding for after school programs in high-need California elementary and middle schools.

OFCY is an established local community resource that serves to provide funds for community based organizations to partner with schools to provide literacy, academic enrichment and safe constructive alternatives for students in kindergarten through ninth grades. All Comprehensive After School Programs include four program components: Academics, Enrichment, Nutrition, and Recreation. Activities include cultural and arts activities; physical activity; tutoring and academic help; skills building that helps with identity and social development; and opportunities for healthy eating and education. Programs serving older youth, ages 11-14, should have a leadership component related to career advancement, experiential learning and/or independent action.

Activity schedules should allow for program operation between 3 to 5 days a week for 3 hours a day. The program should operate with a set curriculum and well-trained staff at a 1:15 staff to child ratio. Programs may also provide services on weekends during the school year.

A. SCHOOL-BASED OUT-OF-SCHOOL TIME ENRICHMENT SERVICES

This RFP solicits proposals to provide **enrichment services** *as a part of a coordinated comprehensive after school program* for elementary or middle school-aged children and youth in Oakland. Funding for school-based programs will (1) leverage After School Education and Safety Program (ASES) dollars and 21st Century dollars, and (2) support expanded access to high quality, comprehensive programs at school sties throughout Oakland's neighborhoods.

Each applicant must demonstrate how it will provide services as a part of a coordinated comprehensive after school program at each school site including the following components:

- An **Enrichment and/or Recreation** component that may include any variety of activities such as fine arts, recreation, physical fitness, science-related, career readiness, life skills building, youth leadership and other enrichment activities.

- An **Academic Support/Educational Literacy** component may include tutoring, homework assistance and programs that emphasize language skills and academic achievement.

OFCY encourages proposals for the enrichment/recreation element of the after school program. Academic/Educational Literacy services may be funded if the applicant can adequately justify the funding request. Services may be provided by a combination of community based organization staff, public agency staff, consultants, and/or other qualified service providers.

School-community organization partnerships are most successful when key implementation points such as authority over budget, staffing, programming goals, and facility use are clearly defined between the school and CBO administration. Equally important is ample communication time between the school administration and CBO about the school's cultural norms and expectations for maintaining student safety. Mechanisms for addressing these issues should be addressed in the mandatory "letter of agreement" under Attachment K, Section VIII.

B. COMMUNITY-BASED COMPREHENSIVE OUT-OF-SCHOOL TIME SERVICES

Applicants may provide after school programs at a community-based site, non-profit organization site, or public agency site, such as a public recreation center, and/or a public library.

Programs should provide services that are comprehensive, including enrichment, health, and academic components. They must operate in a safe and protected space and be conveniently located to public transportation or provide public transportation.

III. IMPORTANT DATES

Item	Date
Request for Proposals (RFP) Released	November 15, 2007 Check www.ofcy.org or call (510) 238-6379
Community Bidders' Conferences	♦ November 27, 2007 from 10:00 a.m. to 12:00 noon – **After School Focus; Physical & Behavioral Health; and Summer Strategy Focus** Location TBD ♦ November 29, 2007, from 10:00 a.m. to 12:00 noon – **Early Childhood Focus,** Location TBD ♦ December 3, 2007, from 10:00 a.m. to 12:00 noon –, **Older Youth Focus** Location TBD
Technical Assistance by E-mail Available	XXXXXX - 10 a.m. – 12:00 noon EXCEPT no T. A. by email during Holiday, XXX through XXX. kcrowe@oaklandnet.com
Technical Assistance Session #1	December 12, 2007, 10 a.m. – 12:00 noon Location TBD
Technical Assistance Session #2	December 19, 2007, 10:00 – 12:00 noon Location TBD
Checklist Review	XXXXX
Technical Assistance Session #3	January 3, 2007, 1:00 – 3:00 p.m. Location TBD
Technical Assistance by E-mail Ends	XXXXX No e-mail responses after XXXXX, 10:00 a.m.
Proposals Due	**January 17, 2008 by 5:00 p.m.**
Application Feedback Mailed	XXXXX

Item	Date
to Applicants	Exact Date TBA
Preliminary List of Programs Recommended for Funding Mailed to Applicants	XXXXX Exact Date TBA
Written Appeals from Applicants Due	XXXXX Exact Date TBA
Final List of Programs Recommended for Funding Mailed to Applicants	XXXXXX Exact Date TBA
Program Year Begins	July 1, 2008

Proposals received after **5:00 p.m. on January 17, 2008** 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 at TBD** on:

1. November 27, 2007 Location TBD, 10:00 a.m. to 12:00 noon – **After School Focus; Physical & Behavioral Health and Summer Strategy Focus**
2. November 29, 2007 Location TBD, 10:00 a.m. to 12:00 noon – **Early Childhood Focus**
3. December 3, 2007 Location TBD, 10:00 a.m. to 12:00 noon – **Older Youth Focus**

You MUST pre-register to attend the Bidders' Conferences. You can do so by calling (510) 238-6379. All potential-applicants are <u>strongly encouraged</u> 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 <u>Technical Assistance Sessions</u>. They will take place as follows:

1. December 12, 10:00 a.m. to 12:00 noon. Location TBD
2. December 19, 11:00 a.m. to 1:00 p.m. Location TBD
3. January 3, 1:00 p.m. to 3:00 p.m. Location TBD

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

Technical Assistance by e-mail will be available between XXXX, XXX and 10 a.m. XXX EXCEPT during Holiday XXX through XXX. E-mail Kelsey Crowe, OFCY Program Planner, kcrowe@oaklandnet.com.

C. APPEALS PROCESS

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

- unfair process (e.g., the appellant's proposal was treated differently than that of 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 filing an appeal 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 that 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.

D. 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 agency 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 <u>may not</u> use a Fiscal Sponsor.

4. An entity with 501(c)(3) status must apply on its own behalf and <u>may not</u> 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 <u>direct services</u> 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 the costs listed below:

   a. Any service that merely benefits children and youth incidentally

   b. Acquisition of any capital item <u>not for primary and direct use by children and youth</u>

   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 <u>not used primarily and directly by children and youth</u> (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 will not spend limited resources supplementing services that should be provided by school funds.

C. SMALL AND EMERGING APPLICANTS

OFCY recognizes that the RFP is much easier for larger established agencies to navigate and complete. Oakland has small and new organizations that do not apply or are not competitive because they lack the infrastructure to produce applications as strong as those of larger organizations. Moreover, some small and new organizations propose programs that may be beyond their capacity, thus setting themselves up to fail. The Small and Emerging Organization designation focuses on these smaller organizations and assists grass root organizations, religious organizations, and new agencies to be funded by OFCY.

Eligible small and emerging organizations have completed at least two years of service in the program for which they are seeking support by the time they apply to OFCY, or they may have a longer track record. They may have recently received their 501(c)(3) status, after having been fiscally sponsored.

D. COLLABORATIVE APPLICANTS

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.

Providers of school-based after school services are not eligible for this designation.

V. FUNDING PARAMETERS

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. REQUEST SIZE FOR SCHOOL-BASED SERVICES

Applicants providing **Elementary** School-Based After School Enrichment Services may only apply as a single agency. Applicants may apply for one of the following tiers of funding:

Tier 1	Tier 2	Tier 3
$75,000	$100,000	$125,000.

Applicants providing **Middle** School-Based Elementary After School Enrichment Services may only apply as a single agency. Applicants may apply for one of the following tiers of funding:

Tier One	Tier Two	Tier Three
$100,000	$125,000	$150,000

Programs are advised to apply for the amount of funding required to implement a quality program for the proposed number of children served.

All Program proposals are required to demonstrate effective leveraging of ASES or 21st Century funding at the site.

Tier One Funding Amount

Programs that meet the following criteria are encouraged to apply for the Tier One funding amount:

> The number of students proposed to be served with a high quality program is less than or at 90 Elementary students and 120 Middle School students.

> The provider of after school programming at a particular school site is NEW to the school site beginning in September 2007 or the school site did not have a Comprehensive After School Program prior to September 2006.

> Past performance as measured by the OFCY evaluation and grant monitoring functions indicates a need for further development to sustain effective school/CBO partnerships.

Tier Two Funding Amount

Programs that propose to serve 90 Elementary or 120 Middle school students or slightly more, <u>and</u> can meet some or all of the following criteria:

> ➤ The applicant **demonstrates** the capacity to serve at or more than 90 Elementary or 120 Middle School students.

> ➤ Past performance of the After School program as measured by the OFCY evaluation and grant monitoring functions suggests an ability to sustain effective school/CBO partnerships.

> ➤ The application for providing after school services has high involvement of CBOs with established youth development programming goals and outcomes.

> ➤ The applicant demonstrates a plan for effective coordination with other services funded at the school site.

Tier Three Funding Amount

> ➤ The applicant **demonstrates** the capacity to serve <u>significantly</u> more than 90 Elementary or 120 Middle School students.

> ➤ Past performance of the After School program as measured by the OFCY evaluation and grant monitoring functions suggests an ability to sustain effective school/CBO partnerships.

> ➤ The application for providing after school services has high involvement of CBOs with established youth development programming goals and outcomes.

> ➤ The applicant demonstrates a plan for effective coordination with other services funded at the school site.

Applicants meeting criteria for all funding tiers are encouraged to use their discretion in proposing funding amounts. The OFCY review process reserves the right to adjust funding amounts based upon how applicants demonstrate the above criteria.

B. REQUEST SIZE FOR COMMUNITY-BASED COMPREHENSIVE SERVICES

1. Single agency applicant

Single agency funding request must be between $25,000 and $175,000. No *more than 10% of the amount requested may be for indirect costs.*

2. Collaborative applicant

Collaboratives may apply for funding between $25,000 and $200,000, with no more than 15% of the amount requested allocated to indirect costs.

3. Small and emerging applicant

Requests in this category must be between $20,000 and $100,000.

C. MATCHING FUNDS (ALL APPLICANTS)

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 in the form of 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.

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

3. 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.

D. CAP ON PERCENTAGE OF ORGANIZATION BUDGET

1. Single Agency AND collaborative applicants

General Single Agency 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.

2. Small and emerging applicants

The program agency's current annual budget may not exceed $375,000. The fiscal sponsor's budget (if applicable) may <u>not</u> be used to determine eligibility for this fund.

Small and Emerging applicants must limit their total and/or combined OFCY request to no more than 50% of their overall, organizational budget.

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E. GUIDELINE FOR REQUESTED AMOUNT

Below is a guideline, but not required formula, for proposed children and youth and requested funding amounts.

Funding Community-Based After School Programming		
Number of Children and Youth Average Daily Attendance	**Total Program Budget ($15*student*180 Days)**	**OFCY Allocation (75% of Total Cost)**
40 Children and Youth	$108,000	$81,000
60 Children and Youth	$162,000	$121,500
80 Children and Youth	$216,000	$162,000

Funding School-Based After School Programming				
Number of Children and Youth Average Daily Attendance	**OUSD Prop 49 Allocation ($7.50*student *165 Days)**	**OFCY Allocation Tier 1**	**OFCY Allocation Tier 2**	**OFCY Allocation Tier 3**
90 + Elementary School Students	$112,500	$75,000	$100,000	
110 + Elementary Students	$112,500			$125,000
120 + Middle School Students	$150,000	$100,000	$125,000	
130 + Middle School Students				$150,000

F. COORDINATOR

Applicants for providing School-Based Out-of-School Time Enrichment Services must have, at minimum, an on-site coordinator to work with the school staff and principal, facilitate and coordinate site logistics, payments, and school/program communication.

G. PERIOD OF SUPPORT

One-Year Grant

Contracts will be issued to selected applicants for a twelve-month period of services to be provided between July 1, 2008 and June 30, 2009. 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.

VI. 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 items:

- ❑ 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 (2008- 2009)
- ❑ Attachment B – Summary Budget Form (2008 - 2009)
- ❑ Attachment C – Lead Agency Budget Form (2008-2009)
- ❑ Attachment D – Budget Narrative (for each partner, if applicable; 2008-2009)
- ❑ Attachment D1 – Subcontractor Budget Form (for each partner, if applicable)
- ❑ Attachment E – School Site Activity Form (if applicable)

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- ❏ 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 – <u>Audited Financial Statements with Cover and/or Management Letter</u>, if organization budget is $100,000 and over.

<div align="center">OR</div>

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

<div align="center">OR</div>

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

- ❏ Attachment M – Copy of IRS Letter Certifying Tax Exempt Status dated in the year **2006** or later
  - ✓ *NOT APPLICABLE TO PUBLIC AGENCIES*
- ❏ Attachment N – Statement of Program if previously funded applicant missed one or more performance targets as measured by 2006-07 Evaluation.

B. FORMATTING REQUIREMENTS

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

1. Proposal narratives and attachments must be typewritten 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 of single agency applicants 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 bound (preferably with a heavy clasp) or stapled copies of their proposals. **DO NOT SPIRAL BIND PROPOSALS.**

2. All proposals must be **complete** and **hand delivered** to the Oakland Fund for Children and Youth office on the 4th floor, Suite 4216 of the Lionel J. Wilson Building, 150 Frank H. Ogawa Plaza (across from City Hall).

3. Proposals must be delivered **NO LATER THAN January 10, 2008 by 5:00 p.m. Late applications will not be accepted and will not be eligible for funding.**

4. Proposals that are mailed, e-mailed, or faxed will not be accepted.

VII. PROPOSAL NARRATIVE

The Proposal Narrative must include the following elements, presented in the order below. Reviewers will score the Proposal Narrative based upon the adequacy and thoroughness of the response to the RFP requirements and according to the following point system[1]:

Narrative Element	Points
Demonstration of Need	15
Agency Capacity	20
Staffing	10
Program Design	35
Outcomes and Evaluation	10
Required Resources and Budget Request	10
TOTAL	**100**

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

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

1. Briefly describe the school or community in which you are working: the characteristics of the youth who will participate in the proposed program;

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[1] 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.

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other after school programs located on the school site (if applicable); and the community you wish to serve.

2. How many youth on average will be served on a daily basis? How do you justify the demand for service for the proposed number of children at your particular site or community-based location? If proposing school-based services for significantly more than 90 elementary or 120 middle school students, please describe in detail.

3. 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, and shows evidence of demand for service.

✓ The extent of evidence is compelling regarding the need for the proposed project.

B. AGENCY AND SCHOOL HISTORY AND CAPACITY

Answer applicable questions from the perspective of each organization and/or agency (including the school site administration) and question 5 from the perspective of the lead agency.

1. Describe the organization(s) and school site (if applicable) applying for funds, including history, mission, and types of services provided.

2. Describe similar current or past projects or services or accomplishments that relate to the type of work proposed, including agency and school site administration accomplishments in out-of-school time. What was the size or scope of those efforts? What were the populations served?

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. If applicable, evidence of the school site administration's ability to partner in out-of-school time activities should also be described. Agencies and school administrators, describe any changes in your approach to partnership for 2008 based on previous experience.

4. Describe the facility(ies) where the project is to be implemented, i.e. 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 engage in strong partnerships and provide deliverables in a timely manner

✓ The extent to which partners will be involved in the project, as well as clarity of roles, and adequate evidence of participation

✓ 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 (lead agency and significant subcontract staff) working on this project including their expected roles, estimated percentage of 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. Provide the resumes of the key project staff including managers and the staff who are working directly with children and youth and are responsible for project implementation and delivery of services. These resumes 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.

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✻ <u>Reviewers will score using the following criteria</u>:

✓ 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, level of responsibility and role.

✓ The extent to which the proposed consultant has the capacity to deliver the service.

D. PROGRAM DESIGN

1. Describe the key activities to be undertaken and units of service. Provide a sample weekly schedule of activities. Allowing adequate time for start-up, what is the timeline for the planning and start-up phase? This answer should correspond to the Scope of Work Form(s).

2. How will you will integrate the Academic components in the school day into the out-of-school time hours? How do you plan to balance students' needs for academic and enrichment programming? If proposing to provide services on a school site, describe the amount of and type of proposed enrichment programming within the context of the total comprehensive after school program.

3. Describe the role of the coordinator in working with service providers and school administration (if applicable) including managing of attendance and other data, managing subcontracts, facilitating relationships between school administration and providers, ensuring facility use and maintaining safety AND working with other out-of-school time programs on site.

✻ <u>Program Design will be scored during the review process using the following criteria</u>:

✓ To what extent are the proposed activities to be conducted feasible and well thought out? Are they reasonable when considering the amount of the funds requested?

✓ To what extent are the activities and timelines for implementing this project feasible?

✓ To what extent does the program reflect a holistic approach to programming for children including both enrichment and academic components?

✓ To what extent is the role of the site coordinator clear? Does the stated role demonstrate effective leveraging of resources and a high degree of coordination among service providers and school administration.

E. OUTCOMES AND EVALUATION

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

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

✳ 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, breaking out (if applicable) ASES/21 St Century funding from other private funds.

2. Assuming that your funding is reduced in subsequent years, how do you plan to sustain your program?

3. If located on a school-site, and requesting more than a tier 2 amount of funding, how do you justify your funding request?

✳ 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?

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- ✓ 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?

VIII. REQUIRED ATTACHMENTS

See the Full Early Childhood Strategies Request for Proposal

for Attachments VIII-XI

Oakland Fund for Children and Youth

2008 – 2009
Request for Proposals

Early Childhood Strategies
for Children Ages 0 -5

RFP Released: November 15, 2007

Full Proposal Due:
January 17, 2008 by 5:00 p.m.

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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.

On November 1, 2005, the Oakland 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.

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

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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

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. Applicants should review the strategies thoroughly.

This RFP is for the following strategies:

- Parent - Child Learning Opportunities, ages 0 to 5 years and Supportive Services for their Parents.

- Services for Children at Risk for Developmental Delays, ages 0 to 5 years.

FUNDING CYCLE

This RFP is for services for the one-year period 2008-2009. OFCY has approximately $12-14 million available for funding 2008-09 programs.

II. PRIORITY STRATEGIES

A. PARENT CHILD LEARNING OPPORTUNITIES

Programs to be funded under this strategy should 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.

1. **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. Programs are highly encouraged that promote partnerships between providers of school readiness services for young children and community-based institutions like recreational facilities, Oakland Public Libraries, and community-based organizations including local organizations like the Boys and Girls Clubs, YMCA, and church facilities.

2. **Family Supportive Services:** Provide primary family members of children ages 0-5 with services that support increased engagement in their child's emotional and intellectual growth, increased understanding of their child's developmental milestones, and increased ability to access resources for their young child's health and education. Activities include parent education and group support on children's developmental milestones, school transition, child's physical, dental, and emotional health, and how to advocate for their child's services. These services can be done in conjunction with parent-child community learning opportunities like those referenced previously in Section I. A. 1 in this RFP. Services are highly encouraged that are offered at a drop-in location where parents can easily access information about resources and connect to other parenting support.

B. INTENSIVE SERVICES FOR CHILDREN AT HIGH RISK OF DEVELOPMENTAL DELAYS

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

1. **Parent/Child Development Play Partnership:** Structured programs will be 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 whose needs are not met by the public service system who demonstrate developmental delay or risk in speech and language and communication.

2. **Early Childhood Mental Health Services:** Program services focus upon families at high risk of instability; and preschool environments where children's behavior puts them at risk for expulsion and/or severe class disruption. Services may include play therapy, mental health consultation, and education services for preschool providers and parents to help promote the social emotional development of children 0 – 5.

III. IMPORTANT DATES

Item	Date
Request for Proposals (RFP) Released	November 15, 2007 Check www.ofcy.org or call (510) 238-6379
Community Bidders' Conferences	♦ November 27, 2007 from 10:00 a.m. to 12:00 noon – **Older Youth Focus,** Location TBD ♦ November 29, 2007, from 10:00 a.m. to 12:00 noon – **Early Childhood Focus,** Location TBD ♦ December 3, 2007, from 10:00 a.m. to 12:00 noon – **After School Focus; Physical & Behavioral Health; and Summer Strategy Focus,** Location TBD

Item	Date
Technical Assistance by E-mail Available	XXXXXX - 10 a.m. – 12:00 noon EXCEPT no T. A. by email during Holiday XXX through XXX. kcrowe@oaklandnet.com
Technical Assistance Session #1	December 12, 2007, 10 a.m. – 12:00 noon Location TBD
Technical Assistance Session #2	December 19, 2007, 10:00 – 12:00 noon Location TBD
Checklist Review	XXXXX
Technical Assistance Session #3	January 3, 2007, 1:00 – 3:00 p.m. Location TBD
Technical Assistance by E-mail Ends	XXXXX No e-mail responses after XXXXX, 10:00 a.m.
Proposals Due	**January 17, 2008 by 5:00 p.m.**
Application Feedback Mailed to Applicants	XXXXX Exact Date TBA
Preliminary List of Programs Recommended for Funding Mailed to Applicants	XXXXX Exact Date TBA
Written Appeals from Applicants Due	XXXXX Exact Date TBA
Final List of Programs Recommended for Funding Mailed to Applicants	XXXXXX Exact Date TBA
Program Year Begins	July 1, 2008

Proposals received after **5:00 p.m. on January 17, 2008** 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 at TBD** on:

1. November 27, 2007 Location TBD, 10:00 a.m. to 12:00 noon – **Older Youth Focus**
2. November 29, 2007 Location TBD, 10:00 a.m. to 12:00 noon – **Early Childhood Focus**
3. December 3, 2007 Location TBD, 10:00 a.m. to 12:00 noon – **After School Focus; Physical & Behavioral Health 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 <u>strongly encouraged</u> 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 as follows:

1. December 12, 10:00 a.m. to 12:00 noon. Location TBD
2. December 19, 11:00 a.m. to 1:00 p.m. Location TBD
3. January 3, 1:00 p.m. to 3:00 p.m. Location TBD

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 XXXX, XXX and 10 a.m. XXX EXCEPT during Holiday XXX through XXX. E-mail Kelsey Crowe, OFCY Program Planner, kcrowe@oaklandnet.com.

C. APPEALS PROCESS

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

- unfair process (e.g., the appellant's proposal was treated differently than that of 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 filing an appeal 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 that 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.

D.   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 agency 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 the contract, subcontracts, and fiscal partnership.

3. A public agency must apply on its own behalf and <u>may not</u> use a fiscal sponsor.

4. An entity with 501(c) (3) status must apply on its own behalf and <u>may not</u> 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 <u>direct services</u> 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 the costs listed below:

   a. Any service that merely benefits children and youth incidentally

   b. Acquisition of any capital item <u>not for primary and direct use by children and youth</u>

   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 <u>not used primarily and directly by children and youth</u> (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.   SMALL AND EMERGING APPLICANTS

OFCY recognizes that the RFP is much easier for larger, established agencies to navigate and complete. Oakland has small and new organizations that do not apply or are not competitive because they lack the infrastructure to produce applications as strong as those of larger organizations. Moreover, some small and new organizations propose programs that may be beyond their capacity, thus setting themselves up to fail. The Small and Emerging Organization designation focuses on these smaller organizations and assists grass root organizations, religious organizations, and new agencies to be funded by OFCY.

Eligible small and emerging organizations must have completed at least two years of service in the program priority area for which they are seeking support by the time they apply to OFCY, or they may have a longer track record. They may have recently received their 501(c) (3) status, after having been fiscally sponsored.

D.   COLLABORATIVE APPLICANTS

A collaborative must consist of <u>three</u> or more agencies, each contributing substantial participation toward a mutual goal, and <u>at least two</u> 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 two 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 programs offered at school sites and by the Oakland Parks and Recreation Department and the Oakland Public Library and should examine how other partners' involvement will be best coordinated within the model.

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.

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

V.   FUNDING PARAMETERS

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 as part of a collaborative.

A.   MATCHING FUNDS (ALL APPLICANTS)

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.

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

3. 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.

B. REQUEST SIZE

1. Single agency applicant

A single agency funding request must be between $25,000 and $175,000. No more than 10% of the amount requested may be allocated to indirect costs.

2. Collaborative applicant

Collaboratives may apply for between $25,000 and $300,000, with no more than 15% of the amount requested allocated to indirect costs.

3. Small and emerging applicant

Requests in this category must be between $20,000 and $75,000.

C. CAP ON PERCENTAGE OF ORGANIZATION BUDGET

1. General AND collaborative applicants

General 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.

2. Small and emerging applicants

To qualify as a small and emerging applicant, the program agency's current annual budget may not exceed $375,000. The fiscal sponsor's budget (if applicable) may <u>not</u> be used to determine eligibility for this fund.

Small and Emerging applicants must limit their total and/or combined OFCY request to no more than 50% of their overall, organizational budget.

Maximum Grant Size and Budget Requirements Summary Table

Application Type	Minimum Match Requirement	Total OFCY Request as % of Org. Budget	Minimum Grant Request	Maximum Grant Request
Single Agency	25% of total program cost/budget	35% of Lead Agency Budget	$25,000	$175,000
		Small and Emerging		
		50% of Lead Agency Budget	$20,000	$75,000
Collaboratives	25% of total program cost/budget	35% of Lead Agency Budget	$25,000	$300,000

D.   PERIOD OF SUPPORT

One-Year Grant

Contracts will be issued to selected applicants for a twelve-month period of services to be provided between July 1, 2008, and June 30, 2009. 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 may receive their first disbursement of grant funds.

VI. 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 items:

- ❑ Proposal Cover Sheet

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- ❑ 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 (2008- 2009)

- ❑ Attachment B – Summary Budget Form (2008 - 2009)

- ❑ Attachment C – Lead Agency Budget Form (2008-2009)

- ❑ Attachment D – Budget Narrative (for each partner, if applicable; 2008-2009)

- ❑ 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 – <u>Audited Financial Statements with Cover and/or Management Letter</u>, if organization budget is $100,000 and over.

  OR

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

  OR

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

- ❑ Attachment M – Copy of IRS Letter Certifying Tax Exempt Status dated in the year **2006** 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 typewritten 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 of single agency applicants 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 bound (preferably with a heavy clasp) or stapled copies of their proposals. **DO NOT SPIRAL BIND PROPOSALS**.

2. All proposals must be **complete** and **hand delivered** to the Oakland Fund for Children and Youth office on the 4th floor, Suite 4216 of the Lionel J. Wilson Building, 150 Frank H. Ogawa Plaza (across from City Hall).

3. Proposals must be delivered **NO LATER THAN XXX, 2008 by 5:00 p.m.** **Late applications <u>will not</u> be accepted and <u>will not</u> be eligible for funding.**

4. <u>Proposals that are mailed, e-mailed, or faxed will not be accepted.</u>

VII. PROPOSAL NARRATIVE

The Proposal Narrative must include the following elements, presented in the order listed below. Reviewers will score the Proposal Narratives based upon the adequacy and thoroughness of the response to the RFP requirements and according to the following point system[1]:

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

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[1] 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.

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

A. DEMONSTRATION OF NEED

1. Briefly describe the community (or school) in which you are working: the characteristics of the youth who will participate in the proposed program; other out-of-school programs located on the school site (if applicable); and the community in which you are working. Provide local or other data to show the magnitude of the need and issues. How were these identified?

2. How does your program meet the particular needs of the children and youth you propose to serve?

Reviewers will score this element using the following criteria:

✓ Discussion is explicit regarding the population, community and/or school to be served.

✓ The extent of evidence of need for the proposed project.

✓ The extent to which the proposed approach is appropriate for this population.

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 this RFP?

2. Describe similar current or past projects, services or accomplishments that relate to the type of work proposed. What was the size or scope of those efforts? Who were the populations served?

3. If applying as a collaborative, 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 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.

⚝ <u>Reviewers will score this element using the following criteria</u>:

✓ 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 demonstrates the applicant's ability to provide deliverables in a timely manner.

✓ The extent to which partners and stakeholders will be involved in the project, roles are clear, evidence of participation is adequate, and there is evidence of an active role in the project.

✓ Adequacy of facilities and support services available to the applicant for the program.

✓ The extent that the fiscal 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 percentage of 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, who are responsible for project implementation and delivery of services should be included in **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.

⚝ <u>Reviewers will score this element using the following criteria</u>:

✓ 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(s) has the capacity to deliver the service.

D. PROGRAM DESIGN

1. What are the key activities to be undertaken? Explain plans for implementation and activities to be provided. What is the timeline for accomplishing them including adequate start-up time? This answer should correspond to the Scope of Work Form(s).

2. How does the proposed program meet the strategy components as identified in this RFP?

3. If located on a school site during after school hours, describe how your program fills a gap in other available programming at that time. To what extent is your program coordinating with these other programs?

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 activities 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 proposed program meet the strategy components?

✓ To what extent are any planned outreach and 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 provide the rationale for the identified outcomes.

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

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.

☀ <u>Outcomes and Evaluation will be scored during the review process using the following criteria</u>:

✓ 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 <u>not</u> 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?

☀ <u>Required Resources and Budget Request will be scored during the review process using the following criteria</u>:

✓ 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 realistic for sustaining the project efforts after the grant period?

VIII.   REQUIRED ATTACHMENTS

Please obtain the forms at our website at <u>www.ofcy.org</u>.

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 the total organization budget for FY 2007-2008 (current year).

Sponsored Entity
If the applicant is a Fiscal Sponsor, then information about the sponsored entity must be completed, including the total organization budget for FY 2007-2008 (current year).

Federal TAX ID
If the applicant is a non-profit organization, enter the Federal TAX ID number 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, and 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 Project Summaries that are well thought through.

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.

Fund
Specify whether the proposal is being submitted to the Small and Emerging Fund.

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 10 for a complete definition.

Funding Strategy

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

ATTACHMENT A: SCOPE OF WORK

Complete sections of the Scope of Work Form (FY 2008-2009) 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, enter the total of all units of service per Funding Strategy and enter into this 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	School-Based After School, ages 6 to 14 years
N	Community-Based After School, ages 6 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 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 in their quarterly progress reports to provide demographic data including age, gender, ethnicity, zip code, etc. on the children and youth served on an ongoing basis.)

Average Session Participants
The average number of children or youth to receive the service per session that 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 Total 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 Codes
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.

ATTACHMENT B: SUMMARY BUDGET FORM

The applicant agency is required to produce a summary project budget (FY 2008-2009) 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 sample line item budget. The match must be 25% of the total project budget. This column should demonstrate how the 25% required matching funds will 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.

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ATTACHMENT C: LEAD AGENCY BUDGET 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 (FY 2008-2009).

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 examples 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 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.

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Example:

	Salary (based on % of time spent on project)	Fringe Rate	Fringe
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. The 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.

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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. The 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: The 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. The 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. The 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 be included. 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. The 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.

3. 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 or $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.

ATTACHMENT 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 (2008-2009). Narrative examples are provided in the description of Attachment C, above. In general, each narrative statement should describe, in as much detail as possible:

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- ✓ What the specific item is

- ✓ How the specific item relates to the project

- ✓ How the amount shown in the budget was calculated

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.

ATTACHMENT 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.

ATTACHMENT 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.

ATTACHMENT 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.

Use the Oakland City Council Website to identify council districts.

ATTACHMENT G: OVERALL AGENCY BUDGET

Please attach an overall agency budget for Fiscal Year 2007-2008 (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.

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ATTACHMENT H: RESUME/JOB DESCRIPTIONS FOR KEY STAFF

Provide resumes 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.

ATTACHMENT 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 the agencies should be indicated. This chart will help reviewers to assess the applicant's capacity and how the program fits into the overall mission of the organization. This chart should be labeled "Attachment I" in your application.

ATTACHMENT 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" in your application.

ATTACHMENT K: LETTERS OF AGREEMENT

A Letter of Agreement must be submitted between the following parties:

- ❑ Fiscal Sponsors and Sponsored Entity
- ❑ Lead agencies and subcontractors
- ❑ Any partner named on the Scope of Work or Budget
- ❑ Programs working with public agencies, including but not limited to the City of Oakland Departments, and Alameda County Departments.

- ❑ 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 Valerie Williams at the OUSD Grants Office via electronic mail, Valerie.Williams@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.

ATTACHMENT L: FINANCIAL STATEMENTS OR AUDIT

<u>Audited Financial Statements with Cover and/or Management Letter</u>, if organization budget is $100,000 or more – For 2006-2007.

OR

<u>CPA Review of Financial Statements with Cover and/or Management Letter</u>, if organization budget is under $100,000 – For 2006-2007.

Audits must include a cover and/or management letter signed by the 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.

ATTACHMENT 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 **2006** or later certifying their organization's 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*

IX. POST AWARD REQUIREMENTS

1. Grantees must document matching funds by the following methods:

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 the following:

a. Signed Contract

b. Contact Sheet

c. Revised Scope of Work & Budget and accompanying narratives <u>on the correct forms</u>

d. Declaration of Compliance with Living Wage -- the City of Oakland requires any contractor receiving $100,000 or more from the City to pay employees a living wage. The current rate is **$10.39 with health benefits and $11.95 without health benefits**. Since the living wage is adjusted yearly for cost of living increases, these amounts are likely to change by the time the contracts begin.

e. 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.

f. Campaign Contribution Form

g. Insurance Certificate(s), endorsements, and waiver letters (if applicable)

h. Independent Contractor Questionnaire

i. IRS letter as proof of 501(c)(3) status dated in the year **2006** or later

j. Active Corporate Status

k. Current Oakland Business Tax Certificate

l. Nuclear Free Zone Disclosure

  m. 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 submit timely, 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 a 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.
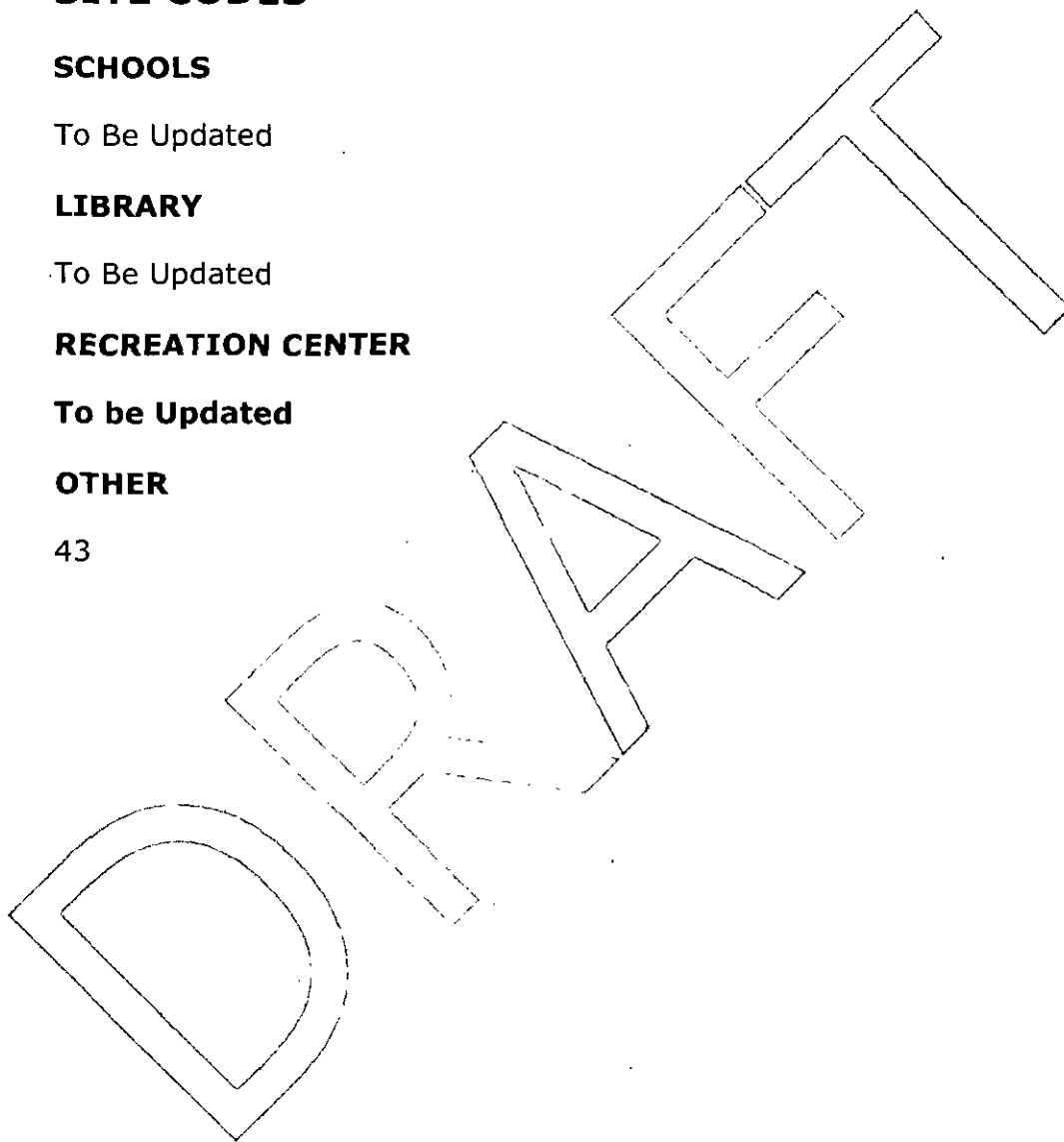
X.   SITE CODES

SCHOOLS

To Be Updated

LIBRARY

To Be Updated

RECREATION CENTER

To be Updated

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 Directors[2]
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.

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.

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

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 Units of Service = $8 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

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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.

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.

- 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.

Indicators[3]
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

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

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.

Inputs[4]

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**.

LEC

Life **E**nrichment **C**ommittee – A subcommittee of 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 (**OCFY**) was established in November 1996, when over three-fourths of the city's voters expressed a powerful commitment to their children and youth by passing the Kids First! Initiative (Measure K).

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 **A**fterschool **C**oordinating **T**eam.

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

OFCY
Oakland **F**und for **C**hildren and **Y**outh. Some members of the community refer to OFCY as **Measure K** - the Kids First! Initiative.

Outcomes[5]
Outcomes are benefits for participants during or after their involvement with a program. Outcomes <u>are not</u> the same as **Outputs**, nor are they measures of how many clients are served, how many program activities are delivered, 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**.

Outputs[6]
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.

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

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

Qualitative

Qualitative is a term used to describe research that collects responses from people that are usually based on opinions. Information collected from 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 **P**roposals – a document that describes how proposals for funding must be written.

RFQ

Request for **Q**ualifications – 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 means 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)**.

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Unduplicated Customer
The Oakland Fund for Children and Youth (OFCY) grantees report yearly the number of on-going customers that have received service overtime for their respective program. Unduplicated customers are defined as customers who are not duplicated and are only counted once as a customer even if they have participated in numerous activities delivered by the OFCY grantee.

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.
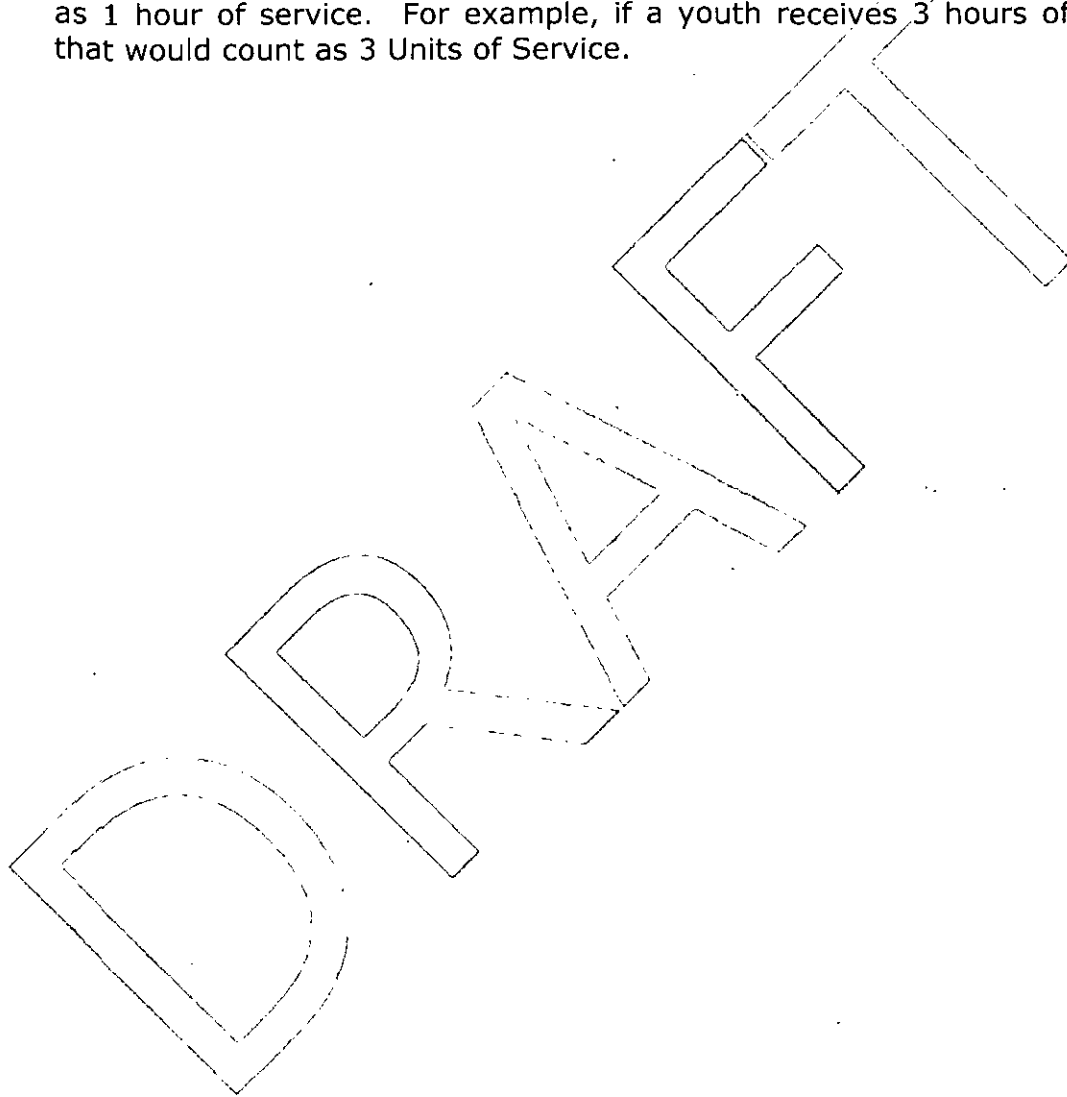
Oakland Fund for Children and Youth

2008 – 2009
Request for Proposals

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

RFP Released: November 15, 2007

Full Proposal Due:
January 17, 2008 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

TABLE OF CONTENTS

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.

On November 1, 2005, the Oakland 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.

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

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. Applicants should review the strategies thoroughly.

This RFP is for:

- Career and College Readiness, ages 15 to 20 years

- Youth Leadership, ages 15 to 20 years

FUNDING CYCLE

This RFP is for services for the one-year period 2008-2009. OFCY has approximately $12-14 million available for funding 2008-09 programs.

II. PRIORITY STRATEGIES

A. 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 the 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 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, enrichment and recreation services.

♦ **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 should include career assessment, resume and job interview skills.

B. 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, commitment to the community, appreciation of cultural diversity and opportunities for positive social change.

Programs and activities include among the following components:

♦ **Leadership programs with community organizations** where youth receive training, coaching and support to practice leadership, communication, teamwork, diversity appreciation, and project planning and evaluation. Youth clients learn to mentor younger children on leadership issues.

♦ **Service learning projects** in schools and through community based organizations, which involve youth in planning and decision-making through community forums and advisory committees.

♦ **Youth grant making and youth initiated community projects** in which youth are trained and mentored by adults and in which 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 focused 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.

III. IMPORTANT DATES

Item	Date
Request for Proposals (RFP) Released	November 15, 2007 Check www.ofcy.org or call (510) 238-6379
Community Bidders' Conferences	♦ November 27, 2007 from 10:00 a.m. to 12:00 noon – **After School Focus; Physical & Behavioral Health; and Summer Strategy Focus, ,** Location TBD ♦ November 29, 2007, from 10:00 a.m. to 12:00 noon – **Early Childhood Focus,** Location TBD ♦ December 3, 2007, from 10:00 a.m. to 12:00 noon – Location TBD **Older Youth Focus**
Technical Assistance by E-mail Available	XXXXXX - 10 a.m. – 12:00 noon EXCEPT no T.A. by email during Christmas weekend, XXX through XXX. kcrowe@oaklandnet.com
Technical Assistance Session #1	December 12, 2007, 10 a.m. – 12:00 noon Location TBD
Technical Assistance Session #2	December 19, 2007, 10:00 – 12:00 noon Location TBD
Checklist Review	XXXXX
Technical Assistance Session #3	January 3, 2007, 1:00 – 3:00 p.m. Location TBD
Technical Assistance by E-mail Ends	XXXXX No e-mail responses after XXXXX, 10:00 a.m.
Proposals Due	**January 17, 2008 by 5:00 p.m.**
Application Feedback Mailed to Applicants	XXXXX Exact Date TBA
Preliminary List of Programs Recommended for Funding Mailed to Applicants	XXXXX Exact Date TBA
Written Appeals from Applicants Due	XXXXX Exact Date TBA
Final List of Programs Recommended for Funding Mailed to Applicants	XXXXXX Exact Date TBA
Program Year Begins	July 1, 2008

Proposals received after **5:00 p.m. on January 17, 2008** 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 at TBD on:

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

<u>Technical Assistance by e-mail</u> will be available between XXXX, XXX and 10 a.m. XXX EXCEPT during Holiday XXX through XXX. E-mail Kelsey Crowe, OFCY Program Planner, kcrowe@oaklandnet.com.

C.   APPEALS PROCESS

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

• 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 filing an appeal 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 that 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.

D.   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 agency 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 the contract, subcontracts, and fiscal partnership.

3. A public agency must apply on its own behalf and <u>may not</u> use a fiscal sponsor.

4. An entity with 501(c) (3) status must apply on its own behalf and <u>may not</u> 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 <u>direct services</u> 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 the costs listed below:

   a. Any service that merely benefits children and youth incidentally

   b. Acquisition of any capital item <u>not for primary and direct use by children and youth</u>

   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 <u>not used primarily and directly by children and youth</u> (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. SMALL AND EMERGING APPLICANTS

OFCY recognizes that the RFP is much easier for larger, established agencies to navigate and complete. Oakland has small and new organizations that do not apply or are not competitive because they lack the infrastructure to produce applications as strong as those of larger organizations. Moreover, some small and new

organizations propose programs that may be beyond their capacity, thus setting themselves up to fail. The Small and Emerging Organization designation focuses on these smaller organizations and assists grass root organizations, religious organizations, and new agencies to be funded by OFCY.

Eligible small and emerging organizations must have completed at least two years of service in the program priority area for which they are seeking support by the time they apply to OFCY, or they may have a longer track record. They may have recently received their 501(c) (3) status, after having been fiscally sponsored.

D. COLLABORATIVE APPLICANTS

A collaborative must consist of <u>three</u> or more agencies, each contributing substantial participation toward a mutual goal, and <u>at least two</u> of which are proposed to receive OFCY funds.

The collaborative must have <u>already secured funding</u> that OFCY will supplement. Collaborations must provide proof that the partners have a history of working together for at least two 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 programs offered at* school sites and by the Oakland Parks and Recreation Department and the Oakland Public Library and should examine how other partners' involvement will be best coordinated within the model.

The <u>lead agency</u> 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.

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

V. FUNDING PARAMETERS

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 as part of a collaborative.

A. MATCHING FUNDS (ALL APPLICANTS)

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.

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

3. 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.

B. REQUEST SIZE

1. Single agency applicant

A single agency funding request must be between $25,000 and $175,000. No more than 10% of the amount requested may be allocated to indirect costs.

2. Collaborative applicant

Collaboratives may apply for between $25,000 and $300,000, with no more than 15% of the amount requested allocated to indirect costs.

3. Small and emerging applicant

Requests in this category must be between $20,000 and $75,000.

C. CAP ON PERCENTAGE OF ORGANIZATION BUDGET

1. General AND collaborative applicants

General 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.

2. Small and emerging applicants

To qualify as a small and emerging applicant, the program agency's current annual budget may not exceed $375,000. The fiscal sponsor's budget (if applicable) may not be used to determine eligibility for this fund.

Small and Emerging applicants must limit their total and/or combined OFCY request to no more than 50% of their overall, organizational budget.

Maximum Grant Size and Budget Requirements Summary Table

Application Type	Minimum Match Requirement	Total OFCY Request as % of Org. Budget	Minimum Grant Request	Maximum Grant Request
Single Agency	25% of total program cost/budget	35% of Lead Agency Budget	$25,000	$175,000
		Small and Emerging		
		50% of Lead Agency Budget	$20,000	$75,000
Collaboratives	25% of total program cost/budget	35% of Lead Agency Budget	$25,000	$300,000

D.   PERIOD OF SUPPORT

One-Year Grant

Contracts will be issued to selected applicants for a twelve-month period of services to be provided between July 1, 2008, and June 30, 2009. 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 may receive their first disbursement of grant funds.

VI. 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 items:

❑ *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 (2008- 2009)

❑ Attachment B – Summary Budget Form (2008 - 2009)

❑ Attachment C – Lead Agency Budget Form (2008-2009)

❑ Attachment D – Budget Narrative (for each partner, if applicable; 2008-2009)

❑ 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 – <u>Audited Financial Statements with Cover and/or Management Letter</u>, if organization budget is $100,000 and over.

OR

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

OR

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

❑ Attachment M – Copy of IRS Letter Certifying Tax Exempt Status dated in the year **2006** 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 typewritten 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 of single agency applicants 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 bound (preferably with a heavy clasp) or stapled copies of their proposals. **DO NOT SPIRAL BIND PROPOSALS.**

2. All proposals must be **complete** and **hand delivered** to the Oakland Fund for Children and Youth office on the 4th floor, Suite 4216 of the Lionel J. Wilson Building, 150 Frank H. Ogawa Plaza (across from City Hall).

3. Proposals must be delivered **NO LATER THAN January 10, 2008 by 5:00 p.m. Late applications will not be accepted and will not be eligible for funding.**

4. Proposals that are mailed, e-mailed, or faxed will not be accepted.

VII. 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 system[1]:

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

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

A. DEMONSTRATION OF NEED

1. Briefly describe the community (or school) in which you are working, specifically the characteristics of the youth who will participate in the proposed program. Provide local or other data to show the magnitude of the needs and issues they face. How were these identified?

2. If located on a school site, show evidence of need for your program by describing gaps in other out-of-school time programming in the school. If located in a community site, describe how your program meets the particular needs of the children and youth.

Reviewers will score using the following criteria:

✓ Discussion of the population, community and/or school served is explicit.

✓ The extent of evidence of need for the proposed project.

✓ The extent to which the proposed approach is appropriate for this population.

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] 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.

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 this RFP for serving Older Youth?

2. Describe similar current or past projects, services or accomplishments that relate to the type of work proposed. What was the size or scope of those efforts?˙ Who were the populations served?

3. If applying as a collaborative, describe the collaborative relationships and community linkages. Include the past history of working together, which may strengthen your organization's ability to successfully implement the proposed program.

4. Briefly describe 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 and stakeholders will be involved in the project, roles are clear, evidence of participation is adequate, and there is evidence of an active role in the project.

✓ Adequacy of facilities and support services at the applicant's disposal.

✓ The extent that the fiscal 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 percentage of 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, as well as staff working directly with children and youth and responsible for project implementation and delivery of services. The resumes 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.

<u>Reviewers will score using the following criteria:</u>

✓ 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 capacity to deliver the service.

D. PROGRAM DESIGN

1. Explain plans for implementation and activities to be provided. What are the key activities to be undertaken? What is the timeline for accomplishing them, including adequate start-up time? This answer should correspond to the Scope of Work Form(s).

2. How does the proposed program meet the strategy components as identified in this RFP?

3. Describe the outreach and recruitment activities you will use to increase awareness of and utilization of services or participation in program events.

<u>Program Design will be scored during the review process using the following criteria:</u>

✓ To what extent are the activities 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 proposed program meet the strategy components?

✓ To what extent are any planned outreach and 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 provide the rationale for the identified outcomes.

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

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 (10 POINTS)

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?

VIII.   REQUIRED ATTACHMENTS

See the Full Early Childhood Strategies Request for Proposal

for Attachments VIII-XI

Oakland Fund for Children and Youth

2008 – 2009
Request for Proposals

Summer Enrichment, Ages 6-14
and
Physical and Behavioral Health Programs,
All Ages

RFP Released: November 15, 2007

Full Proposal Due:
January 17, 2008 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

TABLE OF CONTENTS

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.

On November 1, 2005, the Oakland 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.

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

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. Applicants should review the strategies thoroughly.

> **This RFP is for the following strategies:**
>
> • Summer Enrichment Programs, ages 6 to 14 years
>
> • Physical and Behavioral Health Programs, all ages

FUNDING CYCLE

This RFP is for services for the one-year period of 2008-2009. OFCY has approximately $12-14 million available for funding programs for Fiscal Year (FY) 2008-09.

II. PRIORITY STRATEGIES

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: To support summer programs coordinated collaboratively or operated 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 new things: about nature; participating in community projects; at libraries; at the parks; visiting places such as 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 the following: cultural and arts activities; physical activities; 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, however, also incorporate 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 an adequate number of staff (staff/child ratio of 1:10 to 1:15 depending on the 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 that poses risks to their health. Additionally, this strategy supports youth who are 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), **and linkage services** to enroll youth in entitlement programs such as MediCal, Housing, and Supplemental Security Income. 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, 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 to develop and maintain physically active lifestyles and that offer a range of developmentally appropriate and accessible activities. Programs funded under this category should enable children to access healthy and nutritious food, and education that encourages healthy choices in eating. Nutrition programming should be embedded within other more comprehensive services. Services can be offered in the evening and weekend hours.

III. IMPORTANT DATES

Item	Date
Request for Proposals (RFP) Released	November 15, 2007 Check www.ofcy.org or call (510) 238-6379
Community Bidders' Conferences	◆ November 27, 2007 from 10:00 a.m. to 12:00 noon – **Older Youth Focus,** Location TBD ◆ November 29, 2007, from 10:00 a.m. to 12:00 noon – **Early Childhood Focus,** Location TBD ◆ December 3, 2007, from 10:00 a.m. to 12:00 noon – **After School Focus; Physical & Behavioral Health; and Summer Strategy Focus,** Location TBD
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Technical Assistance by E-mail Ends	XXXXX No e-mail responses after XXXXX, 10:00 a.m.
Proposals Due	**January 17 by 5:00 p.m.**
Application Feedback Mailed to Applicants	XXXXX Exact Date TBA
Preliminary List of Programs Recommended for Funding Mailed to Applicants	XXXXX Exact Date TBA
Written Appeals from Applicants Due	XXXXX Exact Date TBA
Final List of Programs Recommended for Funding Mailed to Applicants	XXXXXX Exact Date TBA
Program Year Begins	July 1, 2008

Proposals received after **5:00 p.m. on January 17, 2008** will not be considered for review. This deadline will be strictly enforced.

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3. January 3, 1:00 p.m. to 3:00 p.m. Location TBD

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

<u>Technical Assistance by e-mail</u> will be available between XXXX, XXX and 10 a.m. XXX EXCEPT during Holiday, XXX through XXX. E-mail Kelsey Crowe, OFCY Program Planner, kcrowe@oaklandnet.com.

C.   APPEALS PROCESS

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

- 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 filing an appeal 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 that 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.

D.   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 agency 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 the contract, subcontracts, and fiscal partnership.

3. A public agency must apply on its own behalf and <u>may not</u> use a fiscal sponsor.

4. An entity with 501(c)(3) status must apply on its own behalf and <u>may not</u> 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 <u>direct services</u> 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 <u>not for primary and direct use by children and youth.</u>

   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 <u>not used primarily and directly by children and youth</u> (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.   SMALL AND EMERGING APPLICANTS

OFCY recognizes that the RFP is much easier for larger, established agencies to navigate and complete. Oakland has small and new organizations that do not apply or are not competitive because they lack the infrastructure to produce applications as strong as those of larger organizations. Moreover, some small and new organizations propose programs that may be beyond their capacity, thus setting themselves up to fail. The Small and Emerging Organization designation focuses on these smaller organizations and assists grass root organizations, religious organizations, and new agencies to be funded by OFCY.

Eligible small and emerging organizations must have completed at least two years of service in the program priority area for which they are seeking support by the time they apply to OFCY, or they may have a longer track record. They may have *recently received their 501(c)(3) status, after having been fiscally sponsored.*

D.   COLLABORATIVE APPLICANTS

A collaborative must consist of <u>three</u> or more agencies, each contributing substantial participation toward a mutual goal, and <u>at least two</u> of which are proposed to receive OFCY funds. The collaborative must have <u>already secured funding</u> that OFCY will supplement. Collaborations must provide proof that the partners have a history of working together for at least two 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 programs offered at school sites and by the Oakland Parks and Recreation Department and the Oakland Public Library and should examine how other partners' involvement will be best coordinated within the model.

The <u>lead agency</u> 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.

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

V. FUNDING PARAMETERS

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 as part of a collaborative.

A. MATCHING FUNDS (ALL APPLICANTS)

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.

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

3. 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.

B. REQUEST SIZE

1. Single agency applicant

A single agency funding request must be between $25,000 and $175,000. No more than 10% of the amount requested may be allocated to indirect costs.

2. Collaborative applicant

Collaboratives may apply for between $25,000 and $300,000, with no more than 15% of the amount requested allocated to indirect costs.

3. Small and emerging applicant

Requests in this category must be between $20,000 and $75,000.

C. CAP ON PERCENTAGE OF ORGANIZATION BUDGET

1. General AND collaborative applicants

General 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.

2. Small and emerging applicants

To qualify as a small and emerging applicant, the program agency's current annual budget may not exceed $375,000. The fiscal sponsor's budget (if applicable) may <u>not</u> be used to determine eligibility for this fund.

Small and Emerging applicants must limit their total and/or combined OFCY request to no more than 50% of their overall, organizational budget.

Maximum Grant Size and Budget Requirements Summary Table

Application Type	Minimum Match Requirement	Total OFCY Request as % of Org. Budget	Minimum Grant Request	Maximum Grant Request
Single Agency	25% of total program cost/budget	35% of Lead Agency Budget	$25,000	$175,000
		Small and Emerging		
		50% of Lead Agency Budget	$20,000	$75,000
Collaboratives	25% of total program cost/budget	35% of Lead Agency Budget	$25,000	$300,000

D. PERIOD OF SUPPORT

One-Year Grant

Contracts will be issued to selected applicants for a twelve-month period of services to be provided between July 1, 2008, and June 30, 2009. 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 may receive their first disbursement of grant funds.

➢ Contracts for the <u>Summer Enrichment Strategy</u> will be issued a twelve-month period of services to be provided between **June 1, 2008 and May 30, 2009**, renewable for one additional year upon satisfactory evaluation, grant monitoring reports, and performance.

VI. 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 <u>will not</u> 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.

<u>Proposals must contain the following items:</u>

- ❑ 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 (2008- 2009)

- ❑ Attachment B – Summary Budget Form (2008 - 2009)

- ❑ Attachment C – Lead Agency Budget Form (2008-2009)

- ❑ Attachment D – Budget Narrative (for each partner, if applicable; 2008-2009)

- ❑ 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 – <u>Audited Financial Statements with Cover and/or Management Letter</u>, if organization budget is $100,000 and over.

<div align="center">

OR
</div>

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

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OR
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Public agencies, other than the City of Oakland, should provide proof of the existence of an <u>independent single audit.</u>

□ Attachment M – Copy of IRS Letter Certifying Tax Exempt Status dated in the year **2006** 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 typewritten 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 of single agency applicants 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 bound (preferably with a heavy clasp) or stapled copies of their proposals. **DO NOT SPIRAL BIND PROPOSALS.**

2. All proposals must be **complete** and **<u>hand delivered</u>** to the Oakland Fund for Children and Youth office on the 4th floor, Suite 4216 of the Lionel J. Wilson Building, 150 Frank H. Ogawa Plaza (across from City Hall).

3. Proposals must be delivered **NO LATER THAN <u>XXX, 2008 by 5:00 p.m.</u>** Late applications <u>will not</u> be accepted and <u>will not</u> be eligible for funding.

4. <u>Proposals that are mailed, e-mailed, or faxed will not be accepted.</u>

VII. PROPOSAL NARRATIVE

The Proposal Narrative must include the following elements, presented in the order listed below. Reviewers will score the Proposal Narratives based upon the adequacy and thoroughness of the response to the RFP requirements and according to the following point system[1]:

<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 in **Section B.**

A. DEMONSTRATION OF NEED

1. Briefly describe the community (or school) in which you are working: the characteristics of the youth who will participate in the proposed program; other out-of-school programs located on the school site (if applicable); and the community in which you are working. Provide local or other data to show the magnitude of the need and issues. How were these identified?

2. How does your program meet the particular needs of the children and youth you propose to serve?

<u>Reviewers will score this element using the following criteria:</u>

✓ Discussion is explicit regarding the population, community and/or school to be served.

✓ The extent of evidence of need for the proposed project.

✓ The extent to which the proposed approach is appropriate for this population.

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[1] 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.

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 this RFP?

2. Describe similar current or past projects, services or accomplishments that relate to the type of work proposed. What was the size or scope of those efforts? Who were the populations served?

3. If applying as a collaborative, 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 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 this element 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 demonstrates the applicant's ability to provide deliverables in a timely manner.

✓ The extent to which partners and stakeholders will be involved in the project, roles are clear, evidence of participation is adequate, and there is evidence of an active role in the project.

✓ Adequacy of facilities and support services available to the applicant for the program .

✓ The extent that the fiscal 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 percentage of 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, who are responsible for project implementation and delivery of services should be included in **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 this element 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(s) has the capacity to deliver the service.

D.   PROGRAM DESIGN

1. What are the key activities to be undertaken? Explain plans for implementation and activities to be provided. What is the timeline for accomplishing them including adequate start-up time? This answer should correspond to the Scope of Work Form(s).

2. How does the proposed program meet the strategy components as identified in this RFP?

3. If located on a school site during after school hours, describe how your program fills a gap in other available programming at that time. To what extent is your program coordinating with these other programs?

4. Describe the outreach and recruitment activities you will use to increase awareness of and utilization of services or participation in program events.

✳ <u>Program Design will be scored during the review process using the following criteria</u>:

- ✓ To what extent are the activities 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 proposed program meet the strategy components?

- ✓ To what extent are any planned outreach and 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 provide the rationale for the identified outcomes.

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

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.

✳ <u>Outcomes and Evaluation will be scored during the review process using the following criteria</u>:

   ✓ 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 <u>not</u> from the perspective of the Fiscal Sponsor.

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

DRAFT

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?

✳ <u>Required Resources and Budget Request will be scored during the review process using the following criteria</u>:

✓ 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 realistic for sustaining the project efforts after the grant period?

VIII. REQUIRED ATTACHMENTS

See the Full Early Childhood Strategies Request for Proposal

for Attachments VIII-XI