

**CITY OF OAKLAND**  
**AGENDA REPORT**

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OFFICE OF THE CITY CLERK  
OAKLAND  
2004 OCT 14 PM 1:14

TO: Office of the City Administrator  
ATTN: Deborah Edgerly  
FROM: Department of Human Services  
DATE: October 26, 2004

RE: **A REPORT AND REQUEST FOR APPROVAL OF THE FISCAL YEAR 2005-2006 REQUEST FOR PROPOSALS FOR THE OAKLAND FUND FOR CHILDREN AND YOUTH**

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**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 year (FY) 2005-2006. On October 6, 2004, the Planning and Oversight Committee (POC) approved and recommended the release of the "Oakland Fund for Children and Youth 2005-2006 Request for Proposals" (RFP) on Wednesday, November 17, 2005.

The RFP is for direct services aligned with the OFCY Strategic Plan funding priorities for youth ages 0 to 20. Total funding anticipated to be available for services in 2005-2006 is approximately \$9 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 RFP will be available at [www.ofcy.org](http://www.ofcy.org).

OFCY's General RFP is for services under all four of the funding categories identified in the 2002-2006 OFCY Strategic Plan: Support for Children's Success in School, Child Health and Wellness, Healthy Transitions to Adulthood, and Youth Empowerment. The RFP specifies prevention programs, programs using models of child or youth development, programs providing cost-effective services, after-school programs, and collaborative programs, as priorities. The POC has recommended that up to \$1 million be made available to fund small and emerging organizations, defined as those with total annual budget of less than \$375,000.

**FISCAL IMPACT**

The projected appropriation for the OFCY for FY 2005-2006 is estimated to be \$8.8 million (Fund 1780) based on the FY 2004-05 midcycle budget. After the authorized allocations for administration and evaluation, the total amount anticipated to be available for grants for direct services from the FY 2005-06 budget appropriation is approximately \$8.1 million (Fund 1780, Org. 90521). These funds are to be appropriated as part of the City's FY 2005-07 budget process. An additional amount available for grants due to interest earned by the fund is estimated at \$180,000. There is no additional fiscal impact at this time. An additional

Item: \_\_\_\_\_  
Life Enrichment Committee  
October 26, 2004

appropriation for the interest earned will be requested at the time of Council approval of contracts.

## **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 this RFP.

OFCY will release the RFP on November 17, 2004, pending City Council approval. Proposals will be due on January 6, 2005. The POC will request Council approval for a recommended funding package of grant contracts for 2005-2006 services in May 2005. An RFP life cycle chart is included as an attachment.

## **KEY ISSUES AND IMPACTS**

### **Modifications from last year's RFP**

This year's RFP contains clarifications and revisions as follows:

- A cap on the total grant request based on a percentage of the organization's budget.
- Under the Afterschool program priority, the RFP specifically encourages proposals for services in East Oakland (District 6 & 7).
- Modification of the appeals process.

The fiscal capacity of grantee organizations has always been a high priority in determining grant awards. The POC seeks to make certain that OFCY funds are leveraged to the fullest extent possible and applicant organizations utilize sound fiscal practices. Grant requests are limited to safeguard against contract default and lost services to Oakland youth. Organizations in the "General" category may submit a request for up to 35% of their organization's budget. To allow for programs of a more reasonable scope and size, organizations in the "Small and Emerging" category may submit a request of up to 50% of their organization's budget.

**Table 1**

Fund	Cap on OFCY Request as % of Org. Budget
Small and Emerging - <375K	50%
General - 375K or greater	35%

Example: (If the organization applies to the Small and Emerging Fund)

Organization Budget	Maximum OFCY Request (50% of budget)	Minimum Match based on Request (25% of request)
\$150,000	\$75,000	\$18,750
\$225,000	\$112,500	\$28,125

**RFP encourages proposals for services in East Oakland (Districts 6 & 7)**

This year, the POC has identified East Oakland (District 6 and District 7) as neighborhoods with fewer comprehensive afterschool programs than other neighborhoods. OFCY staff will be providing more outreach to schools in those districts, thus encouraging more proposals for funding from East Oakland.

**Modifications to the Appeals Process**

This RFP provides clearer guidelines and streamlines the grounds for which an applicant can appeal a funding recommendation. The three grounds for appeal are:

1. Unfair process (e.g., the appellant’s proposal was treated differently than others),
2. Material error (e.g., the appellant’s proposal was reviewed under the wrong funding category or some other objective error occurred), or
3. Conflict of interest potentially leading to financial gain by a POC member or reviewer or members of these individuals’ immediate families.

**Funding Categories**

There are four funding categories for the General RFP that correspond to the OFCY 2002-2006 Strategic Plan.

1. Support for Children’s Success in School (e.g. afterschool enrichment programs and literacy)
2. Child Health and Wellness (e.g. violence prevention, conflict resolution, mediation, and health education)
3. Healthy Transitions to Adulthood (e.g. community building, housing support services, vocational training)
4. Youth Empowerment (e.g. youth centers, youth leadership development, youth-to-youth grant-making)

The RFP specifies priorities for funding to include: Prevention Programs, Program Using Models of Child and/or Youth Development Principles, Programs Providing Cost-Effective Services, Afterschool Programs, and Collaborative Programs. The total funds to be made available for services in 2005-2006 are expected to approximate \$9 million. Of this amount, \$3.5 million will fund the second year of the two-year grants awarded under the RFQ for an Afterschool Initiative last year (FY 04-05). Therefore, approximately \$5.5 million will be available this year for new competitive awards.

**Small and Emerging Organizations**

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

**Key Funding Decisions**

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

**Table 2**

<b>Application Type</b>	<b>Fund Eligibility</b>	<b>Minimum Match Requirement</b>	<b>Grant Request Size</b>
Single Agency Applicants	Small & Emerging (S&E) General (GE)	25%	\$25,000 - \$175,000
Collaborative Applicants	GE	25%	\$25,000 - \$300,000
Youth to Youth Grantmaking	GE	25% of Administrative Budget	\$25,000 - \$250,000
Small and Emerging	S&E	25%	\$20,000 - \$75,000

**Minimum and Maximum Grant Awards** (see Table 2 above)

Requests for funding from the Small and Emerging Fund may range from \$20,000 to \$75,000. Requests for funding from OFCY general monies may range from \$25,000 to \$175,000 for Single Agency applicants; from \$25,000 to \$250,000 for Youth-to-Youth Grantmaking programs; and from \$25,000 to \$300,000 for Collaborative applicants.

Item: \_\_\_\_\_  
Life Enrichment Committee  
October 26, 2004

## PROJECT DESCRIPTION

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

Item	Date
Request for Proposals (RFP) Released	Wednesday, November 17, 2004
Bidders Conferences, Community Planning, and Technical Assistance Sessions	November 2004 – January 2005
Proposals Due	Thursday, January 6, 2005
Application Review Comments Mailed to Applicants	March 2005
Preliminary List of Programs Recommended for Funding Mailed to Applicants	March 2005
Written Appeals from Applicants Due	April 2005
Final List of Programs Recommended for Funding Mailed to Applicants	April 2005
Funding Recommendations to City Council	May 2005

### Bidders Conference

Three Bidders Conferences will be held immediately after the release of the RFP. Prospective applicants will be oriented to the 2005-2006 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 2005-2006 RFP, as well as information about the Bidders' Conferences and available Technical Assistance sessions, will be disseminated throughout the communities of Oakland through 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 2005-2006 RFP 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.* Specific outlets will include, but not be limited to:

1. Oakland Tribune and Ethnic/Alternative print media outlets
2. OFCY Subscribers mailing list
3. City of Oakland Department mailing lists

Item: \_\_\_\_\_  
Life Enrichment Committee  
October 26, 2004

4. East Bay Community Foundation mailing lists
5. Safe Passages mailing list
6. OFCY website
7. City of Oakland website
8. Alameda County agency outlets

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 is no known environmental impact.

**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.

#### **RECOMMENDATION(S) AND RATIONALE**

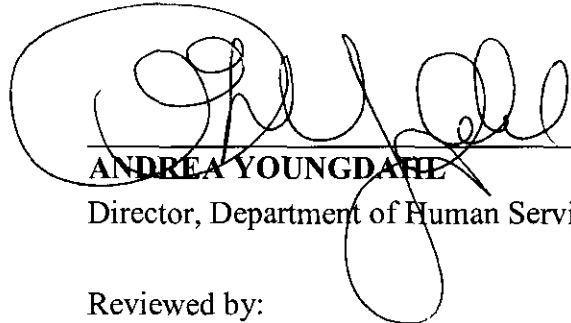
Staff recommends approval of the Oakland Fund for Children and Youth 2005-2006 Request for Proposals for direct services. Release of the RFP will initiate an open and competitive review process for the award of OFCY grant funds to nonprofit entities and public agencies providing direct services for children and youth in Oakland.

Item: \_\_\_\_\_  
Life Enrichment Committee  
October 26, 2004

**ACTION REQUESTED OF THE CITY COUNCIL**

Staff requests that the City Council approve the release of the proposed 2005-2006 RFP for services to be funded by the Oakland Fund for Children and Youth.

Respectfully submitted,



\_\_\_\_\_

**ANDREA YOUNGDALE**

Director, Department of Human Services

Reviewed by:

Sandra Taylor, Children and Youth Services  
Manager

Prepared by:

Maya R. Hart, Health and Human Services Program  
Planner  
Oakland Fund for Children and Youth

APPROVED FOR FORWARDING TO THE  
LIFE ENRICHMENT COMMITTEE:



\_\_\_\_\_

OFFICE OF THE CITY ADMINISTRATOR

Item: \_\_\_\_\_  
Life Enrichment Committee  
October 26, 2004

# RFP Lifecycle

August – November

## RFP Development

- OFCY staff drafts RFP
- POC approves RFP
- City Council approves RFP

November

## RFP Released

- Bidders' Conference
- OFCY staff provides Technical Assistance
- Applicants write proposals

January – February

## Interim Evaluation of Programs

- Evaluator writes interim report
- POC receives report
- City Council receives report

January

## Applications Due

- OFCY staff sorts applications
- Review committee receives applications

February

## Applications Reviewed

- Review committee scores applications
- OFCY staff compiles scores
- OFCY staff assembles recommendations

February – April

## Recommendations Made

- OFCY staff compiles recommendations
- POC discusses recommendations
- Applicants file appeals
- POC considers appeals

April – May

## Recommendations Finalized

- POC approves recommended proposals
- City Council approves recommendations

May – June

## Contracts Executed

- OFCY staff make contracts with grantees
- Grantees sign contracts

July

## Grantees Run Programs

- Clients are served
- Grantees participate in evaluation
- Evaluators collect data from grantees

July – September

## Final Evaluation of Programs

- Evaluator writes year-end report
- OFCY staff receives report
- POC receives report
- City Council reviews report





**Oakland Fund  
for  
Children and Youth**

**2005 – 2006 Request for Proposals**

***Released: Wednesday, November 17, 2004***

**Proposals Due: Thursday, January 6, 2005 – 5:00 p.m.**

**DRAFT**

Oakland Fund for Children and Youth  
150 Frank Ogawa Plaza, Suite 4216  
Oakland, CA 94612  
(510) 238-6379  
[www.ofcy.org](http://www.ofcy.org)

# TABLE OF CONTENTS

<b>I.</b>	<b>INTRODUCTION .....</b>	<b>4</b>
	OAKLAND FUND FOR CHILDREN AND YOUTH .....	4
<b>II.</b>	<b>IMPORTANT DATES .....</b>	<b>5</b>
	BIDDERS' CONFERENCE.....	5
	TECHNICAL ASSISTANCE .....	6
	APPEALS PROCESS .....	6
	SITE VISITS.....	7
<b>III.</b>	<b>ELIGIBILITY .....</b>	<b>7</b>
	A. APPLICANTS.....	7
	B. PROGRAM REQUIREMENTS .....	8
	C. POST AWARD REQUIREMENTS .....	8
<b>IV.</b>	<b>FUNDING AVAILABILITY .....</b>	<b>11</b>
	A. SMALL AND EMERGING ORGANIZATIONS FUND .....	11
	B. GENERAL FUND.....	12
	C. PERIOD OF SUPPORT .....	14
<b>V.</b>	<b>FUNDING CATEGORIES .....</b>	<b>15</b>
	A. SUPPORT FOR CHILDREN'S SUCCESS IN SCHOOL .....	15
	B. CHILD HEALTH AND WELLNESS.....	16
	C. HEALTHY TRANSITIONS TO ADULTHOOD .....	17
	D. YOUTH EMPOWERMENT .....	18
<b>VI.</b>	<b>OFCY PROGRAM PRIORITIES.....</b>	<b>20</b>
	A. AFTER-SCHOOL PROGRAMS .....	20
	B. PREVENTION PROGRAMS.....	21
	C. PROGRAMS USING MODELS OF CHILD AND/OR YOUTH DEVELOPMENT PRINCIPLES.....	21
	D. PROGRAMS PROVIDING COST-EFFECTIVE SERVICES .....	23
	E. COLLABORATIVE PROGRAMS.....	23
<b>VII.</b>	<b>REQUIRED PROGRAM COMPONENTS .....</b>	<b>23</b>
	A. KEEPING KIDS SAFE .....	23
	B. PARENT/CAREGIVER AND YOUTH INVOLVEMENT .....	24
	C. CONNECTIONS TO CARING ADULTS .....	25
	D. COMMUNITY BENEFIT AND ENRICHMENT.....	25
<b>VIII.</b>	<b>FORMATTING REQUIREMENTS.....</b>	<b>26</b>
	A. ELEMENTS OF A COMPLETE PROPOSAL.....	26
	B. FORMATTING REQUIREMENTS.....	27
	C. SUBMITTAL REQUIREMENTS .....	27
<b>IX.</b>	<b>PROPOSAL NARRATIVE.....</b>	<b>28</b>

A.	DEMONSTRATION OF NEED (10 POINTS).....	28
B.	AGENCY CAPACITY (15 POINTS).....	28
C.	STAFFING (15 POINTS).....	30
D.	PROGRAM DESIGN (35 POINTS).....	30
E.	OUTCOMES AND EVALUATION (15 POINTS).....	31
F.	REQUIRED RESOURCES AND BUDGET REQUEST (10 POINTS).....	32
<b>X.</b>	<b>REQUIRED ATTACHMENTS.....</b>	<b>33</b>
	PROPOSAL COVER SHEET.....	33
A.	SCOPE OF WORK.....	34
B.	SUMMARY BUDGET FORM.....	36
C.	LEAD AGENCY BUDGET FORM.....	37
D1.	SUBCONTRACTOR BUDGET FORM.....	41
D2.	SCHOOL SITE ACTIVITY FORM.....	41
E.	BUDGET NARRATIVE.....	41
F.	OVERALL AGENCY BUDGET.....	41
G.	RESUME/JOB DESCRIPTION FOR KEY STAFF.....	42
H.	DEMOGRAPHICS FORM.....	42
I.	ORGANIZATIONAL CHART AND BOARD ROSTER.....	42
J.	LETTERS OF AGREEMENT.....	42
K.	MEMORANDUM OF UNDERSTANDING (MOU).....	42
L.	FINANCIAL STATEMENTS (TWO MOST RECENTLY COMPLETED YEARS).....	43
M.	AUDIT WITH MANAGEMENT LETTER.....	43
N.	TAX EXEMPT STATUS/PUBLIC AGENCY STATUS.....	43
<b>XI.</b>	<b>APPLICATION FORMS.....</b>	<b>44</b>
<b>XIII.</b>	<b>GLOSSARY.....</b>	<b>55</b>

# **I. INTRODUCTION**

## **OAKLAND FUND FOR CHILDREN AND YOUTH**

The *Oakland Fund for Children and Youth (OCFY)* was established in November 1996, when over three-fourths of Oakland voters expressed a powerful commitment to the City's children and youth by passing the Kids First! Initiative (Measure K). This initiative was the result of a grassroots effort that involved young people, parents, teachers, community organizers, staff from youth-serving organizations, and many others in placing the Measure K- Kids First! Initiative on the ballot. Measure K amended the City Charter, setting aside 2.5% of the City's unrestricted General Purpose Fund to support direct services to youth under 21 years of age. OFCY has approximately \$9 million available for funding 2005-2006 programs.

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

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

On October 23, 2001, City Council adopted the new *OFCY 2002-2006 Strategic Plan*, which may be downloaded from the Oakland Fund for Children and Youth website at [www.ofcy.org](http://www.ofcy.org). The long-range vision continues to embrace the beliefs that:

- ✓ Children and youth are integral members of our families and community, deserving of love, respect, and health.
- ✓ Every young person should feel a sense of belonging.
- ✓ Youth should walk into their futures with a strong belief in themselves, prepared to be responsible and self-sufficient adults.

To achieve this vision, OFCY selected four funding priorities with achievable results for 2002-2006:

1. Support for Children's Success in School, ages 0 to 13 years
2. Child Health and Wellness, ages 0 to 13 years
3. Healthy Transition to Adulthood, ages 14 to 20 years
4. Youth Empowerment, ages 11 to 20 years

## II. IMPORTANT DATES

Request for Proposals (RFP) Released	Wednesday, November 17, 2004 Check <a href="http://www.ofcy.org">www.ofcy.org</a> or call (510) 238-6379
Community Bidders' Conferences	November 22, 30 & December 2, 2004 City Hall, 10-12 p.m.
Technical Assistance by E-mail Available	November 22, 2004 through January 5, 2005 (No E-mail T. A. on 12/23/04 through 12/27/04) <a href="mailto:mhart@oaklandnet.com">mhart@oaklandnet.com</a>
Technical Assistance Session #1	December 10, 2004 Location and Times TBA
Technical Assistance Session #2	December 16, 2004 Location and Times TBA
Technical Assistance Session #3	January 4, 2005 Location and Times TBA
Technical Assistance by E-mail Ends	January 5, 2005 No e-mail responses after 12:00 p.m.
Proposals Due	Thursday, January 6, 2005 5:00 p. m.
Application Scores and Application Review Comments Mailed to Applicants	March 2005 Exact Date TBA
Preliminary List of Programs Recommended for Funding Mailed to Applicants	March 2005 Exact Date TBA
Written Appeals from Applicants Due	April 2005, 12:00 p.m. Exact Date TBA
Final List of Programs Recommended for Funding Mailed to Applicants	April 2005 Exact Date TBA
Program Year Begins	July 1, 2005

Proposals received after **5:00 p.m. on Thursday, January 6, 2005** will not be considered for review. This deadline will be strictly enforced.

### **BIDDERS' CONFERENCE**

To provide general information and guidance to potential applicants, OFCY will hold three Bidders' Conferences at which OFCY staff will review the RFP funding guidelines and answer questions. The meetings will all take place from **10 a.m. until noon** in City Hall. They will take place on:

1. **Monday, November 22, 2004**
2. **Tuesday, November 23, 2004**
3. **Thursday, December 2, 2004**

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

## **TECHNICAL ASSISTANCE**

To provide assistance in filling out OFCY forms and answer questions about the required attachments, OFCY will offer three Technical Assistance Sessions. They will take place on Thursday and Friday December 9 and 10 and Tuesday January 4, 2005 at a location to be announced. More information will be available on the OFCY website, [www.ofcy.org](http://www.ofcy.org) and on the OFCY general telephone line, (510) 238-6379, approximately two weeks before the scheduled dates.

Technical Assistance by e-mail regarding the 2005-2006 RFP will be available between November 23, 2004 and January 5, 2005 at noon, except for during Christmas week-end, Thursday December 23 through Monday December 27. Please e-mail: Maya R. Hart, OFCY Program Planner at [mhart@oaklandnet.com](mailto:mhart@oaklandnet.com).

## **APPEALS PROCESS**

Any applicant may appeal the POC's preliminary funding recommendations to the Appeals Committee providing the appeal is timely made. The grounds for the appeals are as follows:

- **Process Issues:** Appellants must identify when and/or how any deviation from the standard process occurred to the detriment of the appellant.
- **Material Omissions or Errors of Fact:** Appellants must demonstrate that the Planning and Oversight Committee or its reviewers made a material error in reviewing the appellant's proposal and how that error negatively affected the review of the proposal.
- **Conflict of interest:** Appellants must identify where a conflict of interest occurred, and clearly state how the conflict of interest had a detrimental effect on the review of the proposal. Conflict of interest implies a financial gain by a POC member or reviewer (including immediate family members) as a result of approving of these proposals.

The deadline for the appeals is TBA. Appeals received after the deadline will not be reviewed. 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 amounts it recommends applicants receive. At the conclusion of 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.

## **SITE VISITS**

The POC and OFCY staff will conduct site visits or undertake other means to verify applicants' provision of services, as necessary, before making a final determination of grant awards. Site visits may be conducted at anytime before a contract is issued.

## **III. 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) nonprofit 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 would be the entity that contracts with the City of Oakland if the applicant receives a grant from OFCY. The City would hold the fiscal sponsor as the official Contractor, which would be legally liable for all aspects of the contract, including program implementation, fiscal management, and communication with the City regarding subcontractor or fiscal partner activities. The fiscal sponsor would be expected and authorized to oversee and manage all aspects of the contract including finances; to monitor and implement program activities of subcontracting or partner agencies; to terminate contracts with subcontracting or fiscal partner agencies with the approval of the City, if necessary; and to assume full fiscal responsibility for contract, subcontract, and fiscal partnership.
3. A public agency must apply on its own behalf and may not use a fiscal sponsor.
4. An entity with 501(c)(3) status must apply on its own behalf and may not use a fiscal sponsor.
5. An applicant must have financial statements from the last two most recently completed fiscal years.
6. An applicant that requests \$75,001 or more must have a completed audit and independent auditor's report, including cover letter and/or management letter, on financial statements within the last three years. An applicant that requests \$75,000 or less and has an audit on financial statements within the last three years should submit that audit.
7. By submitting a proposal, an applicant authorizes OFCY to verify any information the proposal contains.
8. OFCY has the right to disqualify applicants whose proposals present false, inaccurate, or incorrect information or are incomplete in any fashion.

## **B. PROGRAM REQUIREMENTS**

### **Eligible**

1. The proposed program must provide direct services to children and youth, ages 0 to 20.
2. All of the children and youth proposed to be served with OFCY funding and required match must live in, attend school in, or receive childcare services in Oakland.

### **Ineligible**

1. Any service that merely benefits children and youth *incidentally*.
2. Acquisition of any capital item not for primary and direct use by children and youth.
3. Acquisition, other than by lease for a term of 12 months or less, of any real property.
4. Maintenance, utilities, or similar operating costs of a facility not used primarily and directly by children and youth (e.g., costs associated with an off-site office or location).
5. 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.
6. OFCY does not wish to spend limited resources supplementing services that should be provided by school funds.
7. Funding will not be provided for housing rent.
8. Funding will not be provided to pay for childcare slots.
9. *Religious Prohibition* – Funding will not be provided to pay for religious worship, instruction, or proselytization (recruiting someone to join one's religion or faith).

## **C. POST AWARD REQUIREMENTS**

### **Award Amount**

1. The amount awarded may be different than the amount an applicant requests. The POC is committed to funding applicants at a level that allows them to perform the proposed scope of services. However, the POC reserves the right to grant both a lower or, if it believes a significant opportunity exists to enhance the evaluation potential, replicability, or other benefit to the children and youth of Oakland, a higher amount than requested.
2. Grantees must document matching funds by, e.g.,:
  - ✓ Providing copies of letters of support from foundations or private donors (on donor's letterhead), with a copy 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.



- ✓ Providing copies of contracts or service agreements, with a copy 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.
- ✓ 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 provided space at no cost to a grantee could document in a letter the cost to the grantee of renting that space at market value. The in-kind donor may not be the grantee.
- ✓ Demonstrating what the time of volunteers who provide services would have cost, 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.

Note that 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.

3. OFCY and the City of Oakland have the right to modify the amount of funding awarded to a program in order to be consistent with the goals and guiding principles expressed in the *OFCY 2002-2006 Strategic Plan*, which may be downloaded from the Oakland Fund for Children and Youth website at [www.ofcy.org](http://www.ofcy.org).
4. 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.

### **Required Documents and Assurances**

Applicants must submit documents and assurances, including but not limited to:

- ✓ Signed Contract
- ✓ Contract Data Summary Sheet
- ✓ Revised Scope of Work & Budget on the correct forms
- ✓ Declaration of Compliance with Living Wage -- the City of Oakland requires any contractor receiving \$100,000 or more from the City to pay employees at least \$9.66 per hour with benefits or \$11.11 per hour without benefits. As the living wage is adjusted regularly for cost of living increases, these amounts are likely to increase by the time the contracts begin.
- ✓ Compliance with Equal Benefits, Declaration of Nondiscrimination, including but not limited to, a manual and insurance documents applicable to domestic partners.
- ✓ Campaign Contribution Form
- ✓ Insurance Certificate(s), endorsements, and waiver letters (if applicable)

- ✓ Independent Contractor Questionnaire
- ✓ IRS letter as proof of 501(c)(3) status dated in the year 2003 or later
- ✓ Declaration of Corporate Status
- ✓ Business Tax Certificate
- ✓ Nuclear Free Zone Disclosure
- ✓ Declaration of Compliance with the Americans with Disabilities Act

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

### **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.

### **Contract Compliance**

1. 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, and living wage reports to the Contract Compliance Office. 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.
2. Grantees are expected to 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.
3. Grantees are expected to 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.
4. Grantees are required to submit completed 4 quarterly reports (e.g. invoice, program narrative report, program activity report, and participant ID report) by the due dates.
5. Grantees may request two budget revisions to the contract budget during the contract year. Budget revisions must be submitted prior to submitting the third quarter report. Contract modifications may not exceed the total amount of funding approved by City Council. All requests to modify the contract budget or contracted service level must be APPROVED IN ADVANCE of implementation. Approval of contract budget modification is granted only when provided in writing by OFCY.

### **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, but is not limited to,

attending trainings and workshops, gathering adequate data on effort and results as requested by the evaluator, and hosting site visits.

#### **IV. FUNDING AVAILABILITY**

OFCY has approximately \$9 million available for funding 2005-2006 programs. About \$3.5 million will fund the second year of two-year grants awarded under the RFQ for an Afterschool Initiative for 2004-2005 (last year). Therefore, approximately \$5.5 million will be available this year for new competitive awards. Up to \$1 million of the \$5.5 million will be set aside to fund *small and emerging organizations* (see below).

Applicants, whether applying directly or through fiscal sponsors, may apply to either the General Fund or the Small and Emerging Organizations Fund, but not both, even if the proposals are substantially different. Applicants may submit a separate proposal for their own program and be part of a collaborative proposed by another applicant to the General Fund, as long as the *proposals are substantially different*. That is, no applicant may receive funds for the same program as both a single agency and part of a collaborative.

##### **A. SMALL AND EMERGING ORGANIZATIONS FUND**

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 Organizations Fund focuses on these smaller organizations and assists grass root organizations, religious organizations, and new agencies to be funded by OFCY.

OFCY has set aside up to \$1 million dollars to foster the development of neighborhood and locally based services throughout the City and to diversify the allocation of the funds available for competitive awards in 2005-2006.

Eligible 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.

##### **Budget Requirements**

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.

##### **Request Size and Match Requirements**

1. Requests in this category must be between \$20,000 and \$75,000.
2. Total and/or combined OFCY request(s) for funding cannot exceed 50% of the total agency budget. Proposals must demonstrate capacity to raise a match of 25% and if awarded will be held accountable for doing so. This minimum 25% match may be

contributions of cash and/or in-kind services and must support the cost of the proposed program (see Post Award Requirements on **page 8**).

*Example:* An entity with an annual budget of \$150,000 seeks funds from OFCY to run an after-school program that costs \$60,000 per year. Since 50% of the agency budget equals \$75,000, the maximum that it requests is \$75,000. However, the program cost is only \$60,000 and OFCY requires a match of 25%, so the agency can request a maximum of 75% of the program cost, or \$45,000, from OFCY. If awarded a grant, it would be held accountable for raising a minimum of \$15,000.

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

*Example:* Using the example above, the entity with an annual budget of \$150,000 could request a grant for \$75,000 or less. This entity would have a reasonable \$45,000 request.

4. A grantee may use no more than 10% of the total amount requested from OFCY for indirect costs – in the above example, no more than \$4,500 of the \$45,000.

### **Number of Applications**

1. Applicants, whether seeking funds directly or through a fiscal sponsor, may not submit more than one proposal to the Small and Emerging Organizations Fund, even if the proposals are substantially different.
2. However, applicants may submit a proposal for their own program and be part of a separate collaborative proposed to the General Fund, providing the proposals are substantially different. That is, grantees may not receive funds for the same program as both a single agency and as part of a collaborative.

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

## **B. GENERAL FUND**

All eligible applicants, regardless of the size of their current annual budget, may apply to the OFCY General Fund for 2005-2006.

### **Request Size and Match Requirements**

For all proposals submitted to the OFCY General Fund:

1. General Fund 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 above, the entity with an annual budget of \$350,000 could request a grant for \$ 122,500 or less. This entity would have a reasonable \$75,000 request.

2. 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 (see Post Award Requirements on **page 8**).

*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.

3. For Youth-to-Youth Grantmaking programs, the amount requested must be between \$25,000 and \$250,000. For Youth-to-Youth Grantmaking Programs, the match must be 25% of the administrative budget.

*Example:* If an agency requests \$250,000, and \$180,000 is specifically designated for youth grants, this leaves their administrative budget to equal \$70,000. Therefore, the match must be at least \$17,500, or 25% of \$70,000.

4. For Collaborative Programs, the amount requested must be between \$25,000 and \$300,000.
5. All other Single Agency funding requests must be between \$25,000 and \$175,000.
6. Collaborative and Single Agency proposals must demonstrate capacity to raise 25% in matching funds and, if awarded funding, applicants will be held accountable for doing so. This minimum 25% match may consist of cash or in-kind services and must support the proposed program (see Post Award Requirements on **page 8**).
7. For Collaborative Programs, no more than 15% of the amount requested may be for indirect costs. For a definition of Collaborative Programs, see below.
8. For all other Single Agency programs, no more than 10% of the amount requested may be for indirect costs.

## **Number of Applications**

1. An applicant, whether applying for funds for itself alone or as lead entity of a collaborative, and whether applying directly or through a fiscal sponsor, may submit more than one application to the OFCY General Fund as long as the proposals are substantially different. In other words, applicants may submit a separate proposal for their own program as well as be part of a collaborative proposal, as long as the proposals are substantially different. Applicants may not receive funds as a single agency and as part of a collaborative for the same program and may not submit the same proposal to different Funding Categories (see **page 15**).

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

## Collaborative Programs

OFCY promotes collaboration that enhances the opportunity for success. A collaborative must consist of three or more substantially participating agencies working together toward a mutual goal, at least two of which are proposed to receive OFCY funds. The collaborative must have already secured funding that OFCY funds 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. Collaborative proposals should explain their rationale and describe the roles and responsibilities of each partner. As stated above, collaborative multi-agency applicants may apply for up to \$300,000.

The fiscal sponsor of a collaborative will be the contracting agency for OFCY. Collaboratives must choose a fiscal sponsor that has the capacity to support the partners (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.

### Request Size and Match Requirements Summary Table

Application Type	Fund Eligibility	Minimum Match Requirement	Total OFCY Request as % of Org. Budget	Minimum Grant Request	Maximum Grant Request
Single Agency	Small & Emerging (S&E) General (GE)	25%			\$175,000
Collaboratives	GE	25%			\$300,00
Youth to Youth Grantmaking	GE	25% of Administrative Budget	Administrative Budget as 35% of Org. budget		\$250,000
Small and Emerging		25%	50%	\$20,000	\$75,000
General		25%	35%	\$25,000	

## C. PERIOD OF SUPPORT

### One-Year Grants

Contracts will be issued to selected applicants for a twelve-month period of services to be provided between July 1, 2005 and June 30, 2006. The grant period will begin on July 1, 2005 if the Oakland City Council has approved all of the recommended applicants by that date and will end on June 30, 2006.

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.

## **V. FUNDING CATEGORIES**

This section describes the four categories of services that OFCY will fund under this RFP to achieve the goals and objectives described in the *OFCY 2002-2006 Strategic Plan*. Applicants should thoroughly review the categories described below. A full discussion of them, and of the outreach, youth involvement, and youth leadership guidelines to which programs funded under these categories must adhere, appears in the *OFCY 2002-2006 Strategic Plan*, which may be downloaded from the Oakland Fund for Children and Youth website at [www.ofcy.org](http://www.ofcy.org).

Each of the four categories targets a specific range of ages and population(s) and describes strategies for serving them. Applications must demonstrate adherence to these targets as well as to the service strategies.

Applicants must clearly identify one funding category through which it seeks support, the target population(s) that the applicant will serve, and the strategy or strategies that it will use. **Applicants must select a single funding category.** Should programs cut across multiple categories, applicants should choose the category that best describes most of its target population(s) and strategies. Although applicants must select a single funding category, they should describe how their programs benefit the target populations identified in other funding categories when relevant (see Units of Service per Funding Category on page 35, Attachment A and Scope of Work Form on page 46).

### **A. SUPPORT FOR CHILDREN'S SUCCESS IN SCHOOL**

#### **Target Age Range:**

- ✓ 0-13 years

#### **Target Populations:**

- ✓ Early childhood (ages 0-5 years)
- ✓ Elementary and middle school-age children (ages 5-13 years)

#### **Objective:**

Children and youth will achieve improved educational outcomes, with an emphasis on early learning of children ages 0-5 and better educational outcomes for targeted grade populations of elementary and middle school-age children and youth.

Programs funded in this category must demonstrate how they directly improve educational outcomes and/or enhance cultural enrichment for their target population(s).

#### **Strategies:**

- ✓ Programs designed to prepare children ages 0-5 years for elementary school

- ✓ Programs designed to improve the academic performance of and/or to enrich the cultural/artistic knowledge of elementary and middle school students ages 5-13 years, particularly those whose academic performance is poor or below average

**Programs may include, but are not limited to:**

- ✓ Programs that support early childhood development in reading and other learning activities in preparation for kindergarten
- ✓ After-school programs that provide mentors and tutors in cultural and/or traditional academic subjects
- ✓ School-linked programs (documented partnerships or collaborations between community organizations and schools) that provide mentors and tutors in cultural and/or traditional academic subjects

**B. CHILD HEALTH AND WELLNESS**

**Target Age Range:**

- ✓ 0-13 years

**Target Populations:**

- ✓ Early childhood (ages 0-5 years)
- ✓ Elementary and middle school-age children (ages 5-13 years)

**Objective:**

Children and youth will make healthy choices regarding their mental, physical, sexual, and spiritual health based on self-respect and will experience less violence in their personal lives.

Programs funded in this category must demonstrate how they directly improve their target population's health and ability to make healthy choices regarding mental, physical, sexual, and spiritual well-being.

**Strategies:**

- ✓ Programs designed to improve the health and well-being of children ages 0-5 years
- ✓ Programs designed to improve the health and well-being of elementary and middle school children ages 5-13 years
- ✓ Programs designed to build healthy decision-making skills among elementary and middle school children ages 5-13 regarding mental, physical, sexual, and spiritual well-being



**Programs may include, but are not limited to:**

- ✓ After-school programs that build violence prevention, conflict resolution, and mediation skills
- ✓ School-linked programs (documented partnerships or collaborations between community organizations and schools) that build violence prevention, conflict resolution, and mediation skills
- ✓ Direct and supportive services such as health education, case management, counseling, mentoring, drop-in centers, and “safe-spaces” for socializing and group activities
- ✓ School or community-based clinics that offer preventive health care, mental health services, and social services to children and their families and caregivers

**C. HEALTHY TRANSITIONS TO ADULTHOOD**

**Target Age Range:**

- ✓ 14-20 years, regardless of high school matriculation or graduation status

**Target Populations:**

- ✓ High school-age youth (ages 14-18)
- ✓ Post-high school age youth (ages 19-20)

**Objective:**

Youth whose transition to becoming well-balanced, healthy productive, honorable adults is in jeopardy improve their likelihood of making the transition successfully. The emphasis here is on high school age youth and youth ages 19 and 20.

Programs funded in this category must demonstrate how they directly advance their target population’s successful transition.

**Strategies:**

- ✓ Programs designed to improve the health of youth ages 14-20
- ✓ Programs designed to build healthy decision-making skills of youth ages 14-20 regarding mental, physical, sexual, and spiritual well-being
- ✓ Programs designed to build life skills through continued education, vocational training, community-building, and civic participation, particularly for below-average performing students and those who have or are at risk of dropping out of school

**Programs may include, but are not limited to:**

- ✓ School-linked (documented partnerships or collaborations between community-organizations and schools), school-based, or community-based programs that build violence prevention, conflict resolution, and mediation skills
- ✓ Programs that support high school matriculation or re-entry, preparation for GED, vocational training, and preparation for post-secondary education
- ✓ Direct and supportive services such as health education, case management, counseling, mentoring, building independent living skills, and creating “safe spaces” for socializing and group activities

**D. YOUTH EMPOWERMENT**

**Target Age Range:**

- ✓ Ages 11-20

**Target Populations:**

- ✓ Middle school and high school-age youth (ages 11-18)
- ✓ Post-high school-age youth (ages 19-20)

**Objective:**

Youth are trained and prepared for and play key roles in meaningful partnerships that affect their lives.

Programs funded in this category must demonstrate how they directly prepare and involve their target populations in leadership roles, decision-making capacities, partnerships, community building, and community development activities that are meaningful to themselves and to their peers.

**Strategies:**

- ✓ Programs designed to foster and support initiatives and activities lead by youth ages 11-20 years that benefit themselves, their peers, and their communities
- ✓ Programs designed to promote training and awareness of issues and concerns of youth ages 11-20 years

**Programs may include, but are not limited to:**

- ✓ Youth-to-Youth Grantmaking programs and activities that train youth to be responsible grantmakers in any of the following areas: (1) Support for Children’s Success in School, (2) Child Health and Wellness, and (3) Healthy Transitions to Adulthood (see *Youth-to-Youth Grantmaking* below).
- ✓ Peer education, training, and support programs designed and led by youth

- ✓ Programs designed to build youth skills in advocacy, policy, or leadership
- ✓ Youth centers with visions and programs that are created, managed, and evaluated by youth

**Youth-to-Youth Grantmaking**

These programs train youth to be responsible grantmakers to other youth-initiated and youth-led programs. Applicants seeking OFCY funding for Youth-to-Youth Grantmaking programs must sub-grant these funds to other youth-initiated and youth-led programs with adult sponsors who have applied to be a sub-grantee of the applicant's program. The following policies govern Youth-to-Youth Grantmaking program applicants:

1. Each sub-grant given to youth must advance the goals of one of the three other priority areas in the *OFCY 2002-2006 Strategic Plan: Support for Children's Success in School, Child Health and Wellness and Healthy Transitions to Adulthood*. The *Strategic Plan* may be downloaded from the Oakland Fund for Children and Youth website at [www.ofcy.org](http://www.ofcy.org).
2. Direct program costs such as staffing, youth grant maker, and youth applicant recruitment may not exceed 30% of the total amount requested.
3. No more than 10% of the amount requested may be for indirect costs.
4. At least 60% of the amount requested must be available to distribute as direct sub-grants grants to youth-initiated and youth-led programs.
5. OFCY encourages a wide distribution of youth-to-youth sub-grants throughout Oakland, rather than focusing in a few neighborhoods.
6. Applicants seeking OFCY support for Youth-to-Youth Grantmaking programs must demonstrate capacity to recruit, train, and support youth as grantmakers as well as sub-grantees.
7. Applicants seeking OFCY support for Youth-to-Youth Grantmaking programs must also demonstrate a plan to provide an appropriate level of support and oversight of the youth engaged in the grantmaking program, and to ensure that the grantmaking program is implemented and grantees use the funds for their intended purpose.

**Children and Youth Grants Program**

Applicants submitting proposals under the Youth Empowerment Funding Category may apply to administer a, separate Children and Youth Grants Program. The policies related to this strategy are described below:

- The purpose of this program is to enable children and youth to attend conferences and trainings related to OFCY priority areas.

- At the end of the conference or training, the young person will prepare a brief report of their experiences and lessons learned as a means of providing feedback on the success and future direction of this project.
  - \$100,000 is available for this program.
  - At least 85% of the funds allocated to this program must be granted to children and youth, with administrative costs for the program not to exceed 15%.
  - Grant amounts for conferences and trainings, inclusive of registration costs, materials, and travel, will be \$200-\$800 each with a requirement that children and youth apply with adult partners.
  - The project must be designed so that responses to grant requests will be given within one week of receipt of the request.
  - Applicants must demonstrate in their proposal a plan showing that youth will be involved in policymaking for this project.
  - The grants awarded should provide some community benefit.
  - The grants should be distributed citywide.
- ✓ **Any young person applying for the funds from an potential grantee should demonstrate economic need and provide a justification for why he/she wants to go to the conference or training**

## VI. OFCY PROGRAM PRIORITIES

Within the previous four funding categories, OFCY seeks to fund programs of certain types and/or that model certain standards, as described below. Applicants should keep the following in mind:

### A. AFTER-SCHOOL PROGRAMS

For school-aged children and youth, our primary interest is to fund programs that provide services after school until early evening (approximately 2- 8 p.m.). Programs are to include academic, recreation, and enrichment activities two to three hours daily at least 3 days per week.

This policy is rooted in the knowledge that more than 75% of Oakland's children and youth do not have access to after-school programs, and that youth at-risk behavior can increase dramatically in after-school hours. Programs are encouraged to offer services later into the evening, on weekends, during the summer, or other times when school is not in session, if these services are an extension of the after-school program.

For the purposes of this RFP, OFCY recognizes four categories of after-school programs:

- ✓ **Comprehensive** – wide range and choice of activities (academic support, enrichment, recreation, etc.); all those in attendance participate in a variety of activities; usually offered daily for more than 2 hours/day; has registered, regular participation
- ✓ **Academic support** – homework assistance, tutoring, literacy, and related academic support; can include registered and/or drop-in participants

- ✓ Enrichment programs – classes, clubs and drop-in programs; wide variety of enrichment activities (arts, culture, recreation, etc.); participation is on a limited or ad hoc basis; can include registered and/or drop-in participants
- ✓ Recreation – sports and games; can include registered and/or drop-in participants

While OFCY wants to support efforts to expand access to comprehensive afterschool programs, entities that provide services in the other three categories of after-school programs are encouraged to apply for funding. Additionally, OFCY wants to encourage proposals for comprehensive afterschool programs in East Oakland neighborhoods (Districts 6 and 7).

A proposed program that works in collaboration with public schools or other public agencies/departments must submit a letter of agreement (Attachment J) as described on page 42.

## **B. PREVENTION PROGRAMS**

Priority will be given to programs that teach children and youth to avoid challenges before they occur – programs that work with children and youth already experiencing challenges are usually called “Intervention Programs”.

A prevention focus promotes the health and welfare of children and youth. Programs that support violence prevention work use strategies including violence prevention/social skills curriculum in schools, use of appropriate alternatives to suspension from school, provision of mental health services to students in need of individual or group intervention, and use of a multidisciplinary team to identify, assess, refer, and monitor intervention plans for targeted students.

## **C. PROGRAMS USING MODELS OF CHILD AND/OR YOUTH DEVELOPMENT PRINCIPLES**

Priority will be given to programs that demonstrate use of model child or youth development principles. Visit the OFCY website, [www.ofcy.org](http://www.ofcy.org), for references.

### **Youth and Child Development Best Practices**

The Community Network for Youth Development (CNYD)<sup>1</sup> is a San Francisco based non-profit agency that provides technical assistance to service providers working with youth. According to CNYD, there are both organizational and youth development practices that foster youth development. These practices are applicable to service providers serving children as well as older youth, although youth involvement and participation may not be appropriate for younger age groups.

#### **Organizational practices include:**

- Low staff/volunteer to youth ratios;
- Safe, reliable, and accessible activities and spaces;
- Flexibility in allocating available resources;

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<sup>1</sup> For more information contact CNYD at 657 Mission Street, Suite 410, San Francisco, CA 94105 / (415) 495-0622.

- Range of diverse, interesting and skill building activities;
- Continuity and consistency of care;
- High, clear and fair standards;
- Ongoing, results-based staff and organizational improvement processes;
- Youth involvement; and
- Community engagement.

**Youth development practices are the supports and opportunities that are provided to youth in programs. They include:**

- **Safety:** Physical and emotional.
- **Relationship Building:** Staff relationships that provide guidance, emotional support, practical support, where youth feel the staff know them and that they are known by their peers.
- **Youth Participation:** involvement in meaningful and responsible roles; input in decision making; opportunities for leadership; belonging.
- **Community Involvement:** a chance to give back; knowledge of the community.
- **Skill Building:** Challenging and interesting learning experience where youth experience growth and progress.

### **Early Childhood Principles<sup>2</sup>**

**Funded programs should be:**

- family-centered and easily accessible;
- designed for the "whole child," including physical, cognitive, emotional, and broad community components;
- built on the strengths of families and communities;
- reflective of the changing needs of families and communities;
- culturally and linguistically appropriate and reflective of Oakland's diversity;
- universally available but tailored to differing needs;
- respectful of parents/caregiver and provider relationships;
- inclusive of family participation at all levels;
- oriented to prevention and early intervention;
- linked between systems and settings;
- consistent with continuing input from the civic engagement process;
- inclusive of community-based education and outreach;
- sustainable and maximizing use of public and private funds and existing resources.

In addition to the above program principles, please visit prepared by the National School-Age Care Alliance visit The National Afterschool Association at <http://www.naaweb.org>. NSACA promotes national standards of quality school-age care for children and youth 5 - 14 years old, and grants accreditation to programs meeting the standards. Although written for child-care programs, these standards outline some best practices that are applicable to other programs working with children.

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<sup>2</sup> Excerpted and adapted from: "From Day One", Initial Strategic Plan, June 2000 of the San Francisco Children and Families Commission.

## **D. PROGRAMS PROVIDING COST-EFFECTIVE SERVICES**

Priority will be given to programs that provide cost-effective, quality, substantive services to participants and/or the greatest number of participants. Please be realistic in your estimates of the number of participants to be served. Programs that fall significantly short of targets may receive reduced funding. OFCY will consider two primary factors:

1. Adequate overall cost per unit of service in relation to the units of service provided.
2. A unit-of-service cost that is competitive with the cost of similar services available from other service providers.

## **E. COLLABORATIVE PROGRAMS**

OFCY promotes collaboration that enhances the opportunity for success. A collaborative must consist of three or more substantially participating agencies working together toward a mutual goal, at least two of which are proposed to receive OFCY funds. The collaborative must have already secured funding that OFCY funds 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. Collaborative proposals should explain their rationale and describe the roles and responsibilities of each partner. As stated above, collaborative multi-agency applicants may apply for up to \$300,000.

The fiscal sponsor of a collaborative will be the contracting agency for OFCY. Collaboratives must choose a fiscal sponsor that has the capacity to support the partners (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.

## **VII. REQUIRED PROGRAM COMPONENTS**

The following four components **must** be present in any program funded by OFCY. OFCY will view applications that offer clear and explicit evidence that they incorporate all these components more favorably than those that lack clear evidence of or fail to incorporate all the components:

- A. Keeping Kids Safe
- B. Parent/Caregiver and Youth Involvement
- C. Connections to Caring Adults
- D. *Community Benefit and Enrichment (Programs that serve children ages 0 to 5 years are exempt from this component)*

### **A. KEEPING KIDS SAFE**

Children need safe, supportive environments to make a successful transition to adolescence and adulthood. Keeping kids safe is defined broadly for the purposes of this RFP; includes both

physical safety (e.g., preventing physical violence against young children and youth) and emotional safety (e.g., preventing harassment based on sexual orientation, gender, cultural identity, or physical disability).

**The following elements are desirable in all Funding Categories:**

1. Established systems for tracking youth and others while on site.
2. A youth/adult ratio that ensures adequate supervision.
3. A site security plan for handling emergency situations.

**Strategies may include, but are not limited to:**

- ✓ Developing and using clearly understandable rules of conduct (addressing both physical and emotional safety)
- ✓ Training staff on safety issues
- ✓ Addressing the need for safety as participants come to or leave the program
- ✓ Collaborating with other neighborhood resources to increase the safety of children and youth
- ✓ Creating environments where youth feel safe to discuss issues that concern them

**B. PARENT/CAREGIVER AND YOUTH INVOLVEMENT**

A cornerstone of OFCY's legislation and vision is to engage parents and guardians of young children, and youth themselves, in all elements of programming. We consider youth involvement to be a leadership development opportunity.

**The following element is desirable in all Funding Categories:**

1. Opportunities for parent, guardians, and youth to be involved in program design, implementation, and evaluation. Youth involvement should be developmentally and age appropriate.

**Strategies may include, but are not limited to:**

- ✓ Activities that facilitate parent/caregiver and youth involvement through participation on boards, councils, committees, governing positions
- ✓ Youth taking an active and age appropriate role in program development as well as program and agency evaluation, and giving input on a regular basis through surveys, facilitated discussions, focus groups, and advisory groups



## **C. CONNECTIONS TO CARING ADULTS**

Relationships with caring adults are one of the most critical factors in the healthy development of children and youth. For the purposes of this RFP, caring adults are those who serve as advocates for youth, help youth overcome their challenges, and help youth access support and resources.

### **The following elements are desirable in all Funding Categories:**

1. An appropriate participant/adult ratio. Enough adults should be involved to ensure that every young person can receive some personalized attention.
2. Sufficient time spent in relationships. Consistent and regular contact is necessary to develop a trusting relationship with an adult.
3. Adults involved who can relate to children and youth. Ethnic/cultural background, professional qualifications, and life experience should indicate their potential for relating effectively to children or youth.

### **The following applies to programs serving children ages 0-5 years:**

Programs serving children ages 0-5 years must demonstrate at least one of the following:

1. How the program fosters relationships between young children and caring adults that did not exist prior to the program.
2. A plan for improving the ability of adults in the child's life (parents or caregivers) to care for their children well, through family support models.

## **D. COMMUNITY BENEFIT AND ENRICHMENT**

Civic participation and community service are important elements of healthy youth development. OFCY defines civic participation and community service broadly as any activities that benefit others and enable young people to gain a sense of their importance in the life and health of the community.

### **The following applies to programs in all Funding Categories that serve children over the age of 5 years:**

1. The program provides developmentally appropriate opportunities for participants "to give back" to the community by serving the community (such as with seniors, neighborhood improvement, etc.)

#### **Strategies may include, but are not limited to:**

- ✓ Encouraging young people to develop empathy for others
- ✓ Providing community service opportunities that allow young people to use skills or knowledge gained from the program

**Please note: Programs that serve children ages 0 to 5 years need not demonstrate incorporation of the Community Benefit and Enrichment Program Component.**

## **VIII. FORMATTING REQUIREMENTS**

### **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 SPIRAL BIND PROPOSALS**
  - Proposals must contain the following:
    - Proposal Cover Sheet
    - Proposal Narrative
      - Not to exceed 14 Pages (20 Pages for Collaborative Proposals)
      - Double spaced print using standard 12 point font and 1 inch margins
    - Attachment A – Scope of Work
    - Attachment B – Summary Budget Form
    - Attachment C – Lead Agency Budget Request Form
    - Attachment D1 – Subcontractor Budget Form (for each partner, if applicable)
    - Attachment D2 – School Site Activity Form (if applicable)
    - Attachment E – Budget Narrative (for each partner, if applicable)
    - Attachment F – Overall Agency Budget
    - Attachment G – Resume/Job Description for Key Staff
    - Attachment H – Demographics Form
    - Attachment I – Organizational Chart and Board Roster
    - Attachment J – Letters of Agreement
    - Attachment K – Memorandum of Understanding – Fiscal Sponsor (if applicable)
    - Attachment L – Two Most Recently Completed Years of Financial Statements to include:
      - Balance Sheet (Statement of Financial Position)
      - Profit and Loss (Statement of Income)
      - Cash Flow Statement
      - Statement of Functional Expenses

- Attachment M – Audit Report with Cover and/or Management Letter (if request exceeds \$75,000) – Not Applicable to Public Agencies
- Attachment N– Copy of IRS Letter Certifying Tax Exempt Status dated in the year 2003 or later

## **B. FORMATTING REQUIREMENTS**

Proposals must adhere to the following formatting requirements; any that do not adhere, will not be considered.

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

<b>Name of Lead Agency</b>	<b>Project Title</b>	<b>Page # of # (Total Pages)</b>
Top Left	Top Center	Top Right
3. All pages in the Proposal Narrative must be numbered consecutively. Proposal Narratives may not exceed 14 pages double-spaced (excluding cover sheet, required attachments, and application forms). Proposal Narratives of Collaborative Proposals may not exceed 20 pages double-spaced (excluding cover sheet, required attachments, and application forms). Proposal Narratives should only use the number of pages absolutely necessary. Proposals will not be penalized for using less than the maximum number of pages allowed.
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 **hand delivered, complete**, to the Oakland Fund for Children and Youth office on the 4th floor, Suite 4216 of the Lionel J. Wilson building at 150 Frank H. Ogawa Plaza (across from City Hall).
3. Proposals must be delivered **NO LATER THAN 5:00 p.m., Thursday, January 6, 2005.** Late applications will not be accepted and will not be eligible for funding.
4. Postal mailed, e-mailed, and faxed proposals will not be accepted.

## IX PROPOSAL NARRATIVE

Each element of the Proposal Narrative must be presented in the order below. Reviewers will score Proposal Narratives based upon the adequacy and thoroughness of the response to the RFP requirements. The relative importance of the evaluation criteria is as follows:

<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>
<b>TOTAL</b>	<b>100</b>

Use the following elements to prepare a Proposal Narrative, which must adhere to the formatting requirements described on page 25.

### A. DEMONSTRATION OF NEED (10 POINTS)

1. Briefly describe the community you are working in and the characteristics of the youth who will participate in the proposed program.
2. Describe why your approach is appropriate to respond to the need/issue or the population you wish to serve. Describe the need you are addressing and provide local or other data to show the magnitude of the need/issue. Explain why the project is needed (e.g., what are the deficiencies, gaps, and other factors that show evidence of the need for this particular project?).
3. How were these needs identified? Tie the need/issue to the RFP Funding Category under which you are applying.

Reviewers will score the Demonstration of Need using the following criteria:

- ✓ Discussion of the population served under the proposal is explicit.
- ✓ The extent to which the data support the magnitude of the need/issue and justify the need for the project and the proposed approach.
- ✓ The extent of evidence of need for the proposed project for the affected target group(s).
- ✓ The extent to which the need/issue described addresses the *OFCY 2002-2006 Strategic Plan's* priorities (results) for the funding category.

### B. AGENCY CAPACITY (15 POINTS)

All applicants must answer questions 1-6.

Proposals using a Fiscal Sponsor should answer from the perspective of the agency(ies) providing services, not from the perspective of the Fiscal Sponsor.

Collaborative Programs should answer from the perspective of each organization and/or agency in the collaborative.

1. Describe the organization(s) applying for funds, including mission and types of services provided. How does your mission fit with the mission and goals of OFCY?
2. Describe how your organization represents the communities of the children and youth being served. How does the organization solicit and utilize community feedback about programs?
3. Describe similar current or past projects or services or accomplishments that relate to the type of work proposed under this RFP. What was the size or scope of those efforts? What were the populations served? What were the specific, quantifiable results?
4. Describe the collaborative relationships and community linkages, including past history of working together that strengthens your organization's ability to implement the proposed program.
5. If applying as part of a collaborative, describe the collaborative's history of funding, including previously secured funding, as a group.
6. Briefly describe how your facility(ies) or the facility(ies) where the project is to be implemented will assure program effectiveness and safety.

Reviewers will score Agency Capacity using the following criteria:

- ✓ The extent to which the program described fits the applicant's mission and goals.
- ✓ *The extent to which the applicant proposing to undertake this work represent the community.*
- ✓ 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 other local 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 by a community advisory group.
- ✓ For Collaborative Programs, evidence that each partner organization is committed to the project and the extent to which the applicant has relevant experience working with collaboratives serving the populations described in the proposal.

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

### **C. STAFFING (15 POINTS)**

1. Identify all staff working on this project, including their expected roles and responsibilities, estimated percent time, and experience in implementing similar projects. Show where any new positions funded by this proposed grant would fit. Identify the person who will be primarily responsible for managing the project and discuss the person's experience managing similar projects. Attach the resumes of key project staff, including program manager and staff working directly with children and youth and responsible for project implementation and delivery of services, as **Attachment G**. If staff is not yet hired, attach job description(s).
2. If you are proposing a subcontractor(s) to provide part of the deliverables, please describe the subcontractor's key staff qualifications. More than one applicant may propose to use the same subcontractor, provided that the subcontractor is capable of fulfilling the services described in each scope of work.

Reviewers will score Staffing using the following criteria:

- ✓ The extent to which roles and responsibilities are clear and staffing structure show evidence of ability to carry out the project successfully.
- ✓ Adequacy of the proposed staffing pattern adequate in both number and level/role.

### **D. PROGRAM DESIGN (35 POINTS)**

1. Explain the program design; including plans for implementation and units of service to be fulfilled in the Funding Category to which you are applying, as well as other Funding Categories that will benefit from your project (see Units of Service per Funding Category on page 35 of this RFP). What are the strategies employed to carry out the mission and reach the goals? What are the key activities to be undertaken? What is the timeline for accomplishing them (be sure to allow adequate start-up time)?
2. Describe how the proposed program meet Funding Categories objectives as identified on page 14-18 of this RFP.
3. Explain how the proposed program addresses any of OFCY's Program Priorities (see page 20):
  - a. After-School Programs (which type of After-School Program – Comprehensive, Academic Support, Enrichment, and Recreation)
  - b. Prevention Programs
  - c. Programs Using Models of Child and/or Youth Development Principles
  - d. Programs Providing Cost-Effective Services
  - e. Collaborative Programs

4. Describe how the proposed program contains the *Required Program Components* described on **page 21**:
  - a. Keeping Kids Safe
  - b. Parent/Caregiver and Youth Involvement
  - c. Connections to Caring Adults
  - d. Community Benefit and Enrichment (does not apply to ages 0-5)
5. Describe the outreach/recruitment design and what types of activities will occur to increase awareness of and utilization of services or participation in program events.
6. If applying as a Collaborative Program, describe the role of each partner organization and the specific services each partner will provide.

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

- ✓ To what degree does the community that the applicant proposes to serve and the characteristics of the children and youth who will benefit and/or participate in the proposed program fit with the Funding Categories?
- ✓ To what extent are the events and timelines for implementing this project feasible?
- ✓ To what extent are the units of service and numbers of persons to be reached feasible? Are they reasonable in relationship to the amount of the requested funds?
- ✓ To what extent do the proposed activities respond to the Program Priorities? To what extent has the applicant described a program built on best practices in child and youth development?
- ✓ To what extent does the proposed program incorporate OFCY required program components, such as; ensuring the physical and emotional safety of participants; active involvement of the communities/parents/youth affected by this project; providing opportunities for participants to develop relationships with caring adults; demonstrated Community Benefit and Enrichment? (does not apply to ages 0-5)?
- ✓ To what extent are any planned outreach/promotional activities likely to increase utilization of services or participation in program events?
- ✓ If applying as a Collaborative, to what extent are the roles clear, plans for collaboration realistic, and evidence of participation adequate?

## **E. OUTCOMES AND EVALUATION (15 POINTS)**

1. List the anticipated outcomes of the project for which funds are being requested in the format of an outcome statement and define the rationale for the identified outcomes.

OFCY's definition of an outcome can be found in the glossary on **page 54**.

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

**Effects/Outcomes/Results Statements**

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

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

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

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

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

- ✓ To what extent has the applicant identified outcomes?
- ✓ To what extent will the identified outcomes fit into and contribute to OFCY's overall evaluation objectives?
- ✓ 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)**

All applicants must answer questions 1-3.

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, D1, D2, 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?

## **X. REQUIRED ATTACHMENTS**

### **PROPOSAL COVER SHEET**

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

#### **Applicant/Fiscal Sponsor**

The applicant is the organization or agency that will sign the contract if the grant is awarded. Therefore, if this is a project with a fiscal sponsor, the fiscal sponsor will be the applicant. Information about the Applicant/Fiscal Sponsor must be completed, including total organization budget for FY 2004-2005 (current year).

#### **Sponsored Entity**

If the applicant is a Fiscal Sponsor, then information about the sponsored entity must be completed, including total organization budget for FY 2004-2005 (current year).

#### **Federal ID#**

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

#### **Project Title**

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

#### **Project Summary**

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

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

**Project Budget**

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

**Fund**

Specify whether the proposal is being submitted to the Small and Emerging Fund or to the General Fund for consideration by OFCY.

**Funding Category**

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

**A. SCOPE OF WORK**

Complete sections of the Scope of Work form as indicated below. Enter the applicant name and project title at the top of the form (in the header). Enter the total projected, unduplicated number served. *This number represents the total number of children and youth you expect to substantively serve over the course of the program.* Youth who are anticipated to participate in multiple program activities should be counted only once to ensure the number is unduplicated.

**Above the Chart:**

**Fiscal Year**

Check the box of the fiscal year during which these program activities will be offered. If applying for a one-year grant, simply check the FY 2005-2006.

**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.

***Total Ongoing Participants***

Ongoing participants are defined as those who receive services on a regular basis. These participants are registered with your program.

**Units of Service per Funding Category**

After you have completed the scope of work, enter the total of all units of service per Funding Category and enter into this table. For example, if an activity has a total of 300 units of service and the Funding Category is "W", you will enter "300" above the "W" in the table.

**Funding Category Codes:**

- S Support for Children's Success in School
- W Child Health and Wellness

- T Healthy Transitions to Adulthood
- Y Youth Empowerment

**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.

**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 Day care/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 Category**

List the Funding Category code that best fits the program activities listed.

***Funding Category Codes:***

- S Support for Children's Success in School
- W Child Health and Wellness
- T Healthy Transitions to Adulthood
- Y Youth Empowerment

**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 to provide demographic data on ongoing served children and youth including age, gender, ethnicity, zip code, etc., in quarterly progress reports.)

***Average Session Participants***

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

**Implementation Schedule**

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

**Projected Total Number of Sessions**

Add the number of sessions indicated in the implementation schedule.

**Average Number of Hours**

Indicate the number of hours in a session.

**Projected Total Units of Service**

Multiply 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.

**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 according to the codes established on page 52-54.

**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 afterschool program, as described on page 7.

**B. SUMMARY BUDGET FORM**

The applicant agency is required to produce a summary project budget that presents the total of all partners' costs for each budget category. The summary budget form is also required of single agency projects.

**Match**

- A column labeled "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 should be applied to each of the line items in the budget. For example, if a Project Manager is to be partially funded by OFCY and partially by another grant, the dollar amount paid for by other grant funding should be listed as "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.

- For Youth-to-Youth Grantmaking Programs, the match must be 25% of the administrative budget.

*Youth-to-Youth Example:* If an agency requests \$250,000 and \$180,000 is specifically designated for youth grants, this leaves their administrative budget to equal \$70,000. Therefore, the match must be at least \$17,500, or 25% of \$70,000.

## **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.

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. Applicants who will be administering a Youth-to-Youth Grantmaking program must budget at least 60% of their request for funding youth projects (described beginning on page 19 of this RFP).

### **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 E).

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

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

*Example:*

	<u>Salary</u> (based on % of time spent project)	<u>Fringe Rate</u>	<u>Fringe</u>
Project Director	\$15,000	.25 (25%)	\$3,750
Case Manager	\$25,000	.20 (20%)	\$5,000
Program Assistant	\$20,000	.12 (12%)	\$2,400
<b>Total Fringe</b>			<b>\$11,150</b>

**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.

**Duplicating/Copying**

*Example:* 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)**

*Example:* 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.

**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.

*Example:* 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.

### **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.

*Example:* 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.

### **General Office Supplies/Software**

*Example:* 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.

### **Postage**

*Example:* 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.

*Example:* 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.

### **Telephone/Internet/Communications**

*Example:* 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.

*Example:* 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**

*Example:* 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.

### **Youth Stipends**

*Example:* 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.

## **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.

*Example:* Consultant costs are budgeted at \$6,000/year for the participation of Dr. Green. She will provide expertise in the field of portfolio assessment and will train our program and evaluation coordinators. She will conduct two all-day workshops, participate in project meetings, and provide technical assistance on an as-needed basis. The \$6,000 estimate is based on twelve days/year at \$500/day.

## **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 should not be listed as a party to the subcontract.

*Example:* We are requesting \$10,000 for our subcontract with ABC Children's Center. ABC Children's Center will be providing services as outlined in the scope of work. A detailed subcontractor budget form is attached.

## **2. Indirect Costs**

Indirect costs 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 Attachment E.



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

## **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.

## **D2. SCHOOL SITE ACTIVITY FORM (IF APPLICABLE)**

Each partner for each school site included in the application must submit 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.

## **E. 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. Narrative examples are provided in the description of Attachment C, above. In general, each narrative statement should describe, in as much detail as possible:

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

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

Label the Budget Narrative “Attachment E” in your application.

## **F. OVERALL AGENCY BUDGET**

Please attach an overall agency budget for Fiscal Year 2004-2005 (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. Label the Overall Agency Budget “Attachment F” in your application and 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.

## **G. RESUME/JOB DESCRIPTION FOR KEY STAFF**

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

## **H. 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.

## **I. ORGANIZATIONAL CHART AND BOARD ROSTER**

Please provide an organizational chart or diagram and a roster of the lead agency's governing board. The chart should indicate how this program fits into the structure of the organization including staffing, reporting lines, and governance. The chart should show the relationships of staff within the agency delivering services. If there is a Fiscal sponsor or there are partner agencies, the relationships between agencies should be indicated. This chart should be labeled "Attachment I" in your application. This chart will help reviewers assess the applicant's capacity and how the program fits into the overall mission of the organization. The board roster should indicate officers, affiliations, and addresses of all members. No board roster is required for public agencies.

## **J. LETTERS OF AGREEMENT**

Please note that Letters of Agreement are mandatory for all programs working with Public Agencies, including but not limited to the Oakland Unified School District, City of Oakland Departments, and Alameda County Departments. Proposed programs that are school-linked are required to submit letters of agreement. Please do not attach letters of support. They will not be reviewed.

NOTE: OFCY will accept the approved OUSD forms in lieu of a District Letter of Agreement.

## **K. MEMORANDUM OF UNDERSTANDING (MOU)**

Any organization using a fiscal sponsor or subcontractor providing substantive youth and children services, must submit a Memorandum of Understanding signed by the authorized agent for each party or entity. The MOU 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.

#### **L. FINANCIAL STATEMENTS (TWO MOST RECENTLY COMPLETED YEARS)**

Financial statements of the agency's revenues, expenses and fund balance from both the two most recently completed fiscal years must be attached for all 501(c)(3) non-profit organizations. Audited financial statements are preferred, if available. This requirement does not apply to public agency applicants.

#### **M. AUDIT WITH MANAGEMENT LETTER**

If you are applying for \$75,000 or more per year, you must include a copy of the most recent independent audit including cover and/or management letter (signed by auditor and containing any findings) from within the last three fiscal years with your application. The audit must be complete at the time the proposal is submitted. If you are applying for a grant between \$20,000 and \$75,000, include your most recently completed independent audit including cover letter and/or management letter, if available. Public agencies should provide proof of the existence of an independent audit.

#### **N. TAX EXEMPT STATUS/PUBLIC AGENCY STATUS**

All applicants must be a public or private non-profit agency. Non-profit agencies must attach a copy of the IRS letter dated 2003 or later certifying their organizations' nonprofit status under section 501(c)(3). Organizations that do not have 501(c)(3) status must apply under the sponsorship of a public agency or an organization holding an IRS 501(c)(3) designation. For-profit agencies are not eligible for funding. No proof is required for public agencies.

## **XI. APPLICATION FORMS**

**Proposal Cover Sheet**

**Attachment A: Scope of Work**

**Attachment B: OFCY Summary Budget Form**

**Attachment C: OFCY Lead Agency Budget Request Form**

**Attachment D1: OFCY Subcontractor Budget Form**

**Attachment D2: School Site Activity Form**

**Attachment H: OFCY Demographics Form**

**OAKLAND FUND FOR CHILDREN AND YOUTH  
2005-2006 GRANT APPLICATION**

<b>APPLICANT/FISCAL SPONSOR</b>	<b>SPONSORED ENTITY (if applicable)</b>
Organization/Agency Name	Organization Name
Federal ID #	
Contact Name	Contact Name
Title	Title
Address	Address
Telephone	Telephone
Fax	Fax
E-mail	E-mail
Total Organization/Agency Budget (FY 2004-2005; Current Year) \$	Total Organization Budget (FY 2004-2005; Current Year) \$

**Project Title**

**Project Description** (100 words or less)

<b>Project Budget</b>			
Year	OFCY Request	Match Amount	Total Project Budget
(2005-2006)	\$	\$	\$

**Select One Fund**

Small and Emerging Organizations Fund
  General Fund
  Collaborative

**Select One Funding Category**

Support for Children's Success in School
  Child Health and Wellness
  Healthy Transitions to Adulthood
  Youth Empowerment



**Attachment B**  
**OFCY SUMMARY BUDGET FORM**  
 Fiscal Year 2005-2006

<b>I. DIRECT COSTS</b>	<b>Total Project Budget</b>	<b>OFCY Funds Requested</b>	<b>Match</b>
<b>A. PERSONNEL</b>			
<b>B. OTHER DIRECT COSTS</b>			
<b>C. CONSULTANTS</b>			
<b>D. SUBCONTRACTS</b>			
<b>SUB-TOTAL DIRECT COSTS</b>			
<b>II. INDIRECT COSTS</b>			
<b>TOTAL</b>			

<b>Percent of Total Project Budget</b>		
--	--	--

**Attachment C  
 OFCY LEAD AGENCY BUDGET REQUEST FORM  
 Fiscal Year 2005-2006**

**Total Grant Requested:** \_\_\_\_\_

<b>I. DIRECT COSTS</b>			<b>Total Project Budget</b>	<b>OFCY Funds Requested</b>	<b>Match</b>
<b>A. PERSONNEL</b>					
<b>Lead Agency Positions</b>	<b>Annual Salary</b>	<b>% Time on project</b>			
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
	<b>Per Hour Rate</b>	<b>Number of Hours</b>			
<i>Volunteer Hours (In-kind)</i>	10.50				
Subtotal					
Fringe Benefits & Rate					
<b>SUBTOTAL</b>					
<b>B. OTHER DIRECT COSTS</b>					
Duplicating/Copying					
Equipment Lease Agreement(s)					
Equipment/Furniture Purchase					
Facility Rental					
General Office Supplies/Software					
Postage					
PROGRAM MATERIALS & SUPPLIES					
Telephone/Internet/Communications					
Travel/Transportation					
YOUTH GRANTS					
YOUTH STIPENDS					
<b>SUBTOTAL</b>					
<b>C. CONSULTANTS</b>					
(Not to include youth stipend, youth grants, or subcontractors)					
<b>SUBTOTAL</b>					
<b>D. SUBCONTRACTS</b>					
Subcontractor 1					
Subcontractor 2					
Subcontractor 3					
Subcontractor 4					
Subcontractor 5					
Subcontractor 6					
Subcontractor 7					
Subcontractor 8					
Subcontractor 9					
<b>SUBTOTAL</b>					
<b>II. INDIRECT COSTS</b>					
			<b>1. Rate</b>		
			<b>2. Rate</b>		
<b>SUBTOTAL</b>					
<b>TOTAL</b>					



**Attachment D1**  
**OFCY SUBCONTRACTOR BUDGET FORM**  
**Fiscal Year 2005-2006**

**Total Grant Requested:** \_\_\_\_\_

<b>I. DIRECT COSTS</b>			<b>Total Project Budget</b>	<b>OFCY Funds Requested</b>
<b>A. PERSONNEL</b>				
<b>Lead Agency Positions</b>	<b>Base Salary</b>	<b>% Time</b>		
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
subtotal				
Fringe Benefits & Rate				
<b>SUBTOTAL</b>				-
<b>B. OTHER DIRECT COSTS</b>				
Duplicating/Copying				
Equipment Lease Agreement(s)				
Equipment/Furniture Purchase				
Facility Rental				
General Office Supplies/Software				
Postage				
<b>PROGRAM MATERIALS &amp; SUPPLIES</b>				
Telephone/Internet/Communications				
Travel/Transportation				
<b>YOUTH GRANTS</b>				
<b>YOUTH STIPENDS</b>				
<b>SUBTOTAL</b>				
<b>C. CONSULTANTS</b> (Not to include youth stipend, youth grants, or subcontractors)				
<b>SUBTOTAL</b>				
<b>II. INDIRECT COSTS</b>				
		<b>Rate</b>		
<b>TOTAL</b>				

School site Activity form

D2

<b>Organization Name:</b>	<b>Fiscal Sponsor (if any)</b>	<b>Neighborhood</b>	<b>School Site</b>
<b>Activity Summary:</b>			

Unduplicated Number of Youth Served: \_\_\_\_\_

	MONDAY	Tuesday	Wednesday	Thursday	Friday	Saturday
Enter an "X" in the box of the days service(s) are provided						
Enter # of hours service(s) are provided						

**BUDGET**

<b>I. DIRECT COSTS</b>			
<b>A. PERSONNEL</b>			
<b>Positions paid to provide activity above</b>	<b>Salary</b>	<b>% Time on Project</b>	<b>Program Costs</b>
	Rate		
Fringe Benefits & Rate	%		
<b>SUBTOTAL</b>			
<b>B. OTHER DIRECT COSTS</b>			
Duplicating/Copying			
Equipment Lease Agreement(s)			
Equipment/Furniture Purchase			
General Office Supplies/Software			
Postage			
<b>PROGRAM MATERIALS &amp; SUPPLIES</b>			
Telephone/Internet/Communications			
Travel/Transportation			
YOUTH GRANTS			
YOUTH STIPENDS			
<b>SUBTOTAL</b>			
<b>C. CONSULTANTS</b>			
(Not to include youth stipends, youth grants, or subcontractors)			
<b>SUBTOTAL</b>			
<b>II. INDIRECT COSTS</b>			
		Rate	
<b>SUBTOTAL</b>			
<b>TOTAL</b>			

**Attachment H  
 OFCY DEMOGRAPHICS FORM  
 Fiscal Year 2005 - 2006**

**Projected Total Unduplicated Number Substantively Served:** \_\_\_\_\_

Except where noted percentages should be calculated as a percentage of the **total number served**. The **total number served** should be the same for each chart.

<b>Race &amp; Ethnicity*</b>	<b># Served</b>	<b>% Served</b>
African American		
Latino/ Hispanic		
Asian/ Pacific Islander		
Native American/ Alaskan Native		
Caucasian		
Multiracial or Biracial		
Other (describe)		
<b>Total</b>		

<b>Gender</b>	<b># Served</b>	<b>% Served</b>
Female		
Male		
Transgendered		
<b>Total</b>		

<b>Ages to be Served</b>	<b># Served</b>	<b>% Served</b>
0 – 5 years		
6 – 10 years		
11 – 13 years		
14 – 17 years		
18 – 20 years		
<b>Total</b>		

<b>Disability*</b>	<b># Served</b>	<b>% Served</b>
Physical		
Cognitive		
Learning		
Mental		
Developmental		
Sensory (Hearing/Vision)		
<b>Total</b>		

<b>Geographic Distribution</b>	<b>Where youth live</b>		<b>Where youth are served</b>	
	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>
District 1				
District 2				
District 3				
District 4				
District 5				
District 6				
District 7				
<b>Total</b>				

<b>Populations*</b>	<b># Served</b>	<b>% Served</b>
Child/youth from a low income family		
Child/youth with low academic performance		
Foster child		
Homeless child/youth		
Limited- or non-English speaking child/youth, or child/youth of non-English speaking parents		
Sexually diverse youth		
Teenage parent		
Youth in the juvenile justice system		
Other (Specify)		
<b>Total</b>		

\* Percentages for race & ethnicity, disability, and populations may add up to more than 100% as youth may be counted in more than one category.

# XI. SITE CODES

## SCHOOLS

01	Acorn Woodland Elementary
02	Allendale Elementary
03	American Indian Public Charter School (6-9)
04	Ascend (K, 2, 4, 6)
05	Bay Area Technology Charter School
06	Bella Vista Elementary
07	Brete Harte Middle School
08	Brookfield Elementary
09	Bunche Academy (6-8) – Alternative Education Schools/Programs
10	Burckhalter Elementary
11	Calvin Simmons Middle
12	Carl Munck Elementary
13	Carter Middle
14	Castlemont High School
15	Chabot Elementary
16	Chabot Space and Science Center - Alternative Education Schools/Programs
17	Claremont Middle School
18	Cleveland Elementary
19	Cole Elementary (4-8)
20	Community Day School (6-12) – Alternative Education Schools/Programs
21	Cox Elementary
22	Crocker Highlands Elementary
23	Dewey (9-12) - Alternative Education Schools/Programs
24	East Bay Conservation Corps Charter School (9-12)
25	East Bay Conservation Corps Chart School (K-5)
26	East Oakland Leadership Academy (6-7) – Charter
27	East Oakland Community High School
28	Encompass Academy - Elementary
29	Edna Brewer Middle School
30	Elmhurst Middle School
31	Emerson Elementary
32	Explore Middle School
33	Far West (6-12) - Alternative Education Schools/Programs
34	Franklin Elementary
35	Fremont High School
36	Frick Middle School
37	Fruitvale Elementary
38	Garfield Elementary
39	Glenview Elementary
40	Golden Gate Elementary
41	Grass Valley Elementary
42	Growing Children (K-5) – Charter
43	Havenscourt Middle School
44	Hawthorne Elementary
45	Highland Elementary
46	Hillcrest Elementary
47	Hoover Elementary
48	Horace Mann Elementary
49	Howard Elementary
50	Huerta (Delores) Learning Academy K-8 – Charter
51	Independent Study (K-12) - Alternative Education Schools/Programs
52	International Community Elementary
53	Jaoquin Miller Elementary
54	Jefferson Elementary
55	Kaiser Elementary
56	King Estates Middle School
57	Kipp Bridge College Prep – Middle School
58	La Escuelita Elementary

59 Lafayette Elementary  
 60 Lakeview Elementary  
 61 Laurel Elementary  
 62 Lazear Elementary  
 63 Life Academy High School  
 64 Lighthouse Community K-2 & 6-8 – Charter  
 65 *Lincoln Elementary*  
 66 Lockwood Elementary  
 67 Lowell Middle School  
 68 Madison Middle School  
 69 Manzanita Elementary  
 70 Markham Elementary  
 71 Marshall Elementary  
 72 Martin Luther King, Jr. Elementary  
 73 Maxwell Park Elementary  
 74 McClymonds High School  
 75 Melrose Elementary  
 76 Melrose Leadership Academy - Middle School  
 77 Merritt Middle College (9-12) - Alternative Education Schools/Programs  
 78 Metwest High School  
 79 Monarch Academy (K-5) – Charter  
 80 Montclair Elementary  
 81 Montera Middle School  
 82 North Oakland Community Charter School (K-5)  
 83 Oakland High School  
 84 Oakland Alternative School for Independent & Community Studies (9-12) - Charter  
 85 Oakland Charter Academy (6-8)  
 86 Oakland Military Institute, College Preparatory Academy (6-10) - Charter  
 87 Oakland School for the Arts (9-11) – Charter  
 88 Oakland Technical High School  
 89 Oakland Unity High School (9-11) – Charter  
 90 Parker Elementary  
 91 *Peralta Elementary*  
 92 Piedmont Elementary  
 93 Prescott Elementary  
 94 Redwood Heights Elementary  
 95 Reems (E.C.) Academy of Technology an Art (K-8) – Charter  
 96 Roosevelt Middle School  
 97 **Rudsdale Academy (8)** - Alternative Education Schools/Programs  
 98 Santa Fe Elementary  
 99 School of Social Justice - High School  
 100 Sequoia Elementary  
 101 Sherman Elementary  
 102 Skyline High School  
 103 Sobrante Park Elementary  
 104 *Stonchurst Elementary*  
 105 Street Academy (9-12) - Alternative Education Schools/Programs  
 106 Think College Now (K-2) - Elementary  
 107 Thornhill Elementary  
 108 University Preparatory Charter Academy (9-12)  
 109 Urban Promise Middle School  
 110 Village Academy (6-8) - Alternative Education Schools/Programs  
 111 Washington Elementary  
 112 Webster Academy Elementary  
 113 West Lake Middle  
 114 West Oakland Community School (8) – Charter  
 115 Whittier Elementary  
 116 Wilson (Lionel) College Prep Academy (6-11) – Charter  
 117 Youth Employment Partnership (9-12) – Charter  
 118 Youth Empowerment School – High School

**LIBRARY**

119	African American Museum & Library at Oakland (AAMLO)
120	Asian Branch
121	Brookfield Branch
122	Cesar E. Chavez Branch
123	Dimond Branch
124	Eastmont Branch
125	Elmhurst Branch
126	Golden Gate Branch
127	Lakeview Branch
128	Main Library
129	Martin Luther King Branch
130	Melrose Branch
131	Montclair Branch
132	Piedmont Ave Branch
133	Rockridge Branch
134	Temescal Branch
135	West Oakland Branch

**RECREATION CENTER**

136	Allendale
137	Arroyo Viejo
138	Brookdale
139	Bushrod
140	Carmen Flores
141	Defremery
142	Dimond
143	FM Smith
144	Franklin
145	Golden Gate
146	Ira Jenkins (Brookfield)
147	Lincoln Square
148	Manzanita
149	Montclair
150	Mosswood
151	Poplar
152	Rainbow
153	Redwood Heights
154	San Antonio
155	Sheffield village
156	Studio One
157	Tassaforango
158	Verdesse Carter

**OTHER**

159	
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## XIII. 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. If an organization is not a nonprofit organization or a **Public Agency**, it would need a **Fiscal Sponsor** to apply for OFCY funding.

### **After-school**

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

### **After-school Initiative (RFQ)**

A proposal to leverage publicly funded OUSD schools with City funding to create, develop, and coordinate comprehensive, school based afterschool programs.

### **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<sup>3</sup>**

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.

### **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*

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<sup>3</sup> Adapted from Jan Masaoka, *Action Handbook for Boards*, Support Center for Nonprofit Management, 1995, p.8.

**Client/Customer, Unduplicated Client/Customer**

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

**Comprehensive After-school**

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

**Consent**

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

**Cost-Effective**

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

**Cost per Unit of Service**

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

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

**Direct Costs**

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

**Emerging Organization**

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

**Evaluation**

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

**Financial Statement**

A Financial Statement is usually prepared by a certified public accountant and contains an organization's report of revenues and expenditures. New nonprofit organizations may have a very simple financial statement that is prepared by a bookkeeper or by the board treasurer. It can be audited or not audited. Financial Statements should be accompanied by an explanation of any findings of concern. Audited Financial Statement reports are accompanied by a cover letter and/or management letter, which contains any findings and is signed by the independent auditor. All applicants requesting OFCY funds must submit financial statements for the two most recently completed Fiscal Years. In addition, all applicants requesting \$75,000 or more must also submit an independent auditor's report, cover letter and/or management letter completed for Fiscal Year 2002 or later.

**Fiscal Sponsor (sometimes referred to as a Fiscal Agent)**

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



### **Funding Categories, Funding Priorities**

These mean the same thing and are the major goals OFCY wants to accomplish and what OFCY will pay for. There are 4 Funding Categories/Funding Priorities (major goals) under which programs may request funding from OFCY:

1. Services that promote Children's Success in School (ages 0-13)
2. Services that promote Child Health and Wellness (ages 0-13)
3. Services that promote Healthy Transitions to Adulthood (ages 14-20)
4. Services that promote Youth Empowerment (ages 11-20)

In the OFCY Strategic Plan, the above are called Funding Priorities. In the OFCY RFP, the above are called Funding Categories.

### **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<sup>4</sup>**

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

### **Indirect Costs**

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

### **Inputs<sup>5</sup>**

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

### **Match, Matching Funds**

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

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

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

### **Measure K – Kids First! Initiative**

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

### **Non-Consent**

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

### **Nonprofit Organization**

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

### **OASCT**

Oakland Afterschool Coordinating Team.

### **OFCY**

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

### **Outcomes<sup>6</sup>**

Outcomes are benefits for participants during or after their involvement with a program. Outcomes are not the same as **Outputs**, nor are they measures of how many clients are served, how many program activities are delivered, 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<sup>7</sup>**

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

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

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

one adult and one youth appointed by each City Council Member (there are 7 districts). The “At-Large” Council Member appoints one adult and one youth to the POC. 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.

#### **Program Components (Required)**

These are program elements that must be incorporated into all proposed programs regardless of the **Funding Category/Funding Priority** (major goals) to which the program belongs. The required Program Components for all programs requesting OFCY funding must include plans for:

1. Keeping Kids Safe
2. Parent/Caregiver and Youth Involvement
3. Connections to Caring Adults
4. Community Benefit and Enrichment

#### **Program Priorities**

Not to be confused with **Funding Categories/Priorities** (major goals) or **Program Components** (required elements in programs). Each Funding Category/Priority has within it Program Priorities, which describe the way that programs are delivered. OFCY has determined that it prefers programs that deliver **Services to clients** in the following ways:

1. After-School Programs (programs that take place immediately after school)
2. Prevention Programs (programs that teach children and youth to avoid challenges before they occur – programs that work with children and youth already experiencing challenges are usually called “Intervention Programs”)
3. Programs Using “Models” of Child and/or Youth Development Principles (programs that copy other programs that are proven by research and/or evaluation to work well)
4. Programs Providing Services that are “Cost-Effective”

#### **Public Agency**

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

#### **Qualitative**

Qualitative is a term used to describe research that collects responses from people that are usually based in opinions. Information collected from interviews and focus groups are examples of Qualitative research. No definition encapsulates qualitative research completely.

#### **Quantitative**

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

#### **Quorum**

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

#### **RFP**

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

#### **RFQ**

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

#### **School-Linked Programs**

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

**Services**

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

**Strategic Plan**

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

**Target Population, Target Age**

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

**Technical Assistance**

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

**Unit of Service**

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