



Oakland Fund for Children and Youth

2010 – 2013 Request for Proposals

EARLY CHILDHOOD 0-5 years

Community Playgroups

Mental Health & Developmental Consultation in Early Care and Education Settings

OUT OF SCHOOL TIME 5-14 years

Community-based After School

Summer Programming

School-based After School Programming (see separate RFP)

WELLNESS AND HEALTHY TRANSITIONS 10-20 years

Transitions Programming

Youth Leadership

Conflict Resolution Skills Programming

OLDER YOUTH 15-20 years

Academic and Career/Job Success

Comprehensive Programming

****For School-based After School Services – See Separate RFP***

RFP Released: November 18, 2009

Online Proposal Due: January 19, 2010 (before 11:59 p.m.)

Hand Submission Due: January 20, 2010 (between 1:00 p.m. – 5:00 p.m.)

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I. WHO ARE WE? THE OAKLAND FUND FOR CHILDREN AND YOUTH

OAKLAND FUND FOR CHILDREN AND YOUTH

Measure D sets aside 3% of the City's unrestricted General Purpose Fund, and requires a three-year strategic plan to guide the allocation of funds. Measure D reaffirms commitment to support direct services to youth under 21 years of age, and reaffirms responsibilities of the Planning and Oversight Committee, which includes overseeing the development and approving a three-year Strategic Investment Plan to guide the allocation of funds.

The *OFCY 2010-2013 Strategic Plan* can be downloaded from the Oakland Fund for Children and Youth website at www.ofcy.org. Below are the Vision, Mission, and Values statements adopted by the Planning and Oversight Committee.

VISION

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

VALUES

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

II. OFCY AGE APPROPRIATE STRATEGIES FOR 2010-2013:

EARLY CHILDHOOD (0-5 YEARS) \$1,400,000 - \$2,000,000

- Community Playgroups 7-10%
- Mental Health and Developmental Consultation in Early Care and Education Settings 7-10%

OUT OF SCHOOL TIME (5-14 YEARS) \$5,500,000 - \$6,900,000

- Community-based After School Programming 7-10%
- Summer Programming 7-10%
- School-based After School Programming (see separate RFP) 45-55%

WELLNESS AND HEALTHY TRANSITIONS (10-20 YEARS) \$700,000 - \$1,200,000

- Transitions Programming 3-5%
- Youth Leadership in Health 3-5%
- Conflict Resolution Skills Programming 1-2%

OLDER YOUTH (15-20 YEARS) \$1,400,000 - \$2,000,000

- Academic and Career/Job Success 7-10%
- Comprehensive Programming 7-10%

III. EARLY CHILDHOOD

A. COMMUNITY LEARNING OPPORTUNITIES FOR CHILDREN & FAMILIES:

OFCY supports a continuum of care specific to community playgroups. These can range from the pure socialization group for the typically developing child and parent all the way to the group that provides group early intervention services for children and their families that demonstrate developmental delay or risk in speech and language and communication whose needs are not met by the public service system. Programs are highly encouraged that target children not currently enrolled in preschool; and which promote partnerships between providers of school readiness services for young children, providers of developmental consultation, and Oakland institutions like the Oakland Public Libraries, Oakland Parks and Recreation, and community-based organizations that already have, or that are looking to expand their reach to Oakland's youngest children and their families.

Activities for parents and caregivers must focus on children's emotional, social and intellectual development. Supported activities engage families, build peer supports, prepare children for kindergarten, strengthen attachments, and enhance child development. Programs encourage kindergarten readiness by exposing families and their children to activities that promote curiosity and a love of learning through music, art, literacy, numeracy and/or science activities. Programs encourage children meeting their developmental milestones with activities that support children's socio-emotional and language development. Programs encourage families to access resources that benefit their child's health and education and which provide opportunities for peer support and parent education.

Overall program goals:

1. Children are ready to enter kindergarten
2. Families' involvement in their child's learning and growth is increased
3. Families access more resources that help their child reach their educational and developmental milestones
4. Children and their families have access to development support services when needed and which are otherwise unavailable
5. Number of child assessments for socio-emotional and developmental delays

Possible activities include: applied learning in experiential science, literacy and numeracy arts; music education; peer-to-peer support activities; structured programs that give parents an opportunity to work with their child with the support of developmental specialist; screening and assessment for socio-emotional and speech and language developmental delays; and resource and referral services. For a full list of activities, see page 25 and 26.

Technical assistance: OFCY is continually developing technical assistance partnerships with outside providers such as First 5 Alameda County and the Alameda County Children’s Screening, Assessment, Referral and Treatment (SART) system. Providers may be asked to participate in technical assistance offered by OFCY partners that supports professional development goals in implementing community playgroup models, with the option to pursue additional technical assistance in other content areas if available.

Funding Parameters: Costs per program site depends on the frequency of service provided, the number of children and family members served, the amount of service, and the range and depth of expertise provided. The OFCY cost of program operation at one site is expected to range from \$20,000 to \$80,000.

B. MENTAL HEALTH AND DEVELOPMENTAL CONSULTATION FOR EARLY CARE SETTINGS:

Program services focus on OUSD, Head Start, and subsidized preschool environments where children’s behavior puts them at risk for expulsion and/or severe class disruption. Program interventions foster children’s socio-emotional development by examining and intervening in children’s behavior through group work, consultation work with early care providers on fostering children’s optimum socio-emotional growth, and with regular sessions with family members in the early care setting and through home visits. Programs also encourage assessments and appropriate referrals for treatment of children at risk for developmental, speech, and language delays.

Possible activities include: family consultation, education and counseling; consultation with preschool providers; one-on-one work with identified children; and mental health, developmental, speech and language assessments. For a full list of activities, see page 25 and 26.

Overall program goals:

1. Children have increased ability to establish and maintain positive relationships with peers and adults
2. Families show increased understanding of their child’s developmental needs
3. Early care providers have improved strategies to support children’s positive behavior and emotional health
4. Reduced preschool expulsion rates
5. Number of child assessments for socio-emotional and developmental delays

Technical assistance: OUSD Child Development Center directors and site administrators at sites receiving OFCY funded programming may be expected to participate in a minimum of 5 hours of technical assistance supported by private partnerships and administered by OUSD Office of Early Childhood that targets administrative and cultural shifts important to the effective implementation of a mental health consultation model. Providers may be expected to partner with public agencies partners to facilitate coordination and planning of citywide services, and/or effective use of leveraged EPSDT funding.

Funding Parameters: Costs per program site depends on the frequency of service, the amount of service, and the range and depth of expertise provided. Each site with program operation can have an OFCY grant amount ranging from \$25,000 to \$65,000.

IV. OUT OF SCHOOL TIME 5-14 YEARS

Children will have access to a range of programming activities in the out of school time hours that are appropriate to their developmental stage, and that enhance their potential for school success with activities that promote creative and academic development, as well as physical and social-emotional health in a youth development framework.

A. COMMUNITY-BASED AFTER SCHOOL PROGRAMMING

OFCY supports neighborhood-based community programming that enables children to embrace their unique identities by participating in applied experiential learning, enrichment, family engagement, fitness, and peer support activities within a youth development framework during after school, evening, and weekend hours. Applicants may provide after school programs at a community-based site, non-profit organization site, or public agency site, such as a public recreation center, and/or a public library. Charter schools are not eligible.

Overall program goals:

1. Youth "feel" like part of their community
2. Youth have more access to caring adults in their community
3. Youth increase their sense of mastery and accomplishment
4. Youth develop an interest in physical activity
5. Youth will improve their communication and social skills
6. Youth develop an appreciation for their cultural identity and/or gender awareness
7. Youth are exposed to activities and opportunities that relate to possible career interests
8. Families are less isolated and more knowledgeable about resources in their community supporting their child's healthy development and academic success

Possible activities include: Younger youth: applied learning in experiential science, literacy and numeracy arts; enrichment arts; peer-to-peer support activities; family engagement activities; and fitness programs. Older youth: youth leadership programs; community service activities; cultural appreciation activities; gender specific programs; career exploration opportunities; peer-to-peer programs; enrichment arts; technology programs; family engagement activities, and fitness programs.

Funding Parameters: Costs per program site depends on the number of children and youth served, frequency and amount of service, and the range and depth of expertise provided. Each site with program operation can have an OFCY grant amount ranging from \$75,000 to \$100,000.

B. SUMMER PROGRAMMING

OFCY supports programs that offer children and youth a broad range of physical, social, emotional, artistic, career exploration, and academic opportunities within a youth development framework.

Overall program goals:

1. Children and youth have more access to caring adults in their community
2. Children and youth increase their sense of mastery and accomplishment
3. Children and youth will have sustained learning through summer months
4. Children develop an interest in physical activity
5. Youth will improve their communication and social skills
6. Youth are exposed to activities and opportunities that relate to possible career interests
7. Youth develop an appreciation for the cultural identity and/or gender awareness

Possible activities include: exploratory trips in nature; to museums and to science centers; career exploration activities; cultural appreciation activities; gender specific programs; creative arts programs; fitness opportunities and other applied academic learning programs. For a full list of activities, see page 24 and 25.

Funding Parameters: Costs per program site depends on the number of children and youth served, frequency of service, the amount of service, and the range and depth of expertise provided. Each site with program operation can have an OFCY grant amount ranging from \$30,000 to \$50,000.

V. WELLNESS AND HEALTHY TRANSITIONS 10-20 YEARS

A. TRANSITIONS PROGRAMMING

Research indicates several factors that help middle school students' transition into high school more easily including having:

- Strong academic achievement, school attendance, sense of scholastic competence
- Strong time management planning, problem solving, and study skills
- Healthy strategies for coping with problems
- Accurate expectations about high school and what is needed to succeed there
- Effective strategies for achieving a balanced academic and social life

Transition programming for 6th and 9th graders is most effectively managed with an integration of youth development programming and strong school community connections that supports physical transitions, social emotional transitions, and academic transitions.

Overall program goals:

1. Increased confidence about entering the new school year
2. Development of a pro-social peer group that reinforce positive life choices in academics and overall well-being
3. Improved communication skills
4. Exposure and enrollment into school-year programming that promotes academic and social development
5. Increased family involvement in a young person's educational life
6. Students feel more like a "part of" the school
7. Increased attendance rates
8. Increase in number of caring adults in the community and school

Possible program activities: Outreach to 5th and 8th grade schools to identify students entering middle or high school; summer bridge programming prior to a transition year for students entering into the 6th or 9th grade that combines youth development activities with academic learning; life skills development; peer mentorship; continued youth development program into the fall that enables young people to stay connected to each other, and caring adults, with continued emphasis on academic success. For a full list of activities, see page 25 and 26.

Site for programming: Programming can occur on a school site or at a neighborhood CBO location, but services must demonstrate evidence of linkage to a young person's academic success.

Possible staffing: Coordinator of integration of youth development and academic activities; youth development professionals that can engage children in meaningful activities oriented towards building self-esteem and positive peer relationships, positive cultural appreciation, and gender identity activities; transitions specialist that helps facilitates school relationships and access to student records and to teachers and other school site personnel and school resources (such as Student Study Teams, Coordinated Services Teams, guidance counselors, etc).

Potential linkage for bridging academic success: middle or high school principal; Student Study Teams (SST)s, Coordinated Services Teams (C.O.S.T), Family Liaisons, After School Programs in the middle and high schools, Health Centers, and guidance counselors, and the Office of Family Engagement.

Technical assistance: OFCY is continually developing technical assistance partnerships with public agency and private partners. OFCY funded transition program providers may be asked to participate in technical assistance to develop core competencies as part of an Oakland-wide initiative to develop programming in transitions programming. Concept areas include, but are not limited to issues like integrating academic success with youth development goals.

Funding Parameters: Grant award per program: \$35,000-\$65,000 depending on the number of students served; hours of summer and fall programming provided; staffing costs; school-site custodial and security costs; and materials.

B. YOUTH LEADERSHIP

Increased access to youth leadership programs that focus on encouraging choices that promote physical and emotional health and the promotion of a positive school and community environment.

Overall Program Goals:

1. Youth leaders have increased confidence to address and resolve problems in social and physical health
2. Youth have increased ability to make better decisions about their health and well-being
3. Youth have a greater confidence in their ability to lead
4. Youth are more aware about ways to change their behavior, school, or community climate that promotes improved health and wellbeing

Possible activities include: peer health education; leadership training in content areas, and in communication to other peers; outreach by older youth to middle school youth or middle-to- middle school youth; youth development activities linked to school-based health centers. For a full list of activities, see page 25 and 26.

Funding Parameters: Due to the wide variety of program models and varying levels of service among sites in the youth leadership strategy, no funding parameters per “site” are provided.

C. CONFLICT RESOLUTION SKILLS IN MIDDLE SCHOOLS

Supports for non-violence promotion through peer leadership/learning in the **MIDDLE SCHOOLS** using conflict resolution programs that are embedded in the school. Programs encourage linkage with school day and/or after school programming.

Overall Program Goals:

5. Reduction in suspensions
6. Reduction in number of violent acts at school
7. Increase in communication and problem solving skills in real life settings
8. Young people feel empowered to create a positive school climate

Possible activities include: peer led training for conflict mediators; conflict resolution services for middle school youth; family engagement programming.

Funding Parameters: The OFCY cost of program operation at one site is expected to range from \$7,000 - \$16,000, depending on the level of service at that site.

VI. OLDER YOUTH: 15-20 YEARS OF AGE

A. ACADEMIC AND JOB/CAREER SUCCESS

OFCY supports young people’s desire to work and contribute with programs that promote higher education, training, and opportunities for meaningful paid work. Career preparedness and academic success programs that reinforce college, work readiness and paid employment are supported. Support services are for either or both of the following:

a) Academic Success

Overall program goals:

1. Increased confidence about accessing educational opportunities
2. Increased ability to develop academic goals
3. Increased connection to caring adults
4. Increased graduation rates
5. Increased academic success and increased California High School Exit Examination (CAHSEE) scores

Possible activities include: engaging students in specific courses such as basic office skills, computer and media training, ESL, GED; exploratory education field trips; tutorial assistance in passing high school exams and college application assistance by college students; counseling; mentoring.

b) Career and Job Success

Overall program goals:

1. Increased ability to set career or job goals
2. Increased confidence about accessing job or career related opportunities
3. Increased network of potential employers
4. Increased skill level in career area

Possible activities include: Career and/or vocational oriented field trips; worksite placement to include job shadowing, career portfolio development, and life skills; art skill development, technology, music and entrepreneurial projects, and temporary subsidized work, apprenticeships, and paid and un-paid internships.

Funding Parameters: The OFCY cost of the program is expected to range from \$80,000-\$150,000.

B. COMPREHENSIVE SUPPORTS FOR YOUTH TRANSITIONING TO ADULTHOOD

OFCY supports increased access to programs that support youth generally, and vulnerable youth such as English-language learners, LGBTQ youth, foster youth, those with special needs and youth generally disengaged from school with high truancy or low academic performance. A key objective for this strategy is to provide a broad range of opportunities in venues/ youth centers where older youth can congregate, be engaged in activities that respond to their interests and be encouraged to pursue other academic and career supports.

Overall Program Goals for Older Youth:

1. Youth "feel" like part of their community
2. Youth have more access to caring adults in their community
3. Youth increase their sense of mastery and accomplishment through challenging activities
4. Youth will improve their communication and social skills
5. Youth are exposed to activities and opportunities that relate to possible career and/or academic interests
6. Youth have a "safe space" to be themselves

Possible activities include: Peer support; life skills education; youth leadership activities; legal and financial counseling; technology and arts activities; academic or

career readiness and or activities drop-in services; "safe space" and youth center programming.

Funding Parameters: The OFCY cost of per program is expected to range from \$80,000-\$150,000.

VII. HOW CAN FUNDS BE USED?

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

VIII.WHO IS ELIGIBLE?

A. ORGANIZATIONAL STATUS ALL APPLICANTS MUST BE A PUBLIC OR PRIVATE NON-PROFIT AGENCY.

1. An applicant must be either a public agency or be tax-exempt under section 501(c)(3) of the Internal Revenue Code. Applicants must upload an IRS statement certifying their organization's nonprofit status under section 501(c)(3) dated **2008** or later. To obtain this letter, call IRS at 1-877-829-5500 (Note: in some cases it can take over two weeks to obtain this form).

For-profit agencies are not eligible for funding. No proof is required for public agencies.

2. Organizations (other than public agencies) that do not have 501(c)(3) status must apply using a fiscal sponsor. In this case, the fiscal sponsor is the applicant and, if a grant is awarded, would be the organization that contracts with the City of Oakland and is legally liable for all aspects of the contract including program implementation, fiscal management, and communication with the City regarding subcontractor or fiscal partner activities.

The fiscal sponsor would be expected and authorized to oversee and manage all aspects of the contract including finances; to monitor and implement program activities of subcontracting or partner agencies; to terminate contracts with subcontracting or fiscal partner agencies with the approval of the City, if necessary; and to assume full fiscal responsibility for the contract, subcontracts, and fiscal partnership.

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

B. TYPE OF APPLICANTS & NUMBER OF APPLICANTS

1. Single Agency Applicants

A Single Agency Applicant is one agency applying for OFCY funding. This applicant is also referred to as the lead agency and will be the agency that contracts with the City of Oakland. This Single or Lead Agency Application must have the fiscal and management capacity to support subcontractors (if applicable) by issuing payments in a timely and professional manner. Applicants in this category have an organizational budget over \$350,000, not including the OFCY grant request.

If the applicant's budget is under \$350,000 and applicants have received continual funding for two consecutive OFCY RFP cycles since in 2006-2008 and 2008-2010, they may apply as a single agency.

2. **Collaborative Applicants**

A Collaborative Applicant must consist of three or more agencies, each contributing substantial participation toward a mutual goal, and at least two of which are proposed to receive OFCY funds. Substantial participation includes providing direct services, planning and coordinating services, and having equal partnership in decision making around program design and implementation. No one agency should receive more than eighty percent of the funding.

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.

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

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

3. **Small and Emerging Applicant**

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. The Small and Emerging Organization designation focuses on these smaller organizations and assists grass root organizations, religious organizations, and new agencies to be funded by OFCY.

TIP: For specific policies directed to Small and Emerging Applicants, refer to designated text boxes.

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

If your organizational budget is under \$350,000, you must apply as a Small and Emerging Applicant. Except if your budget is under \$350,000 and you

have received continual funding for two consecutive OFCY RFP cycles since in 2006-2008 and 2008-2010, you may apply as a single agency.

If your organization does not have a 501(c)(3) status, you have to apply using a fiscal sponsor. If your organization has 501(c)(3) status, you may still use a fiscal sponsor (see fiscal sponsorship responsibilities and requirements under Section VII)

An applicant applying as a Small and Emerging Applicant cannot be a public agency.

4. **Number of Applications**

Applicants may submit separate proposals for their own program and be part of a collaborative proposal, as long as the proposals are substantially different.

Applicants may not receive funds as a single agency and as part of a collaborative for the same program.

Applicants may not submit the same proposal to a different RFP or Strategy.

Applicants may submit two or more proposals to one or more OFCY strategy areas for significantly different programs only.

C. FINANCIAL STATEMENTS

1. Applicants with a budget **at or over** \$350,000 must submit a completed signed Audited Financial Statements with Cover and/or Management Letter. (Audit must contain any findings)
2. If an Applicant is a **public agency**, other than the City of Oakland, the applicant must submit proof of the existence of an independent single audit.

Small and Emerging Applicants:

If you are applying as a Small and Emerging Applicant with a fiscal sponsor refer to Section VIII, C, number 1 above for Financial Statement requirements.

If you are applying as a 501 (c) 3 Small and Emerging Applicant without a fiscal sponsor you must provide a Quicken and IRS Form 990 dated within the past two years, no earlier than June 30, 2007.

If you are recommended for funding you must submit a CPA Review of Financial Statements with Cover Letter and/or Management Letter no later than **July 1, 2010**.

All Audited Financial Statements must be within two years, issued no earlier than June 30, 2007.

IX. HOW MUCH CAN I APPLY FOR?

A. REQUEST SIZE/ FUNDING AMOUNTS

1. Single Agency Applicant

A Single Agency funding request must be between \$25,000 and \$175,000.

No more than 11% of the amount requested may be allocated to indirect costs.

2. Collaborative Applicant

Collaboratives may apply for between \$25,000 and \$250,000.

No more than 15% of the amount requested allocated to indirect costs. See Section VIII, B, for more description of a collaborative.

Small and Emerging Applicants:

A small and emerging applicant request size must be between \$10,000 and \$50,000. No more than 20% of the amount requested may be allotted to indirect costs.

B. CAP ON PERCENTAGE OF ORGANIZATION BUDGET & FUNDING PARAMETERS

1. Single/Lead Agency AND Collaborative Applicants

Single Agency Applicants must limit their total and/or combined OFCY request(s) to no more than 35% of their overall, FY 2009-2010 organizational budget not including the OFCY grant request.

Example: Using the example below, the organization with an annual budget of \$450,000 could request a grant for \$157,500 or less.

2. Small and Emerging Applicants

To qualify as a Small and Emerging Applicant, the program agency's current (FY 2009-2010) annual budget may not exceed \$350,000. (Current grantees see exceptions in Section VIII, B). The fiscal sponsor's budget (if applicable) may not be used to determine eligibility for this fund.

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

Maximum Grant Size and Budget Requirements Summary Table

Application Type	Minimum Match Requirement	Total OFCY Request as % of Org. Budget	Minimum Grant Request	Maximum Grant Request	Maximum Indirect Rate
Single/Lead Agency	25% of OFCY grant request	35% of Lead Agency Budget	\$25,000	\$175,000	11%
Collaboratives	25% of OFCY grant request	35% of Lead Agency Budget	\$25,000	\$250,000	15%
Small and Emerging	25% of OFCY grant request	50% of Lead Agency Budget	\$10,000	\$50,000	20%

C. MATCHING FUNDS (ALL APPLICANTS)

1. Proposals must demonstrate, and if awarded will be held accountable for, raising and documenting 25% of the match which is 25% of the OFCY grant request. This minimum 25% match may be contributions of cash and/or in-kind services and must support the cost of the proposed program.

Example: An organization with an annual budget of \$450,000 is seeking funds from OFCY to run a youth leadership program that costs \$200,000 per year. This organization would be able to request a maximum of 75% of the program cost, or \$150,000, from OFCY. The organization, if awarded a grant from OFCY, would be held accountable for raising a minimum of \$50,000 to run the program.

2. In-kind match can be no more than 5% of the OFCY Grant Request and a minimum 20% dollar match is required. See below for Small and Emerging match requirements.
3. Grantees may NOT use one OFCY grant as a match for another. For example, if a grantee has a \$150,000 grant from OFCY directly and subcontracts on another OFCY grant for \$15,000, the subcontractor dollars may not be used as a match for the direct grant. Further, a collaborative

may not use an OFCY grant received by one of its partners or subcontractors as a match.

4. School site facility or regular school costs, such as "head of school", may not be used as match for an OFCY proposed program.

Small and Emerging Applicants:

Direct costs such as Volunteer Hours (In-kind) can be no more than 15% of the program cost, used towards documenting match funds. Minimum 10% match must be contributions of cash.

D. PERIOD OF SUPPORT

Three Year Grant [One Year Option to Renew for up to Two Years]

This RFP is for services for a twelve-month period of services to be provided between July 1, 2010 and June 30, 2011. Renewal depends on the fund balance, evolving strategic priorities, and is based upon satisfactory evaluation, grant monitoring reports, and performance. The second and third grant period will run from July 1, 2011 through June 30, 2012 and July 1, 2012 through June 30, 2013. 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. After all contract documents are received it takes 6-8 weeks before the contract is executed. Additionally, any open contracts, invoices, or reports that remain from any previous fiscal year must be closed before selected applicants may receive their first disbursement of grant funds.

X. HOW TO APPLY? ELEMENTS OF A COMPLETE PROPOSAL

Complete online proposals will contain the items in the checklist below. An applicant who does not include all items below will not be able to submit their proposal online. If a proposal is not submitted online it will not be considered complete 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 or upload additional attachments, as they will not be considered.

Step 1 - Submitting the Proposal Online

Getting Online – All applicants must submit proposals online. Multiple trainings will be held, see page 20, Important Dates, for details.

For detailed Online Application Instructions, visit: www.ofcy.org

Elements of a Complete Proposal – The Online Process

Applicants Will be Asked To Provide the Following:

A. Cover Section/Profile Information

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 entered including the total organization budget for FY 2009-2010 (current year).

Sponsored Organization

If the applicant is a Fiscal Sponsor, then information about the sponsored organization must be entered, including the total organization budget for FY 2008-2009 and current year, FY 2009-2010.

Federal TAX ID #

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

Project Title

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

Project Description

In 100 words or less summarize the proposal for which funding is requested.

The summary should describe the program in terms of the number served, who will be served (age and other identifying characteristics), with which services, when, where, and for what purpose or outcome.

This Project Summary will be used to describe the proposed project throughout the review process. Applicants are strongly encouraged to write clear, concise, and comprehensive summaries.

Designation

Select whether the organization is applying as a "Collaborative" or "Single Agency", or "Small and Emerging Applicant." See Section VIII and Section IX, for definitions of applicant types and eligible award amounts.

RFP and Funding Strategy

Select one appropriate Funding Strategy (see Section II through Section V for strategy descriptions) and Sub-Strategy (if relevant) under which the proposal is being submitted for funding consideration.

B. Proposal Narrative

- i. Not to exceed 10 Pages - for *Single Agency and Small and Emerging* Proposals

ii. Not to exceed 14 Pages – for *Collaborative* Proposals

- * Word limits are established in online RFP process. See Section XV, for more details.

Budget Details

The budget is an important component of your proposal. This section 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 for FY 2010-2011.

Upload current year budget (FY 2009-2010).

Fiscal Sponsors (applicant) must upload Overall Agency Budgets for themselves and their Sponsored Organization.

Below shows how costs are associated with proposed projects and should be identified. Budget amounts are entered into the online database. An explanation of all budget costs is asked for in the worksheet section of the proposal.

The category descriptions and examples of the information that we require for the proposed budget are listed below. Budgets must adhere to these OFCY funding policies:

Provide a complete justification for each line item in the budget. In general, each narrative statement should describe, in as much detail as possible direct and administrative/ indirect costs:

- What the specific item is and how the amount shown in the budget was calculated
- Why the specific item is important to the project

Direct Costs

Personnel: Personnel is constituted as all of the program's direct service staff members

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

Small and Emerging Applicants: for volunteer hours (In-Kind) can be no more that 15% of the OFCY grant request.

Indirect Costs

Administrative/Indirect costs: Up to 11% may be included (for Small and Emerging and Collaborative Applicant indirect rates, refer to Section IX). Examples of allowable expenses in the administrative/indirect line item include: audit, bookkeeping, payroll/finance, facilities maintenance, fiscal sponsor costs, insurance, rent, storage, utilities, and allocated personnel costs (Executive Director's time or any other staff who works minimally on the funded program). **The 11% cap on administrative/indirect costs is calculated using the subtotal of direct costs for the proposed program.**

Example:

Direct Costs (subtotal):	48,000
Indirect maximum:	48,000 x .11 (maximum rate) = 5,280
Total grant award:	53,280

Collaborative Applicants may also charge up to an additional 5% of the total grant amount (for a total indirect cost of 15% of the total grant request) for collaborative-building costs. This portion of indirect costs must be itemized in the budget narrative of the Proposal Narrative section.

Small and Emerging Applicants: Indirect costs can be no more than 20% of the total grant request. Applicants in this category can apply auditing and fiscal sponsorship expenses.

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.

Enter in a numerical total for all fringe benefit costs paid by OFCY and by your match. The total fringe amount is only for those personnel receiving benefits from your agency.

Other Direct Costs

Enter costs that are directly associated with operating the project.

Duplicating/Copying

Equipment Lease Agreement(s)

Equipment/Furniture Purchase

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.

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.

General Office Supplies/Software

Postage

Program Materials and Supplies

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

Telephone/Internet/Communications

Participant Travel

This item is focused on student travel, and transportation for trips, and access to programs. 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 or for AC Transit or BART. Any non-local travel needs to be carefully itemized and justified.

Travel should be directly related to serving youth. Funds can not be used for staff, including staff meetings or professional development conferences.

Youth Stipends

Stipends can be used to support youth work in internships or as incentives for program participation.

Consultants and Subcontractors

Consultant is described as individuals who provide special services in order to help you operate your program, but who are not your employees. Consultant 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.

Subcontractors are described as organizations or individuals who provide services to target populations to help enhance your programs. For this section

you will list the organization or individual name of each subcontractor or consultant.

For each proposed subcontract for which you request OFCY support, you should submit in detail the services to be provided. If you are a collaborative applicant, consultants may be used to help operate programs, and be used as subcontractors.

Subcontractor Budget

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

Activities List

Complete sections of the Activities List (FY 2010-2011) as indicated below.

Total Grant Request and Total Estimated Match

Enter the grant request amount and the estimated match amount.

Program Activities

Enter each of the program activities to be funded by this grant. If you have activities serving multiple school sites, and different children and youth, list activities for each of the sites.

Program Activities

EARLY CHILDHOOD (0-5 YEARS)

- Peer-to-peer family support activities
- Resource and referral services for children
- Resource and referral services for parents
- Enrichment activities with parents and children in arts, dance, and music
- Early learning activities with parents and children in reading, math and science
- Field trips
- Screening and Assessment for socio-emotional or developmental delays
- One-on-one intervention with children at risk of delays
- Home visits to families with children at risk of developmental delays
- Consultation with preschool providers
- One on one consultation with family on child developmental concerns
- Playgroup intervention for children with developmental delays
- Family engagement events
- Family education/workshops

OUT OF SCHOOL TIME (5-14 YEARS)

- Family engagement events
- Family education/workshops
- Enrichment activities in dance, music, art
- Applied academic learning in english, math, science
- Technology and media programs/ training
- Sports/ Recreational/Fitness Activities
- Gardening activities

Outreach to 5th and 8th graders
Peer mentorship
Academic tutoring
Peer to peer support
Cultural appreciation activities
Gender specific programs
Case management
Exploratory career field trips
Exploratory education field trips
Leadership development/ training
Peer led training/workshops in social, behavioral or physical health
Peer led training for conflict mediators
Conflict resolution disputes
Academic goal setting/counseling

WELLNESS AND HEALTHY TRANSITIONS (10-20 YEARS)

Family engagement events
Family education/workshops
Enrichment activities in dance, music, art
Outreach to 5th and 8th graders
Peer mentorship
Academic tutoring
Peer to peer support
Cultural appreciation activities
Gender specific programs
Case management
Exploratory career field trips
Exploratory education field trips
Leadership development/ training
Peer led training/workshops in social, behavioral or physical health
Peer led training for conflict mediators
Conflict resolution disputes
Academic goal setting/counseling

OLDER YOUTH (15-20 YEARS)

Enrichment activities in dance, music, art
Applied academic learning in english, math, science
Technology and media programs/ training
Sports/ Recreational/Fitness Activities
Gardening activities
Outreach to 5th and 8th graders
Peer mentorship
Academic tutoring
Peer to peer support
Cultural appreciation activities
Gender specific programs
Case management
Exploratory career field trips
Exploratory education field trips
Leadership development/ training
Peer led training/workshops in social, behavioral or physical health
Peer led training for conflict mediators
Conflict resolution disputes
Academic goal setting/counseling
Academic tutoring
Basic computer and office skills training
Professional arts training

Paid apprenticeships
Unpaid apprenticeships
Vocational training
Portfolio development
Financial planning training/assistance
Resume development
College application assistance
English as a second language assistance

Projected Numbers Served

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

Ongoing Participants

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

Average Session Participants

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

Event Participants

Enter the number of children and youth reached through program via assemblies, presentations, performances, one-time workshops, etc. These are participants that you cannot track for attendance or program enrollment.

Implementation Schedule

Enter the number the number of sessions in which services will be offered per month.

Projected Total Number of Sessions

Enter the number of sessions indicated in the implementation schedule.

Average Number of Hours Per Session

Indicate the number of hours in a session.

Projected Total Units of Service

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

Site/School Names and Locations

Use the drop down menu to identify every site/school name where your program activities are proposed to take place. If located at a school, library, park and recreation site, the drop down menu will contain the name of that site and it's corresponding address.

Demographics

Enter statistical data about the population you propose to serve through OFCY funds. For each section, estimate the number of youth to be served according to each category. If your program does not explicitly target children or youth with special needs or disabilities, or who are at risk of these conditions, or special populations such as foster youth, then leave blank.

Step 2 - Agency documents (Uploading the proposal online)

The documents listed below **MUST** be uploaded online to complete your online submission.

1. Resume/Job Description for Key Staff

Upload resumes of key project staff responsible for project implementation. If staff is not yet hired, upload a job description.

2. Organizational Chart

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

3. Board Roster

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

4. Letter/s of Agreement and MOUs (if applicable) (Document will need to be scanned)

A Letter of Agreement between the following parties must be uploaded and include:

a) Fiscal Sponsors and Sponsored Organization

b) Among other responsibilities, must state that the Fiscal Sponsor or contractor is aware of their responsibility both fiscally and programmatically for all grant requirements if funds are awarded. The Fiscal Sponsor will be the applicant and will be the responsible party for the contract if the application is successful.

- c) Lead agencies and subcontractors
- d) Any partner named on the Activities List or Budget
- e) Programs working with public agencies, including but not limited to the City of Oakland Departments, City of Oakland and Unity Council Delegate Head Start Centers, and Alameda County Departments.
- f) Any City of Oakland or Alameda County applications must be signed by the department director.
- g) Any program that will perform services on an OUSD, charter school site must provide a letter of agreement between the lead applicant and the school principal or Site Administrator.
- h) Any program providing services at an OUSD, CDC, elementary, middle or high school must have is OUSD Face Sheet with the school principal and proposing applicant. Email OFCY for limited exceptions. To access an OUSD Face Sheet contact Valerie Williams at valerie.williams@ousd.k12.ca.us

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

- 5. Copy of IRS Letter Certifying Tax Exempt Status dated in the year **2008** or later. See Section VIII for details. (Documents will need to be scanned)

Final Step - Financial Statements (Hand deliver the proposal packet)

IMPORTANT: All Applicants must hand deliver three copies of the completed proposal AND one copy of the appropriate Financial Statement on January 20, 2010 between 1:00 p.m. and 5:00 p.m.

- The completed proposal package(s) includes:
 - Cover Sheet/Profile Information, Activities List and Budget
 - Proposal Narrative
 - Agency documents, including: Resumes of Key Staff, Organizational Chart, Board Roster, Letter/s of Agreements and MOUs (if applicable), OUSD Grants Face Sheet, and IRS Letter. If submitting more than one proposal, please print the above items accordingly for each proposal.
 - Financial Statements (see Section VIII, C, for details)
 - Printed Receipt

- Deliver **3** printed copies of the proposal package and receipt as listed above to the Oakland Fund for Children and Youth office at 150 Frank H. Ogawa Plaza, 4th floor, Ste 4216 (across from City Hall). **Late applications will not be accepted and**

will not be eligible for funding, even if applications are successfully submitted online.

1. Proposals that are mailed, e-mailed, or faxed will not be accepted.
2. By submitting a proposal, an applicant authorizes OFCY to verify any information the proposal contains.
3. **Site Visits & Interviews** - At any time before a contract is issued, the POC and OFCY staff may conduct site visits, interviews, and/or undertake other means to verify applicants' provision of services before making a final determination of grant awards.
4. OFCY has the right to disqualify applicants whose proposals present false, inaccurate, or incorrect information or are incomplete in any fashion.

XI. BIDDERS' CONFERENCES, TRAINING SESSIONS AND TECHNICAL ASSISTANCE

BIDDERS' CONFERENCES

To provide general information and guidance to all potential applicants, OFCY will also hold Bidders' Conference for small and emerging organizations at which staff will review the RFP funding guidelines and answer questions.

All potential applicants are strongly encouraged to attend the Bidders' Conferences.

ONLINE TRAINING SESSIONS

To provide assistance in filling out the RFP online, OFCY will offer multiple Online Training Sessions (one session will be for Small and Emerging Applicants ONLY). All locations will be at 150 Frank Ogawa Plaza, 2nd Floor. **Seating availability is based on a first come first serve basis (only 1-2 staff per agency). Please see "Important Dates" below.** To sign-up for a training session visit www.ofcy.org and select, Online Training Session to be linked to *Event Brite*, the password is: **ofcy**

GENERAL TECHNICAL ASSISTANCE BY EMAIL

General Technical Assistance by e-mail begins November 23rd, EXCEPT no T. A. by email or phone between November 26th to November 30th; December 28 to January 1. T.A. Ends January 13, 2010 at 5:00 p.m. E-mail Jasmine Dawson, jdawson@oaklandnet.com. This assistance answers questions about eligibility, funding parameters, and required information and documents for online submission, including Activities List and budget.

XII. IMPORTANT DATES

Item	Date
Request for Proposals (RFP) Released	November 18, 2009 Check www.ofcy.org or call (510) 238-6379
Community Bidders' Conferences	<ul style="list-style-type: none"> ◆ November 18, 2009, from 10:00 a.m. to 12:00 noon, Early Childhood, Hearing Room 1 ◆ November 18, from 2:00 p.m. to 4:00 p.m., Older Youth and Wellness and Healthy Transitions, Hearing Room 1 ◆ November 19, 2009, from 10:00 a.m. to 12:00 p.m., School-based Out-of-School, City Hall, Hearing Room 4 ◆ November 19, 2009, from 12:00 p.m. to 2:00 pm., Community-based Out-of-School, City Hall, Hearing Room 1. ◆ November 20, 2009, from 10:00 a.m. to 12:00 p.m., Small and Emerging, City Hall, Hearing Room 1 ◆ November 23, 2009, from 10:00 a.m. to 12:00 noon –General Strategies, Main Library, West Auditorium, 125 14th Street ◆ See separate RFP for School-based dates.
General Technical Assistance by E-mail Available	November 23 rd – January 14 th at 10:00 a.m. EXCEPT no T. A. by email between November 26 th to November 30 th and December 28 and January 1.
Online Training Sessions (all locations will be at 150 Frank Ogawa Plaza, 2 nd Floor, See Lab locations listed) All times are from 10am-12pm, unless otherwise noted. (must RSVP on www.ofcy.org)	December 3, (Lab A) December 4, (Lab A) December 7, 9:00 a.m. – 12:00 p.m. (Lab B) (Small and Emerging Applicants Only) December 14, (Lab A) December 15, (Lab A) December 16, (Lab A) December 17, (Lab A) December 18, (Lab A)
Early Childhood: OUSD and Head Start partners ONLY - Approval of OUSD Budget, OUSD Grants Face Sheet, and Head Start MOU	January 13, 2010 – Budget Approval and Grants Face Sheet Process (see box below for details)
General Technical Assistance by E-mail Ends	January 13, 2010
Online Proposals Due	January 19, 2010 before 11:59 p.m. Cityspan An online receipt will be produced upon submission. Proposals submitted after the deadline will not be considered for review. This deadline will be strictly enforced.
Paper Submission Due	January 20, 2010 between 1:00 p.m. and 5:00 p.m. 150 Frank Ogawa Plaza, Ste 4216, 4th Floor.
Preliminary List of Programs Recommended for Funding Mailed	March-April 2010 Exact Date TBA

Item	Date
to Applicants	
Written Appeals from Applicants Due	April/May 2010 Exact Date TBA
Final List of Programs Recommended for Funding Mailed to Applicants	May/June 2010 Exact Date TBA
City Council Approves Final Recommendations Funding Package	June 2010
Grant Contracting Begins	June 2010
Program Year Begins	July 1, 2010

Early Childhood Approval Process for Services at CDCs, Head Starts and Oakland Parks and Recreation

In order to ensure coordination of services at Head Start, OUSD, and Oakland Parks and Recreation sites, each of these departments will require an MOU for services as part of the OFCY application process. You should plan on submitting a one-page scope of work for services, location, and budget to each public agency for their review and feedback well in advance of MOU sign off date, i.e. mid-December.

For specific details on pre-application processes for providing services at CDCs, Head Starts and Oakland Parks and Recreation and related questions, you can download their process sheets on our website, and contact the following:

Lynne Rodezno, OUSD Early Childhood, lynne.rodezno@ousd.k12.ca.us

Alisa Burton, Head Starts, aburton@oaklandnet.com

Paul Bates, Oakland Parks and Recreation, pbates@oaklandnet.com

Please do not contact OFCY for specific questions relating to their MOU approval process.

Preparing

We strongly recommend that you review the following documents and sections before you begin writing your proposal:

OFCY Strategic Plan (download or view at: www.ofcy.org)

This RFP document and the Grant Monitoring Contract Checklist (for Post Award Requirements)

Review Online Instructions

Submitting

1st STEP: Online Proposal – Cover sheet/Profile, Proposal Narrative, Budget Details and Activities List. Upload: Resume/Job Description for Key Staff, Organizational Chart, Board Roster, Letter/s of Agreement (if applicable) and MOUs, and Copy of IRS Letter. **Due January 19, before 11:59 p.m.**

2nd STEP: Hand deliver proposal packet, including 3 printed proposal copies and 1 copy of Financial Statements (for details see Section VII, C). A separate packet must be completed for each proposal submitted, **Due January 20, 2010, between 1:00 p.m. and 5:00 p.m.**

XIII. WHAT IF I DON'T GET FUNDED?

APPEALS PROCESS PROCEDURES

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

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

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

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

XIV. WHAT IF I DO GET FUNDED?

An applicant recommended for funding should expect that reviewers and staff will have recommendations for modifying Scopes of Work and Budgets and that this is negotiated with OFCY staff in the contracting process beginning in June 2010. Negotiation is necessary to ensure that grantees meet the goals, objectives, and policies of OFCY.

All grantees participate in a rigorous report monitoring system. This includes quarterly reports on program activities, participation, etc.

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

All grantees must be able to comply with the City of Oakland's Declaration of Compliance with Living Wage if receiving \$100,000 or more from the City to pay employees a living wage. The current rate is **\$10.83 with health benefits and \$12.45 without health benefits**. Since the living wage is adjusted yearly for cost of living increases, these amounts are likely to change by the time the contracts begin.

Upon request, grantees must submit a revised Activities List & Budget.

A. CONTRACT AND COMPLIANCE

1. Grantees must provide the services projected in the proposal and Activities List, subject to contract negotiations. Failure to provide these services may result in reduced payments or suspension of payment.
2. Grantees must provide evidence of in-kind and cash matches at the end of the third quarter, e.g. through letters, copies of checks, grants, or records of volunteer or donated services.
3. 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.
4. The City Auditor and the City department administering this Contract shall have the right to audit this Contract and all books, documents and records relating thereto.
5. During the contracting period City of Oakland Contract and Compliance documents to be completed are: ADA Compliance Declaration; Nuclear Free Zone Disclosure Form; Affidavit of Non-Disciplinary or Investigatory Action, Ownership, Ethnicity, and Gender Questionnaire; Living Wage Ordinance;

Equal Benefits, Declaration of Nondiscrimination; Campaign Contribution Form; Insurance Requirements; and Insurance Certificates, Endorsements, and Waiver Letters.

For more information about requirements, download the modified Oakland Fund for Children and Youth, 2009-2010 Contract & Documents Checklist.

Small and Emerging Applicants:

If applying for **amounts less than \$25,000**, you are exempt from completing the Equal Benefits Ordinance, listed in number 5, above.

B. GRANTEES MUST DOCUMENT MATCHING FUNDS BY THE FOLLOWING METHODS:

1. Providing copies of letters of support from foundations or private donors (on donor's letterhead), or copies of contracts or service agreements, with copies of any accompanying checks, bank statements, or payment schedules. Funds that are earmarked for other projects may not fulfill the match requirement for OFCY-funded projects.
2. Demonstrating in-kind support with a letter (on donor's letterhead) documenting the monetary value of the in-kind donation. For example, a donor that gives a grantee space at no cost could document in a letter the market value of renting that space. The in-kind donor may not be the grantee. The total projected in-kind match can be no more than 5% of the program cost. If applying as a Small and Emerging Applicant, see Section VIII, D.
3. Demonstrating the market value of time donated by volunteers, given the nature of the service, e.g. through a spreadsheet documenting volunteer hours, volunteer sign-in sheets, etc. Volunteers may not be employed by a grantee's organization or serve in a consultant or contractor capacity.
4. 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.

XV. PROPOSAL NARRATIVE – SINGLE AND COLLABORATIVE APPLICANTS

The Proposal Narrative must include the following elements, presented in the order listed below. Reviewers will score the Proposal Narratives based upon the adequacy and thoroughness of the response to the RFP requirements and according to the following point system¹:

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

TIP: The Online RFP text boxes will calculate word/character amounts as you enter text. You can complete sections on Word or Text files to confirm count limits.

DEMONSTRATION OF NEED (10 POINTS)

(Maximum 1 page: 2,581 characters with no spaces, single-spaced.)

1. Use public data (i.e. U.S. Census, department of public health, education, etc.); program-level data or evaluation reports; and research from the field to describe the needs of the population you propose to serve that *relate* to and will justify your proposed program intervention.
2. Describe how your program’s particular outcomes and activities meet the needs identified above.



Reviewers will score the demonstration of need using the following criteria:

0-2 points: There is little to no evidence of the following:

3-6 points: There is sufficient evidence of the following:

7-10 points: there is strong evidence of the following:

- ✓ The extent to which a need for the proposed services is specific to the community being served.
- ✓ The extent to which the need statement is supported by statistical, program level, or research data with a credible reference or citation.
- ✓ The extent to which the services are linked to the need described.

¹ This point system applies only to the scoring of the narrative section, the POC use this score along with other criteria when making funding recommendations.

AGENCY HISTORY AND CAPACITY (10 POINTS)

(Maximum 1 page: 2,581 characters with no spaces for single applicants, single-spaced. AND maximum 2 pages for collaborative applicants: 5,162 characters with no spaces, single-spaced.)

1. Describe the organization(s) applying for funds, including history, mission, and types of services provided. How does your mission fit with the goals of the strategy for which you are applying? (for a list of goals for each OFCY strategy area, refer Section III to VI).
2. Describe similar current or past projects, services and accomplishments that relate to the type of work proposed. What was the size or scope of those efforts? Who were the populations served?
 - If applying as a COLLABORATIVE please refer to **all** partner organizations for the above two questions.
 - If applying to work with a PUBLIC AGENCY (i.e. OUSD CDC-high school site; head start; charter school; Oakland Park and Recreation center; library branch) please describe how the mission, types of services provided, and commitment of the site leadership at the sites where your program intends to operate fits with goals of the strategy for which you are applying.
 - If applying as a collaborative or applying to work with a public agency or community based organization partner, describe the past history of working together, which may strengthen your organization's ability to successfully implement the proposed program.



Reviewers will score the agency history and capacity using the following criteria:

0-2 points: There is little to no evidence of the following:

3-6 points: There is sufficient evidence of the following:

7-10 points: there is strong evidence of the following:

- ✓ The extent to which the applicant's past accomplishments or current projects (and those of any community or public agency partners) relate to the type of work proposed under this proposal and suggest the ability to provide deliverables.
- ✓ The extent to which the goals of the applicant and partner organizations (if relevant) align with the OFCY strategy for which applicant is applying.
- ✓ (If relevant) The extent to which a collaborative history among the partner agencies is demonstrated.

STAFFING QUALIFICATIONS (15 POINTS)

(Maximum 2 pages: for *single* applicants: 5,162 characters with no spaces, single-spaced. AND maximum 3 pages for collaborative applicants: 7,743 characters with no spaces, single-spaced.)

1. Identify all staff including subcontractors and community-based organizations and public agency partners working on this project, including their expected roles, and estimated percentage of time. Show where any new positions funded by this RFP would fit. Identify the person who will have primary responsibility for managing the project and discuss their experience managing similar projects.

The resumes of the key project staff including managers and staff working directly with children and youth, who are responsible for project implementation and delivery of services should be uploaded onto your online proposal. If staff is not yet hired, upload job description(s).

2. Identify program staff's (lead agency and any subcontractors) explicit ability through past and current experience and/or training to work with the age range of children and youth your program proposes to serve, i.e. infants, kindergartners, elementary or middle schoolers, and young or older teens, etc.
3. Describe your organization's (and that of any community-based or public agency partners') professional development practices and other efforts to support staff in providing age appropriate content, curriculum, and methods of service delivery.



Reviewers will score staffing qualifications using the following criteria:

0-4 points: There is little to no evidence of the following:

5-9 points: There is sufficient evidence of the following:

10-15 points: there is strong evidence of the following:

- ✓ The extent to which roles and responsibilities are clear and staffing structure shows evidence of ability to carry out the project successfully.
 - Consider the above for partner organizations, including public agencies in the application as well.
- ✓ The extent to which program staff from the lead agency and, if relevant, Community Based Organization and/or public agency partners, demonstrate an explicit ability through past and current experience and/or training to work with the age range of children and youth the program proposes to serve, i.e. infants, kindergartners, elementary and middle schoolers, young teens, and older youth, etc.
- ✓ The extent to which the lead organization and partner organizations (if relevant) employ professional development practices and other efforts to support staff in providing age appropriate content, curriculum, and methods of service delivery.

PROGRAM DESIGN (35 POINTS)

(Maximum 4 pages: for *single*: 10,324 characters with no spaces, single-spaced. AND maximum 5 pages: for *collaborative* applicants: 12,905 characters with no spaces, single-spaced.)

1. Describe the program structure: the key activities to be undertaken, where the activity will take place, and the number of participants projected to be served for each of those activities in a session and over the course of a year. This answer should correspond to the online Activities List.
 - If working as a collaborative, or with a community based or public agency partner, describe what specific gaps each of you fill and how your respective strengths complement each other in program design and implementation, and you will integrate your services.
2. Referring to the goals of the particular OFCY strategy for which you are applying (see section II of the RFP for OFCY strategies), select two or more, and describe how your proposed program interventions meet these goals.
3. Describe how your program design, i.e. curriculum, activities, hours of operation, etc. effectively responds to a particular age range (i.e. infants versus preschoolers, 7 year olds versus 13 year olds, or 15 year olds versus 19 year olds, etc.) Consider learning styles, capacities, and interests of participants.
4. Describe how your program's staffing, hours of operation, curriculum design, and/or outreach efforts make your programs accessible to diverse participants including, but not limited to, different racial and ethnic backgrounds, languages spoken, sexual orientation, etc.
5. Briefly describe how the facility(ies) where the project is to be implemented is suitable to the program design, *age appropriate* amenities, security, etc.



Reviewers will score the program design using the following criteria:

0-9 points: There is little to no evidence of the following:

10-21 points: There is sufficient evidence of the following:

22-30 points: There is strong evidence of the following:

- ✓ The extent to which the program structure, the key activities to be undertaken, where the activity will take place, and the number of participants projected to serve for each of those activities in a session and over the course of a year is reasonable given the described:
 - # of children, youth or families served
 - staffing

- grant request
- ✓ The extent to which the program structure, the key activities to be undertaken, where the activity will take place, and the number of participants projected to serve for each of those activities in a session and over the course of a year are appropriate and will impact the goals selected.
 - If proposing to work with other community based or public agency partners, the extent to which respective strengths of each partner complement each other in program design, and the extent to which services are well integrated.
- ✓ The extent to which the program design, i.e. curriculum, activities, hours of operation, etc. effectively responds to a particular age range (i.e. infants versus preschoolers, 7 year-olds versus 13 year-olds, or 15 year-olds versus 19 year-olds, etc.) Applicant considers learning styles, capacities, and interests of participants.
- ✓ The extent to which the program's staffing, hours of operation, curriculum design, and/or outreach efforts make the program accessible to diverse participants including, but not limited to, different racial and ethnic backgrounds, languages spoken, sexual orientation, etc.?
- ✓ The extent to which the facility(ies) where the project is to be implemented, e.g., the space, is suitable to the program design, has age appropriate amenities, security, etc.

OUTCOMES AND EVALUATION (15 POINTS)

(Maximum 1 page: 2,581 characters with no spaces, single-spaced.)

1. Refer to the goals of the OFCY strategy for which you are applying listed in Section III – Section VII of the RFP. Select 2 or more of the goals that are appropriate for your program considering your program design, cost of service per participant, expected dosage of service per participant, and the size of the OFCY grant request.
 - Describe how you will measure your program interventions' impact on the goals you selected.
 - Describe your performance targets for meeting this goal. For example, out of the total number of children, youth, or families served in this activity, X number will meet this goal.
 - Describe how data will be tracked to measure the achievement of this goal, including enrollment, attendance, surveys, and the frequency with which services are offered.
2. Describe your organizational practices for applying your evaluation/ program monitoring results to inform your program design. Give one example of how such feedback resulted in a significant change and improvement in a similar program for which you are proposing.
 - If working with partner COMMUNITY BASED organizations as a collaborative, how will you implement these practices collectively.



Outcomes and Evaluation will be scored using the following criteria:

0-4 points: There is little to no evidence of the following:

5-9 points: There is sufficient evidence of the following:

10-15 points: there is strong evidence of the following:

✓ The extent to which:

➤ Measurements relate to program interventions and program goals.

➤ The extent to which performance targets are reasonable.

➤ The extent to which processes are in place to measure the achievement of this goal, including enrollment, attendance, surveys, and the frequency with which services are offered.

✓ The extent to which organizational practices are in place for applying evaluation/ program monitoring results to inform and improve program design.

⇒ If working with community based or public agency partners, describe how you plan to implement these practices collectively.

REQUIRED RESOURCES AND BUDGET REQUEST (10 POINTS)

(Maximum 1 page: 2,581 characters with no spaces for single applicants, single-spaced. AND maximum 2 pages for collaborative applicants: 5,162 characters with no spaces, single-spaced.)

1. Describe other resources that are secured or anticipated for this project during the project period. Include amount and whether received, committed or pending.
2. Describe processes your agency has in place to ensure that OFCY funding does not supplant funding available from any other public funding sources including, but not limited to funding sources such as MediCal, EPSDT, Title 1, Title IV E, the THP-Plus Program, First 5, etc. and how OFCY funded programming complements these funding sources. If not, relevant, describe why your program does not qualify for other government success and how OFCY funding supports an unmet grant need.



Reviewers will score the required resources and budget request using the following criteria:

0-2 points: There is little to no evidence of the following:

3-6 points: There is sufficient evidence of the following:

7-10 points: there is strong evidence of the following:

- ✓ Referring to budget sheet online, what extent are requested funds appropriate to carry out the project? Is there adequate justification for all line items, from staffing to program materials? Does the funding amount requested relate appropriately to the proposed level of support
- ✓ To what extent are other agency resources, including in-kind and outside resources available to support the project. The extent to which potential concerns of supplantation of government funds are addressed.

**XVI. PROPOSAL NARRATIVE –
SMALL AND EMERGING APPLICANTS ONLY**

The Proposal Narrative must include the following elements, presented in the order listed below. Reviewers will score the Proposal Narratives based upon the adequacy and thoroughness of the response to the RFP requirements and according to the following point system²:

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

DEMONSTRATION OF NEED (10 POINTS)

(1 page: 2,581 characters with no spaces, single-spaced)

1. Use public data (i.e. U.S. Census, department of public health, education, etc.); program-level data or evaluation reports; and research from the field to describe the needs of the population you propose to serve that *relate* to and will justify your proposed program intervention.
2. Describe how your program’s particular outcomes and activities meet the needs identified above.



Reviewers will score the demonstration of need using the following criteria:

0-2 points: There is little to no evidence of the following:

3-6 points: There is sufficient evidence of the following:

7-10 points: there is strong evidence of the following:

² This point system applies only to the scoring of the narrative section, the POC use this score along with other criteria when making funding recommendations.

- ✓ The extent to which a need for the proposed services is specific to the community being served.
- ✓ The extent to which the need statement is supported by statistical, program level, or research data with a credible reference or citation.
- ✓ The extent to which the services are linked to the need described.

AGENCY HISTORY AND CAPACITY (10 POINTS)

(1 page: 2,581 characters with no spaces for single applicants, single-spaced)

1. Describe the organization(s) applying for funds, including history, mission, and types of services provided. How does your mission fit with the goals of the strategy for which you are applying? (for a list of goals for each OFCY strategy area, refer Section III to VI).
2. Write a brief work plan that describes professional development, capacity building, and/or organizational assessment plans for the next six months.



Reviewers will score the agency history and capacity using the following criteria:

0-2 points: There is little to no evidence of the following:

3-6 points: There is sufficient evidence of the following:

7-10 points: there is strong evidence of the following:

- ✓ The extent to which the goals of the strategy fit with the project proposed.
- ✓ The extent to which the work plan indicate the agency's sustainability for the next six months.

STAFFING QUALIFICATIONS (15 POINTS)

(2 pages: 5,162 characters with no spaces, single-spaced)

1. Identify all staff working on this project, including their expected roles, and estimated percentage of time. Show where any new positions funded by this RFP would fit. Identify the person who will have primary responsibility for managing the project and discuss their experience managing similar projects.

The resumes of the key project staff including managers and staff working directly with children and youth, who are responsible for project implementation and delivery of services should be uploaded onto your online proposal. If staff is not yet hired, upload job description(s).

2. Identify program staff's explicit ability through past and current experience and/or training to work with the age range of children and youth your program proposes to serve, i.e. infants, kindergartners, elementary or middle schoolers, and young or older teens, etc.

If your staff consists of mostly volunteers, describe how volunteers strengthen the organizations capacity and meets the agencies special needs. If planning to recruit volunteers, explain how a plan will be developed to write and/or update job descriptions.



Reviewers will score staffing qualifications using the following criteria:

0-4 points: There is little to no evidence of the following:

5-9 points: There is sufficient evidence of the following:

10-15 points: there is strong evidence of the following:

- ✓ The extent to which roles and responsibilities are clear and staffing structure shows evidence of ability to carry out the project successfully.
- ✓ The extent to which program staff demonstrate an explicit ability through past and current experience and/or training to work with the age range of children and youth the program proposes to serve, i.e. infants, kindergartners, elementary and middle schoolers, young teens, and older youth, etc.
- ✓ The extent to which volunteers' staff strengthens the organizational capacity and special needs or the plan for recruiting volunteers is clearly described.

PROGRAM DESIGN (35 POINTS)

(Maximum 4 pages: 10,324 characters with no spaces, single-spaced.)

1. Describe the program structure: the key activities to be undertaken, where the activity will take place, and the number of participants projected to be served for each of those activities in a session and over the course of a year. This answer should correspond to the online Activities List.
2. Referring to the goals of the particular OFCY strategy for which you are applying (see Section II of the RFP for OFCY strategies), select two or more goals, and describe how your proposed program interventions meet these goals.
3. Describe how your program design, i.e. curriculum, activities, hours of operation, etc. effectively responds to a particular age range (i.e. infants versus preschoolers, 7 year olds versus 13 year olds, or 15 year olds versus 19 year olds, etc.) Consider learning styles, capacities, and interests of participants.
4. Describe how your program's staffing, hours of operation, curriculum design, and/or outreach efforts make your programs accessible to diverse participants including, but not limited to, different racial and ethnic backgrounds, languages spoken, sexual orientation, etc.
5. Briefly describe how the facility(ies) where the project is to be implemented is suitable to the program design, *age appropriate* amenities, security, etc.



Reviewers will score the program design using the following criteria:

0-9 points: There is little to no evidence of the following:

10-21 points: There is sufficient evidence of the following:

22-30 points: There is strong evidence of the following:

- ✓ The extent to which the program structure, the key activities to be undertaken, where the activity will take place, and the number of participants projected to serve for each of those activities in a session and over the course of a year is reasonable given the described:
 - # of children, youth or families served
 - staffing
 - grant request
- ✓ The extent to which the program structure, the key activities to be undertaken, where the activity will take place, and the number of participants projected to serve for each of those activities in a session and over the course of a year are appropriate and will impact the goals selected.
- ✓ The extent to which the program design, i.e. curriculum, activities, hours of operation, etc. effectively responds to a particular age range (i.e. infants versus preschoolers, 7 year-olds versus 13 year-olds, or 15 year-olds versus 19 year-olds, etc.) Applicant considers learning styles, capacities, and interests of participants.
- ✓ The extent to which the program's staffing, hours of operation, curriculum design, and/or outreach efforts make the program accessible to diverse participants including, but not limited to, different racial and ethnic backgrounds, languages spoken, sexual orientation, etc.?
- ✓ The extent to which the facility(ies) where the project is to be implemented, e.g., the space, is suitable to the program design, has age appropriate amenities, security, etc.

OUTCOMES AND EVALUATION (15 POINTS)

(Maximum 1 page: 2,581 characters with no spaces, single-spaced)

1. When thinking about the work you are proposing to do, and the goals of the strategy for which you are applying, describe the following points:
 - a. What is the problem/issue your project/organization addresses?
 - b. What does your organization want to accomplish with this project?
 - c. How will you go about accomplishing your objectives?
 - d. What is your timeline?



Outcomes and Evaluation will be scored using the following criteria:

0-4 points: There is little to no evidence of the following:

5-9 points: There is sufficient evidence of the following:

10-15 points: there is strong evidence of the following:

- ✓ The extent to which organizational practices are in place for applying evaluation/ program monitoring results to inform and improve program design.
 - ⇒ If working with community based or public agency partners, describe how you plan to implement these practices collectively.

REQUIRED RESOURCES AND BUDGET REQUEST (10 POINTS)

(Maximum 1 page: 2,581 characters with no spaces for single applicants, single-spaced)

Justification of requested resources for your project is required of lead agencies.

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 Lead Agency Budget and Subcontractor Budget sections.

1. Describe other resources that are secured or anticipated for this project Include amount and whether received, committed or pending.



Reviewers will score the outcome and evaluation using the following criteria:

0-2 points: There is little to no evidence of the following:

3-6 points: There is sufficient evidence of the following:

7-10 points: there is strong evidence of the following:

- ✓ Referring to budget sheet online, what extent are requested funds appropriate to carry out the project? Is there adequate justification for all line items, from staffing to program materials? Does the funding amount requested relate appropriately to the proposed level of effort?
- ✓ To what extent are other agency resources, including in-kind and outside resource available to support the project?