



# **Appendix B – Definitions of Terms**

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## Definition of Terms

### **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 Program (Note: Discussion of how to define this is on going – this is the description used in this report)**

For school-aged children and youth, OFCY’s primary interest is to fund programs providing services immediately after-school until early evening (approximately 2- 8 p.m.). 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.

### **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>1</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

### **Cap**

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

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<sup>1</sup> Adapted from Jan Masaoka, *Action Handbook for Boards*, Support Center for Nonprofit Management, 1995, p.8.

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### **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**.

### **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.

### **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:

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

### **Emerging Organization**

Emerging organizations are new organizations that have provided services (for which OFCY funds are sought) for a minimum 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.

### **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.

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

These mean the same thing. These are the major goals OFCY wants to accomplish and what OFCY will fund. 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>2</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>3</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**.

### **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>2</sup> Adapted from James Bell, et al., *Measuring Program Outcomes: A Practical Approach*, United Way of America, 1996, p. xv.

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

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### **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.

### **Nonprofit Organization**

A nonprofit organization is an organization that has **501(c)(3)** status 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.

### **OFCY**

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

### **Outcomes<sup>4</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, 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>5</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 one adult and one youth appointed by each City Council Member (there are 7 districts). One adult and one youth are appointed to the POC by the "At-Large" Council Member. The Mayor appoints three POC members, at least one of whom 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.

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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.

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### **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**

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.

### **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 formal document that expresses major goals, objectives, and priorities. A Strategic Plan is usually written to

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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**

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.