

Oakland Fund for Children and Youth

2007 – 2008
Request for Proposals
for
After School Enrichment Services

RFP Released: Thursday, November 2, 2006

Full Proposal Due:
Tuesday, January 30, 2007 by 5:00 p.m.

150 Frank Ogawa Plaza, Suite 4216
Oakland, CA 94612
phone 510.238.6379 ♦ fax 510.238.4971 ♦ www.ofcy.org

TABLE OF CONTENTS

I.	INTRODUCTION	4
A.	Oakland Fund for Children and Youth.....	4
B.	Background	5
II.	IMPORTANT DATES	7
A.	Bidders' Conferences	7
B.	Technical Assistance	7
C.	Proposal Review	8
D.	Appeals Process	8
E.	Site Visits & Interviews	8
III.	ELIGIBILITY	8
A.	Applicants	8
B.	Proposed Use of Funds.....	9
C.	Matching Funds.....	9
D.	Post Award Requirements.....	9
IV.	FUNDING PARAMETERS	11
A.	Maximum Grant Size	11
B.	Collaboration and Partnerships/Lead Agency Role	11
C.	School-based Site	11
D.	Budget Allocation Guideline.....	12
E.	Period of Support	12
V.	LETTER OF INTENT PROCESS (Optional)	12
VI.	PROPOSAL COMPONENTS.....	13
A.	Elements of a Complete Proposal	13
B.	Formatting Requirements.....	14
C.	Submittal Requirements	14
VII.	PROPOSAL NARRATIVE	14
A.	Demonstration of Need, Youth Served, & Service Levels.....	15
B.	Agency History And Capacity	15
C.	Staffing And Staff/Consultant Qualifications	16
D.	Program Design.....	16
E.	Outcomes and Evaluation	17
F.	Required Resources and Budget Request.....	17
VIII.	REQUIRED ATTACHMENTS.....	18
	Proposal Cover Sheet.....	18
A.	Scope of Work Form.....	18
B.	Summary Budget Form.....	20
C.	Lead Agency Budget Request Form	20
D.	Budget Narrative	23
D1.	Subcontractor Budget Form (if applicable).....	24
E.	School Site Activity Form.....	24
F.	Demographics Form.....	24
G.	Overall Agency Budget.....	24
H.	Resume/Job Description for Key Staff.....	24

I.	Organizational Chart	24
J.	Board Roster	25
K.	Letters of Agreement.....	25
L.	Financial Statements or Audit.....	25
M.	IRS Letter Certifying Tax Exempt Status	25
IX.	SITE CODES	26
X.	GLOSSARY.....	29

I. INTRODUCTION

A. OAKLAND FUND FOR CHILDREN AND YOUTH

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

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

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

VISION

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

MISSION

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

VALUES

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

B. BACKGROUND

Oakland's After School Initiative (2004-2006) was designed to provide grants to collaboratives/partnering non-profits and school sites at 21st Century Community Learning Center and After School Education and Safety Program (ASESP) funded sites in partnership with the Oakland Unified School District (OUSD). Grants were awarded for 2 years to allow programs to develop, build capacity and demonstrate impact on student achievement and program outcomes. The adoption of the OFCY's 2006-2010 Strategic Plan established comprehensive after school programs as a high priority strategy for elementary and middle school children and youth for the next four years. For the 2006-07 school year, OFCY funded 36 comprehensive after school programs citywide.

This RFP for after school enrichment services in 2007-2008 is an extension of the City of Oakland's commitment to the delivery of quality after school services citywide and support for the expansion of after school programs through the provision of local match funding required under the "new" ASES program.

The California Department of Education released a Request for Application for "new" ASES funding on September 26th, 2006. Due to the implementation of Proposition 49, the additional \$428 million will be made available statewide for after school programs under ASES. These programs are to be created through partnerships between schools and local community resources to provide literacy, academic enrichment and safe constructive alternatives for students in kindergarten through ninth grade in participating public elementary, middle, junior high, and charter schools. The maximum award amounts, funding parameters and the local match requirement of 33% are specified in the Request for Applications (available at <http://www.cde.ca.gov/ls/ba/>).

C. PURPOSE

OFCY is issuing this RFP to solicit proposals to provide **enrichment services** as a part of a coordinated comprehensive after school program¹ for elementary and middle school-aged children and youth in Oakland. The RFP will 1) encourage partnerships among schools and after school service providers in Oakland to expand the delivery of high quality, successful comprehensive after school programs in Oakland; and 2) leverage "new" After School Education and Safety Program (ASES)/Proposition 49 dollars. The total Measure K funds available for this RFP are anticipated to be \$1.5- \$2 million for services beginning in July 1, 2007 and ending June 30, 2008.

High priority will be given to school sites with quality programs with the highest need. 1) Priority will be given to sites that demonstrate a readiness to deliver high quality comprehensive after school services. 2) Priority will be given to school sites with free/reduced lunch percentile above 35% and/or low API scores.

A Partnership must include the school site and at least one other entity, which may be a non-profit community based organization or public agency service provider. Preference will be given to applicants with a higher level of involvement by community based organizations or other public entity (other than the school site administration).

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

¹ Please refer to the OFCY 2006-2010 Strategic Plan for full description of Comprehensive After School Program.

- **Enrichment and/or Recreation** component that may include any variety of activities such as fine arts, recreation, physical fitness, science related, career readiness, life skills building, youth leadership and other enrichment activities.
- **Academic Support/Educational literacy** component may include tutoring, homework assistance and programs that emphasize language skills and academic achievement.

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

II. IMPORTANT DATES

Item	Date
Request for Proposals (RFP) Released	Thursday, November 2, 2006 Check www.ofcy.org or call (510) 238-6379
Community Bidders' Conference Location: City Hall, Hearing Room 4	◆ Wednesday, November 8, 2006, 10:00 a.m. to 12:00 ◆ Wednesday, November 15, 2006, 10:00 a.m. to 12:00
Technical Assistance by E-mail Available	November 10 – January 26, 10am (no TA 12/21-1/3) tthouk@oaklandnet.com
Letter of Intent Due	Tuesday, December 5, 2006
Technical Assistance Session #1 Location: City Hall, Hearing Room 4	Thursday, January 18, 2007 Oakland City Hall – 10:00 – 12:00 p.m.
Technical Assistance Session #2 Location: City Hall, Hearing Room 4	Wednesday, January 24, 2007 Oakland City Hall – 10:00 – 12:00 p.m.
Technical Assistance by E-mail Ends	January 26, 2007 No e-mail responses after 10:00 a.m.
Full Proposals Due	Tuesday, January 30, 2007 by 5:00 p.m.
Site Visits	March 2007 Exact Date TBA
Written Appeals from Applicants Due	April 2007, 12:00 Noon Exact Date TBA
Final List of Programs Recommended for Funding Mailed to Applicants	April 2007 Exact Date TBA
Program Year Begins	July 1, 2007

Proposals received after **5:00 p.m. on Tuesday, January 30, 2007** will not be considered for review. This deadline will be strictly enforced.

A. BIDDERS' CONFERENCES

To provide general information and guidance to potential applicants, OFCY will hold two Bidders' Conferences at which staff will review the RFP funding guidelines and answer questions. The meetings will take place on Wednesday, November 8 and Wednesday, November 15, from 10:00 a.m. to 12:00 noon.

You MUST pre-register to attend the Bidders' Conferences. You can do so by calling (510) 238-6379 or by sending an e-mail to tthouk@oaklandnet.com. All potential applicants are strongly encouraged to attend one of the Bidders' Conferences.

B. TECHNICAL ASSISTANCE

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

1. Thursday, January 18, 2007, 10:00 a.m. to 12:00 noon.
2. Wednesday, January 24, 2007, 10:00 a.m. to 12:00 noon.

Technical Assistance by e-mail will be available between November 10, 2006 and January 26, 2007 (except for 12/21-1/3). E-mail Touch Thouk, OFCY Program Analyst, tthouk@oaklandnet.com.

C. PROPOSAL REVIEW

OFCY staff will be available for ½ hour sessions during January 22, 23, and 24, 2007 to do a review of attachments and proposal packets. Please call the OFCY office to reserve a session.

D. APPEALS PROCESS

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

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

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

The deadline to file an appeal is TBA. Appellants will receive written notices of the outcome of their appeal. In the event of one or more successful appeals, the POC may amend the funding recommendations. Following the appeals process, the POC will submit final funding recommendations to the Oakland City Council, which has the authority to accept or reject the entire package.

E. SITE VISITS & INTERVIEWS

During the month of March, OFCY will conduct site visits, interviews, and/or undertake other means to verify applicants' provision of services and assess site readiness before making a final determination of grant awards. Interviews will be conducted with the school principal, organization executive director, and other key staff. Site visits and interviews will be scheduled for each proposal based on submission of a competitive proposal. Site visits will be the deciding factor of whether or not an applicant gets funded.

III. ELIGIBILITY

A. APPLICANTS

1. Each applicant must propose to provide services at a school site. Proposals can include more than one school site, but no more than 4 school sites. Proposals should not include school sites currently funded by the 2006-2008 OFCY Comprehensive After School Program.
2. The lead applicant can either be a public agency or be tax-exempt under section 501(c)(3) of the Internal Revenue Code.
3. Entities (other than public agencies) that do not have 501(c)(3) status must be fiscally sponsored by a public agency or a 501(c)(3) nonprofit organization. In this case, the fiscal sponsor is the applicant and, if a grant is awarded, would be the entity that contracts with the City of Oakland and is legally liable for all aspects of the contract, including program implementation, fiscal management, and communication with the City regarding subcontractor or fiscal partner activities. The fiscal sponsor would be expected and authorized to oversee and manage all aspects of the contract including finances; to monitor and implement program activities of subcontracting or partner agencies; to terminate contracts with subcontracting or fiscal partner

agencies with the approval of the City, if necessary; and to assume full fiscal responsibility for contract, subcontract, and fiscal partnership.

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

B. PROPOSED USE OF FUNDS

1. The proposed program must provide direct services to children and youth at an elementary or middle school site approved as an ASES 2006-2007 after school site.
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 (e.g. recruiting someone to join one's religion or faith).
3. OFCY does not wish to spend limited resources supplementing services that should be provided by school funds.

C. MATCHING FUNDS

The receipt of ASES funds will satisfy the OFCY 25% match requirement.

D. POST AWARD REQUIREMENTS

1. Required Documents and Assurances

Applicants must submit documents and assurances, including:

- ✓ Signed Contract
- ✓ Contact Sheet

- ✓ Revised Scope of Work & Budget and accompanying narratives on the correct forms
- ✓ Declaration of Compliance with Living Wage -- the City of Oakland requires any contractor receiving \$100,000 or more from the City to pay employees at least \$10.07 per hour with benefits or \$11.58 per hour without benefits. As the living wage is adjusted yearly for cost of living increases, these amounts are likely to change by the time the contracts begin.
- ✓ Compliance with Equal Benefits, Declaration of Nondiscrimination, including but not limited to, submission of an employee manual and insurance documents applicable to domestic partners and other equivalent relatives.
- ✓ Campaign Contribution Form
- ✓ Insurance Certificate(s), endorsements, and waiver letters (if applicable)
- ✓ Independent Contractor Questionnaire
- ✓ Ownership, Ethnicity, and Gender Questionnaire
- ✓ IRS letter as proof of 501(c)(3) status dated in the year **2005** or later
- ✓ Active Corporate Status
- ✓ Current Oakland Business Tax Certificate
- ✓ Nuclear Free Zone Disclosure
- ✓ Declaration of Compliance with the Americans with Disabilities Act

Applicants must comply with all local, state, and federal laws that prohibit discrimination based on race, color, religion, national origin, age, gender, sexual orientation, marital status, AIDS, AIDS-related complex (ARC), or disability. OFCY will provide any additional required forms to applicants selected for funding.

2. Contract Negotiations

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

3. Contract Compliance

- a. After the POC makes final funding recommendations, prospective grantees must, on specified due dates, submit program and financial reports to the OFCY office on OFCY designated forms. Prospective grantees shall maintain thorough records related to the contract, including attendance sheets, receipts, and other back-up documentation for progress reports and invoices.
- b. Grantees must provide the services projected in the proposal and scope of work, subject to contract negotiations. Failure to provide these services may result in reduced payments or suspension of payment.
- c. Grantees must provide evidence of in-kind and cash matches at the end of the third quarter, e.g. through letters, copies of checks, grants, or records of volunteer or donated services.
- d. Grantees must timely submit completed quarterly reports (e.g. Invoice, Invoice Coversheet, Quarterly Narrative Report Form, Program Activity Report Form, and Participant ID Form).
- e. Grantees may request two revisions to the contract budget during the contract year. Budget revisions must be submitted prior to submitting the third quarter report. Contract modifications may not exceed the total amount of funding approved by City Council. All

requests to modify the contract budget or contracted service level must be APPROVED IN ADVANCE of implementation. Approval of contract budget modification is granted only when provided in writing by OFCY.

- f. After a contract is awarded, OFCY and the City reserve the right to amend it as needed throughout the term of the contract to best meet the needs of all parties.

4. Evaluation

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

IV. FUNDING PARAMETERS

OFCY has approximately \$1.5 - \$2 million available for funding 2007-2008 programs approved through this RFP.

The OFCY Planning and Oversight Committee (POC) is committed to funding applicants at a level that allows them to perform the proposed scope of services. However, the POC reserves the right to lower the funding amount requested. The POC also reserves the right to increase funding of a particular program if it believes there is a significant opportunity to enhance the evaluation potential, ability for replication, or other benefit to the children and youth of Oakland.

A. MAXIMUM GRANT SIZE

Applicants may apply for between \$50,000 and \$200,000. Each program site is eligible to receive \$50,000. A proposal may include up to four sites, for a maximum grant size of \$200,000.

B. COLLABORATION AND PARTNERSHIPS/LEAD AGENCY ROLE

OFCY strongly encourages collaboration/partnerships between private nonprofit and public entities to create and/or to strengthen linkages that maximize the cost-effectiveness and quality of service delivery. Partners should strive to incorporate existing programs offered at school sites and by Oakland Parks and Recreation Department and Oakland Public Library and should examine how other partners will be best coordinated within the model.

Again, partnerships must include the school site and at least one community non-profit agency or public agency service provider (other than the School District). Preference will be given to applicants with a higher level of involvement by CBO's or other agency partners (other than the school site).

The **lead agency** will be the agency that contracts with the City of Oakland. An applicant 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 must have the capacity to provide services according to the schedule of the scope of work submitted by the fiscal sponsor or lead agency.

OFCY will not consider subcontractors or lead agencies that serve simply as a fiscal pass-through. All agencies, schools, and/or program sites must be active in program implementation.

C. SCHOOL-BASED SITE

The model must be **school based**. School based means that services must take place at an Oakland Unified School District (OUSD) middle or elementary school campus, or at a Charter school site, or at a facility directly adjacent to the OUSD school site/ Charter school site (i.e. recreation center, branch

library, etc.). Services are to be delivered at a location consistent with the delivery of comprehensive after school services as proposed for each ASES site.

D. BUDGET ALLOCATION GUIDELINE

The after school program must have an on-site coordinator to work with school staff and principal, facilitate and coordinate site logistics, payments, and school/program communication. **No more than 10% of OFCY funds received will be approved for allocation towards the coordinators position. No more than 10% of OFCY funds will go towards indirect costs.**

E. PERIOD OF SUPPORT

One-Year Grant

Contracts will be issued to selected applicants for a twelve-month period of services to be provided between July 1, 2007 and June 30, 2008. Selected applicants will receive their first disbursement of funds once they submit all required contract documents and the contract is signed by the appropriate City officers. Grantees can anticipate an initial disbursement 8-10 weeks after the contract is executed. Additionally, any open contracts, invoices, or reports that remain from any previous fiscal year must be closed before selected applicants receive their first disbursement of grant funds.

V. LETTER OF INTENT PROCESS (Optional)

All applicants are encouraged to submit a letter of intent. It is a 1-3 page narrative of your proposal. Applicants may use the following elements to prepare the letter of intent. Letters of Intent are optional and are due to the OFCY office by December 5, 2006.

A. School Site(s), Neighborhood and Demographics

1. Identify the School Site (s) and neighborhood in which you plan to provide after school services.
2. Briefly describe the characteristics of the youth who will participate in the proposed program.
3. Discuss the number of youth to be served at each site.

B. Lead Applicant

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

C. Community Partners

1. List the school(s) which is/are partners of the applicant. Include the principal of each school, the faculty, staff members, volunteers, and /or young people from each school who will be involved in developing and working with the partnership.
2. List the public agency, CBO(s) or NPO(s) which is/are partners of the applicant. Include the program lead of each organization and the staff members, board members, community members, volunteers, and /or young people who will be involved in developing and working with the partnership.
3. Please explain the structure of the school site administration. How will the partners work with school site staff? Who will employ the on-site coordinator position?
- 4.

D. Experience with After School Programs

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

E. Other Relevant Information

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

VI. PROPOSAL COMPONENTS

A. ELEMENTS OF A COMPLETE PROPOSAL

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

10 Copies of Complete Proposals.

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

Proposals must be clipped or stapled – DO NOT BIND PROPOSALS

Proposals must contain the following:

- Proposal Cover Sheet
- Proposal Narrative
 - Not to exceed 12 Pages for Proposals with one school site
 - Not to exceed 18 Pages for Proposals with more than one school site
 - Double spaced print using standard 12 point font and 1 inch margins
- Attachment A – Scope of Work
- Attachment B – Summary Budget Form
- Attachment C – Lead Agency Budget Form
- Attachment D – Budget Narrative (for each partner, if applicable)
- Attachment D1 – Subcontractor Budget Form (for each partner, if applicable)
- Attachment E – School Site Activity Form (if applicable)
- Attachment F – Demographics Form
- Attachment G – Overall Agency Budget
- Attachment H – Resume/Job Description for Key Staff
- Attachment I – Organizational Chart
- Attachment J – Board Roster
- Attachment K – Letter of Agreement (if applicable)
- Attachment L – Audited Financial Statements with Cover and/or Management Letter, if organization budget is \$100,000 or more.

OR

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

OR

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

- Attachment M – Copy of IRS Letter Certifying Tax Exempt Status dated in the year **2005** or later (not applicable to Public Agencies)

B. FORMATTING REQUIREMENTS

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

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

Name of Lead Agency	Project Title	Page # of # (Total Pages)
Top Left	Top Center	Top Right
3. All pages in the Proposal Narrative must be numbered consecutively. Proposal Narratives may not exceed 18 pages (excluding cover sheet, required attachments, and application forms). **Shorter narratives are welcome.**
4. All pages of all attachments should have the lead agency's name at the top. Attachments should be labeled and pages numbered if they have multiple pages.

C. SUBMITTAL REQUIREMENTS

1. Applicants must submit 10 clipped or stapled copies of their proposals. **DO NOT BIND PROPOSALS.**
2. All proposals must be **hand delivered, complete**, to the Oakland Fund for Children and Youth office on the 4th floor, Suite 4216 of the Lionel J. Wilson building at 150 Frank H. Ogawa Plaza (across from City Hall).
3. Proposals must be delivered **NO LATER THAN 5:00 p.m., Tuesday, January 30, 2006**. **Late applications will not be accepted and will not be eligible for funding.**
4. Postal mailed, e-mailed, and faxed proposals will not be accepted.

VII. PROPOSAL NARRATIVE

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


² This point system applies only to the scoring of the narrative section; the POC uses this score along with other criteria to make the funding recommendations.

<u>Narrative Element</u>	<u>Points</u>
Demonstration of Need	20
Agency Capacity	20
Staffing	10
Program Design	35
Outcomes and Evaluation	5
<u>Required Resources and Budget Request</u>	<u>10</u>
TOTAL	100

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

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

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


 Reviewers will score using the following criteria:

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

B. AGENCY HISTORY AND CAPACITY

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

1. Describe the organization(s) applying for funds, including history, mission, and types of services provided. How does your mission fit with the mission and goals of the Strategic Plan?
2. Describe similar current or past projects or services or accomplishments that relate to the type of work proposed. What was the size or scope of those efforts? What were the populations served? What were the outcomes involved?
3. Describe the collaborative relationship/partnership, including past history of working together, which may strengthen your organization's ability to successfully implement the proposed program.
4. Briefly describe the facility(ies) where the project is to be implemented, e.g., the location, description of space, amenities, security, etc.
5. Describe the fiscal and management practices that strengthen your organization's ability to successfully deliver the proposed program. Financial information should be provided in Attachment L.

 Reviewers will score using the following criteria:


- ✓ The extent to which the program described fits the Strategic Plan mission and goals addressing Comprehensive After School Programs for Children Ages 6-10 (Elementary

School) and Ages 11-14 (Middle School) – See pages 27-33 of the “2006-2010 OFCY Strategic Plan.”

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

C. STAFFING AND STAFF/CONSULTANT QUALIFICATIONS


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

 Reviewers will score using the following criteria:

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

D. PROGRAM DESIGN


1. Explain plans for implementation and units of service to be fulfilled. What are the key activities to be undertaken? What is the timeline for accomplishing them (be sure to allow adequate start-up time)? This answer should correspond to the Scope of Work Form(s).
2. Explain how you will coordinate the Academic and Enrichment/Recreation components and how joint decisions will be made between partners.
3. Describe the outreach and recruitment activities you will use to increase awareness of and utilization of services or participation in program events.

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

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

E. OUTCOMES AND EVALUATION

1. List the anticipated outcomes of the project for which funds are being requested and define the rationale for the identified outcomes.
 - ✓ OFCY’s definition of an outcome can be found in the glossary in the Appendix.
2. Describe the indicators or measures that will be used to track progress towards these outcomes.
3. Describe how data will be tracked; including enrollment, attendance, and the frequency with which services are offered.

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


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

F. REQUIRED RESOURCES AND BUDGET REQUEST

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

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

1. Describe how OFCY dollars and how the “new” ASES/Prop: 49 dollars will be utilized. Describe other resources that are secured or anticipated for this project during the project period.
2. How do you plan to sustain your program in subsequent years?

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

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

VIII. REQUIRED ATTACHMENTS

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

PROPOSAL COVER SHEET

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

Applicant/Fiscal Sponsor

The applicant is the organization or agency that will sign the contract if the grant is awarded. Therefore, if this is a project with a fiscal sponsor, the fiscal sponsor will be the applicant. Information about the Applicant/Fiscal Sponsor must be completed, including total organization budget for FY 2006-2007 (current year).

Sponsored Entity

If the applicant is a Fiscal Sponsor, then information about the sponsored entity must be completed, including total organization budget for FY 2006-2007 (current year).

Federal TAX ID#

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

Project Title

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

Project Description

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

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

Project Budget

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

Type of Service

Select the appropriate (one) Type of Service under which the proposal is being submitted for consideration.

Funding Strategy

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

A. SCOPE OF WORK FORM

Complete sections of the Scope of Work form as indicated below. Enter the applicant name and project title at the top of the form (in the header).

Above the Chart:

Total Grant Request and Total Estimated Match

List the grant request amount and the estimated match amount.

Projected Total Unduplicated Number Served

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

Units of Service per Funding Strategy

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

Funding Strategy Codes:

E Comprehensive After School Programs, ages 6 to 10 years

M Comprehensive After Programs, ages 11 to 14 years

In the Chart:

Program Activities

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

Program Activity Code

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

Program Activity Codes:

- 01 Arts activities
- 02 Computer training
- 03 Community Services Activities
- 04 Child development activities *(not applicable for this RFP)*
- 05 Career Education/ Employment training or assistance
- 06 Individual counseling/Mental health services *(not applicable for this RFP)*
- 07 Leadership development activities
- 08 Life skills development activities
- 09 Mentoring
- 10 Nutrition/Health services
- 11 Parent education/Parenting skills training *(not applicable for this RFP)*
- 12 Sports/Recreational activities
- 13 Tutoring/Academic Assistance
- 14 Other
- 15 Youth-to-Youth Grantmaking activities *(not applicable for this RFP)*

Funding Strategy

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

Projected Numbers of Participants Served

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

Ongoing Participants

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

Average Session Participants

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

Implementation Schedule

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

Projected Total Number of Sessions

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

Average Number of Hours Per Session

Indicate the number of hours in a session.

Projected Units of Service

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

Days of Activity

Indicate the days of the week for each activity.

Times of Activity

Indicate the times of day for each activity.

Site Code

List the site code as found in the Section IX.

B. SUMMARY BUDGET FORM

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

Projected Match

A column labeled "Projected Match" is included in the line item budget. Please enter the total dollar amount from other sources for the comprehensive after school program including the funds leveraged from the "new" ASES/Prop 49 funding.

C. LEAD AGENCY BUDGET REQUEST FORM

The budget is an important component of your proposal. This document links the funding requested with specific elements of the project proposed. Therefore, the budget proposed should be an appropriate and accurate projection of the project expenses for the site specific comprehensive after school program.

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

1. Direct Costs

a. Personnel

In addition to the information required on the line-item budget form, include a detailed description of the activities of each position as it relates to the project in the budget narrative

(Attachment D). All positions must be related to direct service to children and youth in some way.

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

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

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

Example:

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

b. Other Direct Costs

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

Sample text:

“Total request amount is _____. OFCY budget request is _____.”

Duplicating/Copying

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

Equipment Lease Agreement(s)

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

Equipment/Furniture Purchase

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

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

Sample Narrative: We will require 3 computers to supplement our 7-computer laboratory. These computers will be used by youth in the Young Journalists Club, described on page 5 of our proposal. After calculating the costs of leasing 3 computers versus purchasing the equipment, we found that purchasing the equipment resulted in a net savings of \$1,050 over the course of the year. The total cost for purchase of three computers is \$2,550.

Sample text:

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

Facility Rental and Costs

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

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

General Office Supplies/Software

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

Postage

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

Program Materials & Supplies

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

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

Telephone/Internet/Communications

Sample Narrative: There are two separate costs associated with this line item: local and long distance calls. Local calls will be made for program related communications and will amount to \$100 monthly. The long distance calls will be made for communication with national and regional offices and other program related communications. The anticipated long distance calls costs for the year are \$3,000. Therefore, the total telephone budget is \$4,200.

Project Staff Travel/Transportation/Meeting Costs

The projected expenditures for local and non-local travel should be described in this section. The basis for the calculation as well as the purpose for all travel should be provided. Local travel

estimates should be based on your organization's current policies, for example, 36.5 cents per mile. Any non-local travel needs to be carefully itemized and justified.

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

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

Youth Stipends

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

c. Consultants

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

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

d. Subcontracts

For each proposed subcontract for which you request OFCY support, you should provide an explanatory paragraph in the budget narrative that describes in detail the services to be provided.

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

2. Indirect Costs

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

Sample Narrative: Ten percent of a total grant amount of \$200,000. The total indirect costs will be \$20,000.

D. BUDGET NARRATIVE

The budget narrative must be independent of the proposal narrative and must include a separate and complete justification for each line item in the budget. Narrative examples are provided in the description

of Attachment C, above. In general, each narrative statement should describe, in as much detail as possible:

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

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

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

D1. SUBCONTRACTOR BUDGET FORM (IF APPLICABLE)

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

E. SCHOOL SITE ACTIVITY FORM

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

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

F. DEMOGRAPHICS FORM

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

G. OVERALL AGENCY BUDGET

Please attach an overall agency budget for Fiscal Year 2006-2007 (current year’s budget) of income (committed and requested) and expenses. If there is an ending balance or deficit from preceding years, account for it in the current year’s budget. Specify whether the budget is that of the fiscal sponsor (applicant) or that of the sponsored entity.

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

This chart should be labeled “Attachment G” in your application.

H. RESUME/JOB DESCRIPTION FOR KEY STAFF

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

I. ORGANIZATIONAL CHART

The organizational chart should indicate how this program fits into the structure of the organization including staffing, reporting lines, and governance. The chart should show the relationships of staff within the agency delivering services. If there is a Fiscal sponsor or there are partner agencies, the

relationships between agencies should be indicated. This chart will help reviewers assess the applicant's capacity and how the program fits into the overall mission of the organization.

J. BOARD ROSTER

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

This chart should be labeled "Attachment J".

K. LETTERS OF AGREEMENT

Letter of Agreement must be submitted between the following parties:

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

The department director must sign any City of Oakland or Alameda County applications.

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

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

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

L. FINANCIAL STATEMENTS OR AUDIT

Audited Financial Statements with Cover and/or Management Letter, if organization budget is \$100,000 or more – For 2005-2006.

OR

CPA Review of Financial Statements with Cover and/or Management Letter, if organization budget is under \$100,000 – For 2004-2005 & 2005-2006.

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

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

M. IRS LETTER CERTIFYING TAX EXEMPT STATUS

All applicants must be a public or private non-profit agency. Non-profit agencies must attach a copy of the IRS letter dated **2005** or later certifying their organizations' nonprofit status under section 501(c)(3). Organizations that do not have 501(c)(3) status must apply under the sponsorship of an organization holding an IRS 501(c)(3) designation. For-profit agencies are not eligible for funding. No proof is required for public agencies (not applicable to Public Agencies).

IX. SITE CODES

SCHOOLS

Site #	Elementary School	City Council District
101	Allendale	4
102	Bella Vista	2
178	Bridges Academy (Melrose)	6
103	Brookfield	7
105	Burekhalter	6
168	Carl Munck	6
106	Chabot	1
108	Cleveland	2
111	Crocker Highlands	2
172	Fred T. Korematsu Discovery Academy (Stonehurst)	7
119	Glenview	5
122	Grass Valley	7
127	Hillcrest	1
136	Horace Mann	4
166	Howard	7
186	ICS	5
128	Jefferson	5
142	Joaquin Miller	4
171	Kaiser	1
121	LaEscuelita	2
129	Lafayette	3
130	Lakeview	2
131	Laurel	4
132	Lazear	5
138	Markham	6
139	Maxwell Park	4
143	Montclair	4
125	New Highland	7
144	Parker	6
146	Piedmont	1
193	REACH	7
148	Redwood Heights	4
192	RISE	7
153	Sherman	6
154	Sobrante Park	7
190	Think College Now	5
176	Tilden	4
157	Thornhill	4
162	Webster	6
163	Whittier	6

Site #	Middle School	City Council District
227	Calvin Simmons- Peralta Creek	5
228	Calvin Simmons- United for Success	5
109	Cole	3
210	Edna M. Brewer	4
203	Frick	6
189	KIPP: Oak College Prep	3
235	Melrose Leadership	6
211	Montera	4

LIBRARY

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

RECREATION CENTER

- 18 ADA Inclusion Center
- 19 Allendale
- 20 Arroyo Viejo
- 21 Brookdale
- 22 Bushrod
- 23 Carmen Flores
- 24 DeFremery
- 25 Dimond
- 26 Discovery Science Center
- 27 FM Smith
- 28 Franklin
- 29 Golden Gate
- 30 Ira Jinkins (Brookfield)
- 31 Lincoln Square
- 32 Manzanita
- 33 Montclair
- 34 Mosswood
- 35 Poplar
- 36 Rainbow

37	Redwood Heights
38	Rotary Nature Center
39	San Antonio
40	Sheffield village
41	Studio One Art Center
42	Tassafaronga

OTHER

43	
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X. GLOSSARY

501(c)(3)

If an organization has a “501(c)(3) designation” or “501(c)(3) status,” then it is legally a **nonprofit organization** as determined by the Federal Government. If an organization is not a 501(c)(3), then it is not legally a nonprofit organization.

After School

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

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/RFP at the Bidders’ Conference, potential applicants may ask OFCY staff questions about the RFP/RFP.

Board of Directors³

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

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

CAO-

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

Cap

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

Capacity, Capacity Building

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

C.B.O.

Community Based Organization

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 after school program 3 days per week for 25 weeks per

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

year, this youth would be counted as 1 unduplicated client even though s/he would attend the program approximately 75 times per year.

Comprehensive After School

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

Consent

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

Cost-Effective

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

Cost per Unit of Service

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

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

Direct Costs

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

Emerging Organization

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

Evaluation

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

Financial Statement

A Financial Statement is usually prepared by a certified public accountant and contains an organization's report of revenues and expenditures. New nonprofit organizations may have a very simple financial statement that is prepared by a bookkeeper or by the board treasurer. It can be audited or not audited. Financial Statements should be accompanied by an explanation of any findings of concern. Audited Financial Statement reports are accompanied by a cover letter and/or management letter, which contains any findings and is signed by the independent auditor.

Fiscal Sponsor (sometimes referred to as a Fiscal Agent)

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

Funding Strategies

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

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

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

Grant, Grant Application/Proposal, Grantee

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

Indicators⁴

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.

Inputs⁵

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

LEC

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

Match, Matching Funds

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

Measure K – Kids First! Initiative

The Oakland Fund for Children and Youth (**OCFY**) 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

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

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

First! Initiative (Measure K). This initiative was the result of a grassroots effort including young people, parents, teachers, community organizers, staff from youth-serving organizations, and many others who were instrumental in placing the Measure K- Kids First! Initiative on the ballot.

Non-Consent

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

Nonprofit Organization

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

OASCT

Oakland Afterschool Coordinating Team.

OFCY

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

Outcomes⁶

Outcomes are benefits for participants during or after their involvement with a program. Outcomes are not the same as **Outputs**, nor are they measures of how many clients are served, how many program activities are delivered, nor the total number of **Units of Service**. Outcomes relate to positive changes in knowledge, skills, attitudes, values, behavior, condition, or status. Examples of Outcomes include improved health status, increase in reading skills, and more effective responses to conflict, getting a job, and having greater financial stability.

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

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

Outputs⁷

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

POC

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

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

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

Public Agency

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

Qualitative

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

Quantitative

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

Quorum

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

RFP

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

School-Linked Programs

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

Services

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

Strategic Plan

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

Target Population, Target Age

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

Technical Assistance

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

Unit of Service

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