

**Oakland Unite
April 2016 through June 2018
Funding Cycle**

**REQUEST FOR PROPOSALS:
West Oakland
Street Outreach Services**

RFP Released: January 8, 2016

**Bidder's Conference
(Attendance is strongly encouraged):**

January 20, 2016 2:00-4:00 pm
Classroom 2, Second Floor
150 Frank Ogawa Plaza, Oakland, CA 94612

**Proposals (Hard Copy) Due:
February 1, 2016 by 5:00 pm**

Please read the entire document thoroughly prior to applying – note that some submission instructions and questions have been updated in this RFP.



<http://oaklandunite.org>
150 Frank Ogawa Plaza, Suite 4340
Oakland, CA 94612

TABLE OF CONTENTS

OVERVIEW

Introduction.....	3
Measure Z: Public Safety and Services Act of 2014.....	3
About Oakland Unite: Vision and Guiding Principles.....	4
Oakland Unite Strategies Overview.....	6
Glossary: RFP Terms and Definitions.....	7

APPLICATION PROCESS

Who Can Apply?.....	8
How Much Can I Apply For?.....	9
How to Apply Overview.....	10
Bidders' Conference and Technical Assistance.....	10
Summary of Important Dates.....	10
Minimum Qualifications and Review Process/Criteria.....	11

PROPOSAL INSTRUCTIONS

Step 1 – Starting your Proposal (Formatting Instructions).....	12
Step 2 – Proposal Narrative.....	13
Step 3 – Budget Form and Narrative.....	17
Step 4 – Required Attachments.....	17
Step 5 – Submit.....	19
Cover Sheet and Proposal Package Checklist.....	20

APPEALS AND POST AWARD PROCESS

What If I Don't Get Funded?.....	21
What If I Do Get Funded?.....	21

APPENDICES

Appendix A: Street Outreach Sub-Strategy Description	
Appendix B: Scope of Work Form	
Appendix C: Budget Form and Budget Narrative Instructions	
Appendix D: Proposal Scoring Rubric (Draft)	
Appendix E: Contract Compliance Information	
Appendix F: Stressor Map	

OVERVIEW

INTRODUCTION

The City of Oakland Human Services Department (HSD) is pleased to release this Request for Proposals (RFP) for West Oakland Street Outreach services during the April 2016 through June 2018 funding cycle. Oakland Unite, a division of HSD, administers violence intervention and prevention services funded under Measure Z, as well as other funding dedicated to similar violence prevention goals.

The City is seeking qualified agencies to conduct violence intervention with youth and young adults at highest risk for involvement in violence in West Oakland. Oakland City Council intends to award funds to a community-based organization with demonstrated capacity to implement the requested services and activities. The grantee will be a key partner in the City's network of violence prevention and intervention efforts.

GRANT TERM: The estimated contract term for selected proposals is fifteen-months, from April 1, 2016 to June 30, 2017. Oakland Unite may renew grants for an additional one-year period of July 2017 to June 2018, depending on performance, availability of funds, and Council approval.

FUNDING AMOUNT: The City plans to award an estimated \$325,000 annually to one agency for West Oakland Street Outreach services. An estimated \$406,250 will be available for the initial fifteen month contract period. Please note that current revenue projections are estimates. The actual amount available for allocation is subject to change.

MEASURE Z: PUBLIC SAFETY AND SERVICES ACT OF 2014

The funds available through this RFP come from Oakland Public Safety and Services Violence Prevention Act (Measure Z). In November 2014, residents of Oakland voted to approve a new parcel tax and a surcharge on parking in commercial lots in order to support the following objectives:

- 1) Reduce homicides, robberies, burglaries and gun-related violence;
- 2) Improve police and fire emergency 911 response times and other police services; and
- 3) Invest in violence intervention and prevention strategies that provide support for at-risk youth and young adults to interrupt the cycle of violence and recidivism.

Measure Z provides approximately \$24 million every year for ten years to fund violence prevention and intervention programs, additional police officers, and fire services. The annual allocations of the revenues are as follows:

- 3 percent of total funds for audit, evaluation, and Commission support;
- \$2,000,000 for the Fire Department;
- Of the remaining funds, 60 percent for geographic policing; and
- Finally, the remaining 40 percent for community-focused violence prevention and intervention services and strategies.

Measure Z's legislative language provides the following guidance regarding prevention and intervention services:

“Community-focused Violence Prevention and Intervention Services and Strategies: Coordination of public systems and community-based social services with a joint focus on youth and young adults at highest risk of violence as guided by data analysis. Invest in and engage the community in collaborative strategies such as:

(a) Street outreach and case management to youth and young adults at high-risk of involvement in violence in order to connect individuals in need of employment, mental health, or educational services to needed programs;

(b) Crisis response, advocacy and case management for victims of crime (including domestic violence victims, commercially sexually exploited children, and victims of shootings and homicides) with a strategic focus on reducing likelihood of being re-victimized;

(c) Reentry programs for youth and young adults, including case management, school support, job training and placement in order to reduce recidivism rates and improve educational and employment outcomes;

(d) Young children exposed to trauma or domestic and/or community violence.”

Measure Z also establishes a Public Safety and Services Violence Prevention Oversight Commission (SSOC) whose members are charged with ensuring the proper revenue collection, spending, and implementation of the programs mandated by the Ordinance. Among the SSOC's duties is to review priority spending plans for proposed funding through the ordinance and to make recommendations to the Mayor and City Council prior to Council approval. The full text of the legislation can be found at: <http://oaklandunite.org/about>

ABOUT OAKLAND UNITE: VISION AND GUIDING PRINCIPLES

ABOUT OAKLAND UNITE: A division of the City's Human Services Department, Oakland Unite is responsible for building a network of community-based organizations, public agencies, and residents using proven and effective means to reduce violence in Oakland. Programs in the Oakland Unite network target Oakland's highest risk community members and neighborhoods, with a particular focus on interrupting violence as it is occurring and preventing future violence.

VISION: The City, through Oakland Unite, seeks to fund an array of services to youth and young adults at highest risk of violence in Oakland, with the goals of:

- 1) Reducing violence in Oakland among youth and young adults, and
- 2) Creating a well-integrated violence intervention system.

The City envisions a system with strong links among social services, school district, workforce development, police and criminal justice agencies resulting in better coordination of services leading to better outcomes for participants. The funded program will become part of the Oakland Unite network and play a significant role in the comprehensive and multifaceted citywide effort to reduce violence.

GUIDING PRINCIPLES FOR RESOURCE ALLOCATION: Grant-making efforts are guided by the following principles:

- **Prioritize resources for neighborhoods where violence is most prevalent.** Services must be prioritized for West Oakland communities with the highest stressors, which historically and currently have had the highest incidence of violent crime, especially shootings and homicides. See **Appendix F: Stressor Map**.
- **Align with other funding sources.** HSD will continue to work with public partners to align funding priorities in order to maximize positive outcomes for targeted participants and communities and achieve a greater collective impact.
- **Use evidence-based programs and/or best practices.** In order to promote successful outcomes, the City will prioritize programs that demonstrate expertise and effectiveness in serving local communities, and also replicate evidence-based programs and/or utilize best practices in the field of violence prevention. Funded agencies should expect to be evaluated around use of best practices.
- **Support efforts towards innovation and improvement.** Recognizing the need for continued development and refinement of services and approaches, opportunities for innovative and emerging practices focused on violence prevention and intervention are encouraged where appropriate.
- **Utilize data-driven analysis and outcome-based evaluation.** HSD staff will analyze grantee performance data, as well as school, probation and crime data, in partnership with the Measure Z evaluator, to help guide program development, ensure a focus on highest risk individuals, and to monitor program outcomes.

ESSENTIAL SERVICE ELEMENTS: The City seeks to support services and programs that align with the following principles. Applicants should address these priorities in their proposals.

- **Focus on highest-risk individuals most likely to be involved in and directly affected by violence.** This may include youth and young adults who experience intense violence and trauma as victims, who have used or are considering using violence against others, and/or who are returning to their community after incarceration for a serious or violent offense.
- **Support of intensive interventions for highest-risk individuals centered on strong relationships.** Understanding that highest-risk individuals often have high needs (including basic needs), intensive and comprehensive interventions are critical. Services must be individualized, by matching particular needs with appropriate interventions. Effective service provision relies on strong relationship-building between participant and provider, where relationships are shaped by mutual trust, respect, accountability, and consistency.
- **Engage participants during defining moments of crisis and self-reflection.** Understanding that youth and young adults engaged in lifestyles of high-risk are often resistant to change, service providers should recognize and seize upon

windows of opportunity for engagement when participants are most open to life changes – such as returning home after incarceration, losing a loved one to or being injured by violence, or being arrested or “called-in” by law enforcement.

- **Focus on both risk and resilience factors.** The City will support services that address the complex and multiple risk factors associated with violence that include, but are not limited to: poverty, unemployment, discrimination, substance abuse, educational failure, and fragmented families. Efforts should build on positive assets and resilience in individuals, families, and communities.
- **Integrate family and community into service plans.** Family and community members play a vital role in an individual’s growth and development. The City seeks grantees that involve family and community where appropriate, and incorporate opportunities for family strengthening and community building.
- **Emphasize coordination among public and community service systems.** Intentional, strategic coordination may take place through means such as defined referral and intake protocols, regular case conferencing, shared standards of assessment and practice, and other formal and informal mechanisms.

OAKLAND UNITE STRATEGIES OVERVIEW

In order to reduce violence, Oakland Unite funding is invested towards reaching target populations at the highest risk for being perpetrators or victims of violence. The City currently directs funding towards ten sub-strategies across five strategic investment areas which are summarized in the following table. West Oakland Street Outreach services will be part of the “Violent Incident and Crisis Response” Strategy Area.

Strategy Area	Sub-Strategy
I. Life Coaching/ Intensive Case Management	Intensive Youth Case Management
	Intensive Adult Case Management
II. Education & Economic Self-Sufficiency	Youth Employment /Education Support
	TAY & Young Adult Employment /Education Support
III. Violent Incident and Crisis Response	Street Outreach
	Shooting/Homicide Response and Support Network
	Commercially Sexually Exploited Children Intervention
	Family Violence Intervention
IV. Community Asset Building	Young Adult Leadership Council
V. Innovation Fund	Innovation Fund

The successful Applicant will be required to participate in coordinated efforts with the Human Services Department, other funded agencies, and other key partners. Additionally, the grantee will be required to participate in training and technical assistance designed to build capacity, ensure fidelity to best practice service models, and deliver the desired violence prevention outcomes. To see a list of currently funded programs and agencies, please visit: <http://oaklandunite.org/>

GLOSSARY: RFP TERMS AND DEFINITIONS

Allocation	The annual projected funding allocation for the April 2016 through June 2017 is an estimate and may change as the tax base for Measure Z changes with changes in the economy
Exposed to Violence	Witnesses and/or victims of family violence, commercial sexual exploitation, or community ("street") violence
FY	Fiscal Year
Gang Involved Youth/ Young Adults	Any youth or young adult involved in an organization, association or group of three or more persons, informal or formal, having one of its primary activities the commission of one or more criminal acts, having a common name or common identifying sign or symbol, and whose members individually and collectively engage or have engaged in a pattern of criminal activity
Juvenile Justice Center (JJC)	Alameda County Juvenile Hall with an adjacent Court Facility that houses court rooms and offices for the District Attorney, Public Defender, Behavioral Health Care, Court Clerk, Sheriff, and Probation staff
Performance-Based Contracts	HSD will enter into performance-based contracts with the successful Applicant, meaning that HSD and the agency will agree on a set of service deliverables, and payment will depend on progress towards those deliverables
Program Strategy Area	Overarching category of services that have been approved by City Council for funding
Program Sub-Strategy	Specific type of program that has been approved by City Council for funding
Projected Number Served	Estimate of the minimum number of total participants served by all funded proposals in each sub-strategy annually
Safety and Services Oversight Commission (SSOC)	Established by Measure Z, members of the SSOC are charged with ensuring the proper revenue collection, spending, and implementation of the programs mandated by the Ordinance
Target Population	Population served by each Oakland Unite program sub-strategy. Only this population can receive funded services
Transition Age Youth (TAY)	Persons aged 16-24 years old
Young Adults	Persons aged 18-35 years old
Youth	Persons aged 13-24 years old

APPLICATION PROCESS

WHO CAN APPLY?

ELIGIBILITY

Eligible Applicants are public agencies or organizations with a tax-exempt status under section 501(c)(3) of the Internal Revenue Code. Applicants must include an IRS statement certifying their organization's nonprofit status dated **2012** or later. To obtain confirmation of current nonprofit status, call the IRS at 1-877-829-5500. Note: in some cases it can take over two weeks to obtain this form. If Applicants are unable to receive an IRS affirmation letter by the proposal due-date, please include the IRS status determination letter from before 2012 along with a memo/verification that you have submitted a request to the IRS for an affirmation letter.

No proof of eligibility is required for public agencies. Organizations (other than public agencies) that do not have 501(c)(3) status must apply using a fiscal sponsor (see below for details). A public agency must apply on its own behalf and may not use a fiscal sponsor.

Measure Z is not designed to provide start-up funding for new agencies. However, partnerships between established agencies and new, promising agencies are encouraged.

TYPES OF APPLICANTS

Single Agency Applicants: A Single Agency Applicant is one agency applying for funding.

Collaborative Applicants: Collaborative Applicants with one or more named sub-grantees seeking funding to deliver services are also eligible to apply. These roles and funding amounts should be outlined in the program narrative and budget, and a Memorandum of Understanding (MOU) submitted as attachments in the "Partnerships" section. Collaborative Applicants must designate one Lead Agency that would contract with the City of Oakland. The Lead Agency must have the fiscal and management capacity to support subcontractors by issuing payments in a timely manner, and providing sub-grantee program and fiscal oversight.

Fiscal Sponsors: This category also includes Fiscal Sponsors. In this case, the fiscal sponsor is the Applicant and, if a grant is awarded, would be the organization that contracts with the City and is legally liable for all aspects of the contract including program implementation, fiscal management, and communication with the City regarding subcontractor activities.

NUMBER OF APPLICATIONS

Applicants may submit one proposal as the Lead Agency and/or Single Applicant.

CONTRACT COMPLIANCE

Please see **Appendix E: Compliance with City Council Policies** for information on applicable City programs and policies that all funded agencies shall be required to comply with. All Applicants are strongly encouraged to apply as soon as possible for certification as a Local, Small and Very Small Local Business Enterprise (L/S/VSLBE).

Applicants may contact Vivian Inman in the Contracts and Compliance Unit at vinman@oaklandnet.com with questions regarding certification and requirements. For more information on the L/S/VSLBE program, please visit: <http://ec2-54-235-79-104.compute-1.amazonaws.com/oak/groups/contracting/documents/form/oak029719.pdf>

HOW MUCH CAN I APPLY FOR?

FUNDING PARAMETERS

Oakland Unite plans to award an estimated **\$325,000 annually** for West Oakland Street Outreach services; an estimated \$406,250 for the initial fifteen month period. The City anticipates making **one** award to a Single or Collaborative Applicant.

Percent of Overall Budget: The City strongly encourages Applicants not to request funds that exceed 50% of the Applicant's current year overall organizational budget.

HOW CAN FUNDS BE USED?

The proposed program must provide direct services to the target population described in **Appendix A: Street Outreach Sub-Strategy Description**.

Funds may NOT be used for:

- Maintenance, utilities, or similar operating costs of a facility not used primarily and directly by target population (e.g., costs associated with an off-site office or location).
- Religious worship, instruction, or recruiting someone to join one's religion or faith.
- Supplanting (displacing or replacing) services provided by other public funds.

MATCHING FUNDS

Applicants must demonstrate 20% match of the total requested funding amount. If awarded, Grantees will be held accountable for raising and documenting a match of 20% or more of the Oakland Unite grant award. This matching requirement can be met by contributions of cash and/or in-kind services. Match funds must be secured by the third quarter of each contract year; HSD staff will verify.

Example: An organization is seeking \$100,000 from Oakland Unite to run a program. If awarded a \$100,000 grant, the organization would be held accountable for raising at minimum \$20,000 (20%) in matching funds.

Grantees may **NOT**:

- Apply the same match to more than one Oakland Unite grant.
- Use one Oakland Unite grant as a match for another. *Example:* if a grantee has a \$100,000 grant from Oakland Unite directly and subcontracts on another Oakland Unite grant for \$20,000, subcontractor dollars may not be used as a match for the direct grant.

FUNDING PERIOD

Proposals should reflect the costs and measurable outcomes for a one-year period. If awarded the initial contract will be for a fifteen month period (from April 1, 2016 through June 30, 2017). Budget and deliverables will be pro-rated to reflect the additional three months. Upon mutual agreement, the City and the service provider may renew the contract for one (1) additional 12-month period (from July 1, 2017 through June 30, 2018), subject to satisfactory performance, availability of City funds, and City Council approval.

Disbursement of Funds: Selected Applicants will not receive their first disbursement of funds until they submit all required contract documents. After all contract documents are received it takes 6-8 weeks before the contract is executed.

HOW TO APPLY OVERVIEW

The complete RFP can be downloaded at <http://oaklandunite.org>. The steps to apply for Oakland Unite funding are as follows:

- Step 1) Starting Your Proposal (Formatting Requirements)**
- Step 2) Complete Proposal Narrative**
- Step 3) Complete Budget and Budget Narrative**
- Step 4) Prepare Required Attachments**
- Step 5) Submit Proposal**

The application steps above are described under the **Proposal Instructions** section of this RFP.

BIDDERS' CONFERENCE AND TECHNICAL ASSISTANCE

BIDDERS' CONFERENCE

General information and guidance will be provided through a Bidders' Conference:

- **Date:** January 20 from 2pm to 4pm
- **Location:** Classroom 2, Second Floor (150 Frank Ogawa Plaza Oakland, CA 94612).

All potential Applicants are strongly encouraged to attend. Questions and Answers from the Bidders' Conference will be posted on the website.

GENERAL TECHNICAL ASSISTANCE BY EMAIL

Questions regarding the proposal process should be submitted by email to oaklanduniterfp@oaklandnet.com only. **No** phone or in-person TA will be provided. Responses to questions submitted by email will be posted within 2 business days on the Oakland Unite website: <http://oaklandunite.org>. The last day questions will be accepted is January 28, 2016.

SUMMARY OF IMPORTANT DATES

Item	Date
RFP Issue Date	January 8, 2016 on http://oaklandunite.org
General TA by E-mail Begins	January 8, 2016 , Mon-Fri, 8:30am-5pm only
Bidders' Conference (Attendance Strongly Encouraged)	January 20, 2016, from 2:00pm-4:00pm Classroom 2, Second Floor 150 Frank Ogawa Plaza, Oakland, CA 94612
Final Date to Submit Questions	January 28, 2016, 5:00pm
Hard Copy Proposals Due	By February 1, 2016, 9:00am-5:00pm 2 copies must be hand delivered to office: 150 Frank Ogawa Plaza, Suite 4340 Oakland, CA 94612
Preliminary Notification of Funding Recommendations	February 11, 2016 – estimated Exact date TBD
Written Appeals from Applicants Due	February 19, 2016, by 4:00pm – estimated Exact date TBD
SSOC and City Council Approval of Award	February/March 2016 Exact date TBD
Program Year Begins	April 1, 2016 Pending SSOC and City Council Approval

MINIMUM QUALIFICATIONS AND REVIEW PROCESS/CRITERIA

Minimum Qualifications: Competitive Applicants must meet the following minimum qualifications, and submit a proposal that includes the following critical elements:

- Strong service track record. For agencies who have received Measure Y funding, their past performance will be included in the review process.
- Experience and capacity to work with the intended target population – see **Appendix A: Street Outreach Sub-Strategy Description**.
- Proven success in recruiting, training, and retaining qualified staff and/or volunteers who reflect the community served and are committed to reducing violence in Oakland.
- Experience and capacity to provide linguistically and culturally appropriate services,
- Experience and capacity to provide similar services to West Oakland and/or established partnerships with agencies who have relevant experience serving West Oakland.
- Agency meets eligibility and funding parameters (see **Who can Apply?** and **How much can I Apply For?** sections for details).
- Leveraged resources – A 20% funding match is required. The required 20% match will be verified by HSD staff during the program year.

Critical Proposal Elements: Competitive proposals must adhere to the following guidelines:

- Incorporate the required elements into program design – see **Appendix A** for details.
- Align with Guiding Principles and Essential Service Elements (see **Overview** for details).
- Specify clear outcomes that are linked to violence prevention.
- Describe a theory of change that leads to identified violence prevention outcomes.
- Target services to high-stress areas in West Oakland (see **Appendix F: Stressor Map**).

Proposal Selection: HSD will work with outside experts, including public partners where appropriate, to conduct a thorough review of all proposals submitted. Outside reviewers will be selected for their expertise in key areas including: violence prevention/intervention, street outreach, youth development with high-risk youth, and mental health. The review panels will include readers with varied programmatic experience in the public and non-profit sectors.

Panels will conduct a thorough review of each proposal using a consistent Proposal Scoring Rubric (see **Appendix D** for a draft rubric including breakdown of points by proposal section). City staff will review proposals for completeness and alignment with the criteria outlined above. During the proposal review, the panel will consider how collaborations and other strategies might maximize the use of resources. Staff will forward funding recommendations to the SSOC and City Council for review and approval. City Council makes all final funding decisions.

Preference Points: Preference points awarded by the Contract Compliance Division will be considered. While not a requirement, all Applicants are strongly encouraged to apply as soon as possible for certification as a Local, Small and Very Small Local Business Enterprise (L/S/VSLBE).

Qualifying Applicants who go through the process may receive preference points awarded by the City of Oakland Contract and Compliance Division by receiving certification. For more information on the L/S/VSLBE program, please visit: <http://ec2-54-235-79-104.compute-1.amazonaws.com/oak/groups/contracting/documents/form/oak029719.pdf>

Additional preference points may be awarded for agencies that demonstrate their existing work force includes Oakland residents through the optional submission of Schedule E-2 (Oakland Workforce Verification).

Applicants must begin the certification process and/or submit Schedule E-2 by the proposal due date to be considered for preference points for this RFP. See **Appendix E** for details on preference points. Applicants may contact Vivian Inman in the Contracts and Compliance Unit at vinman@oaklandnet.com with questions regarding certification and preference points.

Funding Award: The estimated date for preliminary notification of the funded proposals will be February 11, 2016. Applicants will be notified via email. The City anticipates the contract will be finalized (with SSOC and City Council approval) in March 2016, with services beginning April 1, 2016. Services for the first grant agreement will continue until June 30, 2017.

PROPOSAL INSTRUCTIONS

STEP 1 – STARTING YOUR PROPOSAL (FORMATTING INSTRUCTIONS)

STARTING YOUR PROPOSAL

Oakland Unite will accept hard copies applications only for the West Oakland Street Outreach RFP. Applicants should submit two complete hard copies following the formatting requirements outlined below.

COVER SHEET

All Applicants must submit a Cover Sheet with their application, which does not count towards the page limit. A Cover Sheet and Checklist template are included at the end of this section.

FORMATTING REQUIREMENTS

- Proposal narratives must be typed on 8 ½ x 11 inch paper, with 1 inch margins.
- All text must be double spaced, with the exception of charts and tables.
- Standard 12 point font must be used.
- Proposal narratives must not exceed 20 pages and should be numbered consecutively. Please print pages double-sided. Additional pages will NOT be read.
- Required attachments do not count towards the page limit.
- Please do not staple or bind proposal. Binder clips or paper clips will suffice.
- All pages in the proposal narrative must have the following header:

<i>Name of the Lead Agency (Top Left)</i>	<i>West Oakland Street Outreach Proposal (Top right)</i>
---	--

STEP 2 –PROPOSAL NARRATIVE

The Proposal Narrative must include the following elements, which should be addressed in the order listed below. Sections of the program narrative are described below with suggested page length for each section. Please label sections and responses in your proposal narrative to correspond with the sections and questions listed below.

PART 1: AGENCY HISTORY AND CAPACITY (3 pages double-spaced)

Please provide the following information regarding Agency History and Capacity. If this is a collaborative proposal, please include named partner organizations in your responses to Questions 1a-1c. Please refer to the Lead Agency for Questions 1d-1i.

- 1a) Describe the organization(s) applying for funds, including history, mission, overall size, the types of services provided and, the year each agency was founded. How does your mission fit with the goals of the strategy?
- 1b) Describe similar current or past projects, services, and accomplishments that relate to the type of work proposed. What was the size and scope of those efforts? Who were the populations served? Include the results of outside evaluations if applicable.
- 1c) Describe the history of the organization(s), including the specific neighborhood the organization(s) are based in, the types of services that have been provided, and the vision for the organization(s) work in West Oakland.
- 1d) Describe the organization's history and relationship with other proposed collaborative partners who will deliver the proposed services, if applicable. What is the extent of these partnerships, and what has been accomplished?
- 1e) Does the Single/Lead Agency currently receive funds from City of Oakland? (Yes/No)
 - a. If yes, how much and from what program(s) or department(s)?
- 1f) Describe your organization's revenue sources. What resources does your organization use to support itself (donations, government contracts, foundation grants, fee for service, etc.)? Provide an overview to your organization's budget, including the duration of current funding sources.
- 1g) Provide information on your agency's experience in managing performance-based government grants and contracts (See **Glossary** for definition). Be specific about your agency's accounting and fiscal reporting procedures.
- 1h) Describe your organization's board, including the number of board members required by agency bylaws, the number of board members currently engaged, and the extent to which they reflect communities served.
- 1i) Please explain how the organization's Board of Directors, Board Committee, or other Advisory Group provides oversight and fiscal management of the programs offered by the organization.

PART 2: KEY STAFFING (2 pages double-spaced)

- 2a) Describe the staffing plan for the proposed project. Identify the person who will have primary responsibility for managing the project and discuss their experience in managing similar projects. Identify the key staff in the lead agency that will be funded by this proposal. Include their qualifications, expected roles, estimated percent time spent on the program, language capacity, cultural competence, how they reflect the community and/or population to be served, length of employment with the agency, and their experience implementing similar projects. Please be specific about your plan for recruiting individuals with specific ties to the West Oakland community.
- 2b) If this proposal has sub-grantees, describe key staff in the sub-grantee agencies, including their expected roles, language capacity, cultural competence, how they reflect the community and/or population to be served, estimated percent time on the program and their experience implementing similar programs. Write "N/A" if no sub-grantees will be included in the proposal.
- 2c) Describe your supervision structure for proposed program staff, including the frequency of supervision meetings, performance appraisal structure, and how you plan to address the clinical supervision needs (if applicable) for direct service staff.
- 2d) Please describe your agency's staff development and retention plan. Include how you equip your staff with the most current information, tools and promising practices in violence prevention and intervention service delivery. Explain how the organization supports the well-being of staff who are exposed to violence and trauma.

PART 3: PROGRAM DESIGN (2-3 pages double-spaced)

Please see **Appendix A** for specific program guidelines.

Target Population and Target Area

- 3a) Identify the target population for your program and, if applicable, your recruitment strategy. How will you determine whether a potential participant is part of the target population?
- 3b) Briefly describe the current and emerging needs of the program target populations and/or neighborhoods that you plan to serve.
- 3c) Where are your offices physically located? Where will your Oakland Unite funded services be provided?
- 3d) Describe why the proposed services are appropriate to the target population's developmental needs, as well as their gender, sexual orientation, and cultural identification?

Program Structure

- 3e) Describe your proposed program and scope of work, including what type of services will be provided (e.g., violence interruption), and how will they be provided (e.g., in groups, cohorts, individually)? What is the estimated number of participants projected over the course of a year?

3f) Describe how the program design above aligns with evidence-based or best practices listed in **Appendix A**. Are there additional evidence-based or promising practices you will integrate into your service delivery for participants in this program?

3g) Describe how your program aligns with other efforts including those of community-based organizations, public agencies or systems of care to address key community needs. How do your program and services align with these efforts/entities? How do you envision coordination and collaboration happening? If you currently receive funds from Oakland Unite, how will these multiple efforts support, inform, and/or enhance service delivery?

PART 4: SERVICE ACTIVITIES (2-3 pages double-spaced)

Please see **Appendix A** for specific program guidelines.

4a) Describe the most important service activities for which you will receive payment. These service activities should be central to helping you achieve the measurable outcomes you will describe below. Please list up to four (4) of the most important service activities, briefly describing them in 1-3 sentences each. Include **frequency, duration, and number served**. Please see the program strategy descriptions for more detail on service activity requirements. This should correspond to the Scope of Work document– see **Attachments** and **Appendix B: Scope of Work Form** for additional guidance.

Example: Two Street Outreach Workers will provide 2,400 hours of intensive outreach to 30 clients by June 30, 2016.

4b) Describe how your organization will engage clients in services. How will you plan to outreach to and ensure as high a service uptake rate as possible? How do you plan to retain youth and young adults to complete program's goals?

4c) Describe in detail your process for intake, initial screening, and assessment for services as appropriate. What assessment tools or methods will you use? What strategies, referrals, or services will be offered for those who are not appropriate or eligible for services?

4d) Describe how you will connect with and/or involve parents, caregivers, and community members to ensure that clients are successful (if applicable). What specific activities and events will be conducted to continually engage families and caregivers through the duration of the program? How does your program engage with the broader neighborhood or community?

4e) Describe 2-3 challenges you currently face or have faced when implementing services. How will you or have you overcome these challenges?

PART 5: OUTCOMES/THEORY OF CHANGE AND DATA COLLECTION (1-2 pages double-spaced)

Outcomes/Theory of Change

5a) Please select between three (3) and five (5) desired outcomes outlined in **Appendix A**. Explain your theory of change. This is your opportunity to tell the story of how and why your specific agency, with its history and current capacity, providing the proposed service activities to the intended target population will lead to the outcomes desired for

that population. Please be explicit about how your program will contribute to violence reduction and the outcomes described in the sub-strategy.

Data Collection

5b) Describe your organization's experience with electronic client database or tracking systems. If your organization does not use one, please explain how you will ensure that staff will be able to operate an electronic database if funded.

5c) Describe how evaluation and program monitoring inform your program design and implementation. Give an example of how such feedback resulted in a significant change and improvement in the past.

PART 6: PARTNERSHIPS (2 pages double-spaced)

Please refer to **Appendix A** for required partnerships for each sub-strategy.

6a) Describe in detail the formal or informal partnerships you have with institutional organizations (such as the Oakland Unified School District, Alameda County Probation, Oakland Police Department, and others) and community based organizations. Describe how these partnerships enhance the services provided. How do your partnerships create a holistic and comprehensive service system for your clients?

6b) Describe in detail the formal or informal partnerships you have with organizations based in West Oakland. How will these partnerships enhance services provided?

6c) For each partner, please address: Have you worked with this partner before? What have been the results? How have you addressed partnership needs such as data sharing, identifying and assessing clients, and referral protocols? How will you communicate with each partner, and how frequently, to ensure a quality partnership?

6d) What have been the challenges in these partnerships? How have you/will you overcome those challenges?

PART 7: LEVERAGING AND FISCAL RESPONSIBILITY (1-2 pages double-spaced)

7a) Provide a list of all matching resources for the project (including in-kind), the duration of the funding and explain how these sources will support or enhance this project. State the start and end date for matching funds.

7b) Please indicate if your agency can leverage other funding streams such as Early and Periodic Screening, Diagnosis, and Treatment (EPSDT), Targeted Case Management (TCM), Victims of Crime (VOC), or Medi-Cal Administrative Activities (MAA). Describe how Oakland Unite funding for your program will complement (not supplant) these funding sources.

STEP 3 – BUDGET FORM AND NARRATIVE

The budget is an important component of your proposal. This section links the funding requested with specific elements of the proposed project. Provide an appropriate and accurate projection of the project expenses for twelve months. The City will negotiate a ramp-up period with funded agencies, but seeks Applicants that can begin service provision quickly.

This section also allows you to show the cost effectiveness of your program and demonstrate how you will leverage other funds for the programs you are proposing. This budget should reflect what was written in the narrative section and support the attached scope of work.

Budget amounts should be entered into the **Budget Form**. An explanation of all budget costs is required in the Budget Form – this is the **Budget Narrative**. Any proposals that involve more than one agency must submit budget forms/narratives for each partner.

Provide a separate and complete justification for each line item in the budget. The budget and budget narrative should be based on twelve months. In general, each budget narrative statement should describe, in as much detail as possible:

- Each item for which funding is requested
- How the specific item relates to the project
- How the amount shown in the budget was determined
- What amount is being charged to Oakland Unite

Category descriptions and examples of required information are included in **Appendix C: Budget Form and Budget Narrative Instructions**.

STEP 4 – REQUIRED ATTACHMENTS

The documents listed below **MUST** be included as part of a complete application.

- 1) Current Year Organizational Budget:** Your current agency composite budget showing all programs, administration, and funding sources. Fiscal Sponsors (Applicant) must include Overall Agency Budgets for themselves and their Sponsored Organization, clearly labelling each attachment with the agency name. All other Applicants only need to include the Lead Agency's budget.
- 2) Audited Financial Statements with Cover Letter and/or Management Letter:** Your organization's most recent completed signed Audited Financial Statements with Cover and/or Management letter. Please note:
 - Audit must contain any findings
 - Public agencies must submit proof of the existence of an independent single audit
 - All Audited Financial Statements must be within two years
- 3) Copy of IRS Letter and/or Statement Certifying Tax Exempt Status.** Letter or confirmation statement must be from 2012 or later, for the Single/Lead Agency. If Applicants are unable to receive confirmation by the proposal due-date, please include the IRS status determination letter from before 2012 along with a memo/verification that you have submitted a request to the IRS for an affirmation letter. Verification of current nonprofit status will be required from successful Applicants before grant agreements are finalized.

- 4) Roster of Board of Directors:** Please attach a current board roster for the Single/Lead Agency. This should indicate officers, affiliations, and addresses of all members. No board roster is required for public agencies.
- 5) Resumes or Job Descriptions:** Resumes of all key project staff responsible for project implementation. If staff is not yet hired, attach job description(s).
- 6) Organizational Chart:** An organizational chart of your agency that shows how the proposed program fits within the structure of the organization including staffing, reporting lines, and governance. The chart should show the relationships of staff within the agency delivering services. If there is a Fiscal Sponsor or there are partner agencies, the relationships between the agencies should be indicated.
- 7) Scope of Work** Please complete the Scope of Work form included in **Appendix B**. Make sure that the Scope of Work directly follows the narrative section in your proposal. Instructions are as follows:
- Performance Outcomes – Please select 3-4 of the desired Outcomes listed for the sub-strategy. Proposed activities should contribute to these outcomes.
 - Activities – State ALL the service activities for the proposed program(s) that will help you achieve your measurable outcomes. This includes hiring of staff, training, outreach, planning curriculum, collaborative partnership meetings, and actual service activities.
 - Number Served – State the annual number of participants for the activity. If the activity is not related to the delivery of services to participants but to hiring of staff, planning or managing the collaborative, etc., write N/A.
 - Frequency of Activity and Number of Hours – State the number of times the activity will occur in a given week or month and the number of hours that activity will last each time it is offered. If the activity is not related to the delivery of services to participants but to hiring of staff, planning or managing the collaborative, etc., write N/A.
 - Dates of Activity – Indicate the dates the activities will begin and when they will end.
 - Activity Location – Identify the location where activities will take place.
 - Staff Responsible and Name of Organization (if collaborative) – Indicate the staff working on that specific activity and, if you are working in a collaborative, than indicate the name of the organization with whom the staff person is associated.
- 8) Letters of Support, if applicable:** Signed Letters of Support may be submitted from partners listed as “recommended” in **Appendix A**, but are not required. Please also submit any Letters of Support from key partners who will be an important part of service provision.
- 9) MOUs, if applicable:** In order to ensure coordination of services, a signed Memorandum of Understanding must be submitted between the following parties:
- Fiscal Sponsors and Sponsored Organization
 - Lead Agencies and Subcontractors
- All MOUs should include:
- Description of the nature, history and extent of the partnership including past successes and accomplishments of the partnership.
 - Responsibilities of each party detailing administrative and operational duties including staffing, service delivery, facility space, data management, evaluation, etc.
 - Any funds being exchanged.

- Fiscal Sponsors and Lead Applicants must state that they are aware of their responsibility both fiscally and programmatically for all grant requirements if funds are awarded. Fiscal Sponsor and Lead Applicants will be the Applicant and will be the responsible party for the contract if the application is successful.
- Signature of director level person or someone who has the organizational authority to enter their respective organizations into an agreement.

10) Required Schedules: The City of Oakland requires all contractors to fill out several forms to ensure they are in compliance with a variety of ordinances and laws. See the full list of additional forms that will be required post-award to ensure that you can meet all requirements. The following forms are required at submission.

- Schedule E - Project Consultant Team
- Schedule O – Campaign Contribution Limits

Electronic copies of these documents can be downloaded from:

www2.oaklandnet.com/Government/o/CityAdministration/d/CP/s/FormsSchedules/

11) City of Oakland Business Tax Certificate: All commercial/industrial and residential rental property owners, retailers, wholesalers, manufacturers, service companies, self-employed persons, independent contractors and businesses conducted within one's home, and non-profit organizations within the City of Oakland are required to file with the City of Oakland Financial Services Agency. (PUBLIC AGENCIES DO NOT NEED TO SUBMIT)

12) Optional Schedule: In order to receive preference points for having a local work force, submit Schedule E-2: Oakland Workforce Verification Form, available at:

<http://www2.oaklandnet.com/Government/o/CityAdministration/d/CP/s/FormsSchedules/>

STEP 5 – SUBMIT

HARD COPY SUBMISSION DUE: By February 1, 2016, before 5:00 PM

Two hard copies of each completed proposal package(s) must be received at the Oakland Unite office (150 Frank Ogawa Plaza, Suite 4340 Oakland CA 94612) before 5:00pm.

If you would like to submit hard copies prior to February 1, 2016, please come to the office during regular business hours of 9:00am to 5:00 pm. Proposals that are mailed, e-mailed, or faxed will not be accepted.

City of Oakland/Oakland Unite Rights and Reservations

By submitting a proposal, an Applicant authorizes City of Oakland staff to verify any information the proposal contains. At any time before a contract is issued, City staff may conduct site visits, interviews, and/or undertake other means to verify Applicants' provision of services before making a final determination of grant awards. The City reserves the right to disqualify Applicants whose proposals present false, inaccurate, or incorrect information or are incomplete.

Once a final award is made, all RFP responses, except financial and proprietary information, become a matter of public record and shall be regarded by the City as public records. The City shall not in any way be liable or responsible for the disclosure of any such records or portions thereof if the disclosure is made pursuant to a request under the Public Records Act or the City of Oakland Sunshine Ordinance. If an inadequate number of proposals is received or the proposals received are deemed non-responsive, not qualified, or not cost effective, the City may at its sole discretion reissue the RFP.

COVER SHEET AND PROPOSAL PACKAGE CHECKLIST

OAKLAND UNITE WEST OAKLAND STREET OUTREACH RFP APRIL 2016-JUNE 2018

Lead Applicant Agency Name:	
Contact Person:	Title:
Phone:	Email:
Executive Director:	
Phone:	Email:
Type of Applicant: <input type="checkbox"/> Single <input type="checkbox"/> Collaborative (see <u>Who can Apply?</u> section for details)	
Sub-Grantee(s):	
Program Name:	

The following items should be included in a complete proposal. Only the requested elements will be reviewed; please do not submit additional attachments, as they will not be considered. Incomplete applications will not be considered for funding.

- Cover Sheet**
- Narrative, including:**
 - Agency History and Capacity
 - Key Staffing
 - Program Design
 - Service Activities
 - Outcomes/Theory of Change
 - Partnerships
 - Leveraging and Fiscal Responsibility
- Budget Form with Budget Narrative**
- Required Attachments:**
 - Current Year Organizational Budget
 - Audited Financial Statements with Cover Letter and/or Management Letter
 - Copy of IRS Letter Certifying Tax Exempt Status
 - Roster of Board of Directors
 - Resumes or Job Descriptions
 - Organizational Chart
 - Scope of Work
 - Letters of Support/Acknowledgement, if applicable
 - MOUs, if applicable
 - Schedule E: Project Consultant or Grant Team
 - Schedule O: Campaign Contribution Limits
 - City of Oakland Business Tax Certificate
- Optional Attachment:**
 - Schedule E-2: Oakland Workforce Verification Form

APPEALS AND POST AWARD PROCESS

WHAT IF I DON'T GET FUNDED?

APPEALS PROCESS PROCEDURES

Only the following matter may be appealed: The Human Service Department's failure to follow any procedure, requirement, or evaluation criterion in this request for proposals. All appeals shall be written, and must specify in detail the grounds of the appeal, the facts and evidence in support thereof and the remedy sought.

Written appeals shall be hand delivered to the Director of the Department at the address provided below by **February 19, 2016 by 4:00 pm.**

Sara Bedford, Director
City of Oakland, Human Services Department
150 Frank H. Ogawa Plaza, 4th Floor
Oakland, CA 94612-2092

The Director will review each appeal and deliver a decision in writing. Following the appeals process, HSD will submit final funding recommendations to the SSOC and Oakland City Council. Council has the authority to accept or reject funding recommendations.

WHAT IF I DO GET FUNDED?

GRANT REQUIREMENTS

The City may require modifications to the proposed Scope of Work and Budget as a contingency of funding. This will be negotiated with HSD staff during the contracting process in February/March 2016. Negotiation is necessary to ensure that grantees meet the goals, objectives, and policies of this RFP.

The City will enter into performance-based contracts with the successful Applicant, meaning that HSD and the agency will agree on a set of service deliverables/benchmarks, and payment will be contingent on grantees reaching those deliverables/benchmarks.

All grantees must use the Cityspan online reporting system to report scope of work activities, participant demographics, budget, program activities, events, enrollment, attendance, and invoices. Grantees will be required to submit quarterly progress reports via Cityspan that will include the level to which grantees have met intended service deliverables/benchmarks.

Grantees will be required to participate in and support a third party independent evaluation as required by the legislation. Participation includes attending trainings and workshops, gathering adequate data on effort and results at the evaluator's request, and hosting site visits which may include interviews with agency staff and program participants.

Organizations are also required to attend informational, technical assistance, training and service coordination meetings scheduled by HSD, depending on the program strategy.

At any time during or before a grant agreement is issued, City of Oakland staff or members of the review panel may conduct site visits, interviews, and/or undertake other means to verify Applicants' provision of services.

CONTRACT AND COMPLIANCE

Please review **Appendix E** for City policies that funded agencies will be required to comply with.

- 1) 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.
- 2) Grantees must provide evidence of in-kind and cash matches at the end of the third quarter, e.g. through letters, copies of checks, grants, or records of volunteer or donated services.
- 3) After a contract is awarded, the City and HSD reserve the right to amend it as needed throughout the term of the contract to best meet the needs of all parties.
- 4) The City Auditor and HSD shall have the right to audit this Contract and all books, documents and records relating thereto.
- 5) City of Oakland Contract and Compliance documents to be completed during the contracting period can be found at:
www2.oaklandnet.com/Government/o/CityAdministration/d/CP/s/FormsSchedules/
- 6) Questions about Contract Compliance may be directed to Vivian Inman at
Vinman@oaklandnet.com

Grant Agreements will not be considered complete until the required Contract Compliance documents and assurances are submitted.