

**Golden State Works
Request for Proposals**



RFP ISSUE DATE

February 20, 2014

MANDATORY DATES

**Bidder's Conference March 3, 2014
2:00-4:00 p.m.**

**Proposals Due March 21, 2014
Before 5:00 p.m.**

(Updates to this proposal, information from bidders conference and frequently asked questions will be posted to www.oaklandunite.org, applicants should review these updates regularly and before submission)



www.oaklandunite.org

SUBMIT PROPOSAL TO:

City of Oakland
Department of Human Services
Attn: Golden State Works
150 Frank H. Ogawa Plaza, Suite 4340
Oakland, CA 94612

Must be hand-delivered, no postmarks accepted
Late proposals WILL NOT be accepted

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OVERVIEW

THE GOLDEN STATE WORKS PROGRAM

The Golden States Works (GSW) initiative is an innovative partnership between the City of Oakland, the California Department of Corrections and Rehabilitation (CDCR), and the California Department of Transportation (Caltrans). GSW was established in Oakland, California in 2011 and is based on the program model of New York City’s Center for Employment Opportunities (CEO) and similar efforts. Our model provides transitional employment, job placement and supportive services to recent parolees with the goal of achieving job placement and retention, and reducing recidivism.

This is an evidence-based practice that has been independently evaluated by Manpower Demonstration Research Corporation (MDRC) in a randomized control study to reduce recidivism rates among parolees. Key features of the model that the operator must ensure are described in detail in the section “Key Program Elements.” The operator is required to implement all key features in accordance with City of Oakland and CDCR requirements and must have substantive experience providing the same or similar services to the target population.

This RFP seeks to identify a single qualified operator to implement the GSW program in collaboration with the City of Oakland. Applications may be from a single agency or a partnership among agencies with an identified Lead Agency.

ALLOCATION OF FUNDING

Total funds available for this effort are approximately **\$5,574,812¹** over two years from July 2014 through June 2016. Funds come from the City of Oakland via a public entity agreement with CDCR. This agreement includes two separate funding sources, one for supportive employment services and another for a transitional employment program consisting of short-term work crews. Costs for work crews include participant wages, supervision and related

¹ Availability of funding and amount dependent on final agreement between City of Oakland and CDRC. Certain requirements may be subject to change pending CDCR final instructions and funding.

items. Each source of funds carries restrictions and may be used for the specified activities **only** (See Appendix A and B for budget guidance).

PRIMARY PROGRAM FUNDING AVAILABLE THROUGH THIS RFP

SOURCE	ELIGIBLE ACTIVITIES	COST METHOD	MAX OVER 24 MONTHS
Caltrans – Work Crew Program	Wages, fringe, direct job site supervision, plus gas, insurance, toilets, supplies, vehicle lease, etc. needed for transitional work in litter abatement and right of way maintenance by program participants	Caltrans will reimburse <i>up to \$1,550 per day per crew</i> for eligible expenses only (See Appendix A& D1)	\$4,875,000
CDCR	Supportive services including job coaching, job development, life skills instruction and costs associated with direct services staff. Also includes retention incentives	Actual expenses up to maximum; reimbursed cost	\$699,812
TOTALS:			\$5,574,812

Estimated contract period: July 1, 2014 through June 30, 2016

Applicants are encouraged to leverage additional resources to provide enriched services and cover other operational expenses.

CDCR funds will be administered through a grant agreement with the City of Oakland, Department of Human Services. Funds for transitional employment work crews will be provided on a reimbursement basis and only as supported by required reports (See Appendix C). Due to the separate origin of the work crew and services funds, the selected applicant will be required to provide **two** invoices to the City of Oakland.

GOLDEN STATE WORKS PROPOSAL REQUIREMENTS

GSW is a transitional employment program, with support and permanent job placement using local and State resources in accordance with their requirements. The transitional job component will be fulfilled through participation in Caltrans-sponsored work crews which will conduct litter abatement and other maintenance activities along State Right of Ways.

The contract period will run from July 1, 2014 to June 30, 2016. The operator is anticipated to begin operations with six (6) work crews (See Appendix B for more detail about crew size and reimbursement). The operator will assume responsibility for any crews that are ongoing at the time the contract begins and transition participants from the current contractor to their program. All of the following requirements must be incorporated into the applicant's program design.

ELIGIBLE TARGET POPULATION

The program must serve the target population of parolee participants on active parole between the ages of 18 and 35, and must be physically able to work on transitional job sites involving manual labor although other parolee participants will not be excluded.

Additionally, priority will be given to parolee's residing within the City of Oakland; however, parolee participants residing within the County of Alameda may also be referred. Parolee participants shall be in possession of a state driver's license or state identification card and a Social Security card prior to participating in transitional employment.

Participants must be I-9 compliant (i.e. not barred because of their record or residency/citizenship issues) and capable of performing a range of activities involving manual labor. Persons convicted of arson or sex offenders may be excluded on a case-by-case basis by CDCR.

REFERRAL RELATIONSHIPS

CDCR will refer eligible individuals on parole to the operator of the GSW program. All parolee participants shall be referred through the Division of Adult Parole Operations (DAPO) Agent of Record (AOR) on a CDCR form 1502 Activity Report (Attachment 1).

Parolees referred shall be engaged in programs operated by CDCR.

In addition to these referrals, the City of Oakland may in conjunction with CDCR refer individuals who are participating in programming under the City’s violence prevention initiative, Oakland Unite. The City will assist the operator in facilitating relationships and connections with City funded programs.

REQUIRED OUTCOMES & MILESTONES

The operator will be held accountable for tracking, reporting monthly, and achieving the milestones in the table below. Where there is a “Minimum” and “Target”, the operator is held accountable to the “Minimum” milestone, but is expected to work towards achieving the “Target” milestone.

These are the required milestones for Fiscal Year (FY) 2014/2015:

*Milestone Date	Enrollment (Completed Life Skills Education)	Worked Transitional Jobs	Placed in Permanent Jobs	90 Day Retention	180 Day Retention	365 Day Retention
7/1/2014-6/30/2015	Minimum: 150	Minimum: 150	Minimum: 60	Minimum: 40	Minimum: 35	Minimum: 20
	Target: 270	Target: 257	Target: 120	Target: 75	Target: 62	Target: 30

These are the required milestones for FY 2015/2016:

*Milestone Date	Enrollment (Completed Life Skills Education)	Worked Transitional Jobs	Placed in Permanent Jobs	90 Day Retention	180 Day Retention	365 Day Retention
7/1/2015-6/30/2016	Minimum: 150	Minimum: 150	Minimum: 60	Minimum: 40	Minimum: 35	Minimum: 20
	Target: 270	Target: 257	Target: 120	Target: 75	Target: 62	Target: 30

*Milestone numbers presume carry forward of participants from previous FY.

Over the course of the project, the Contractor and/or subcontractor(s) will be expected to have

enrolled 300-540 eligible parolees into the program. Referrals of as many as 640 eligible parolees may be needed to ensure a total enrollment of 300-540 placements

In addition to the performance benchmarks listed above, the operator will also be expected to report monthly on several outcomes that are indicators of program success, though specific milestones will not be attached to these outcomes. They include (but are not limited to):

- Daily Work Crew Scheduling
- Daily Work Crew Attendance Rates
- Number of Interviews Created by Job Developers Per Month
- Average Wage at Placement

KEY PROGRAM ELEMENTS

The GSW Program will provide transitional employment and supportive employment services to parolee participants with the goal of achieving job placement and retention, and reducing recidivism. . The GSW program will provide, at a minimum, services to parolee participants that include employment assessment, life skills education, employment preparation, transitional employment, job placement and appropriate case management, and retention services.

A. Employment Assessment

Each program participant shall be given an assessment utilizing an evidence-based employment assessment tool. The tool should address both assets and barriers to employment including work experience, education, health, behavioral health, cognitive deficits, housing, substance abuse, and support systems.

B. Life Skills Training

A core component of the model is a Life Skills curriculum which should advance participants' work readiness and ability to positively participate in the program. The chosen operator must provide and implement an evidence-based life skills curriculum tailored to the

needs and requirements of the participant population.

GSW participants must participate in Life Skills training and continue throughout the subsidized work experience. The operator must also work with participants during life skills to assemble all documents necessary for them to legally work on the transitional job site (I-9 compliant) and create a detailed participant profile in an appropriate data tracking and scheduling software package.

C. Transitional Employment:

The program model is built upon enrollees being placed into transitional employment, while simultaneously receiving other supports to prepare enrollees for future permanent job placements.

The operator must offer each program participant who successfully progresses through the life skills curriculum a transitional job in a work crew conducting litter abatement and maintenance work along State Right of Ways within a 60-mile radius of the City of Oakland. Work to be performed by parolee work crews includes, but is not limited to, litter and debris removal, weed control, graffiti abatement, trimming or removing vegetation, restoring and replanting vegetation, and other general maintenance.

Crews shall consist of 8 parolees with an onsite supervisor.

D. Transitional Employee Expectations

- All enrolled GSW participants must participate in Life Skills training throughout the subsidized work experience.
- Participants in transitional jobs must work an average of four days per week, and be present for eight and ½ hours per day at the transitional job. Participants will be paid for eight hours of work with a ½ hour unpaid lunch break for every eight-hour shift they are assigned to a work crew.
- Participants must meet one day per week with the operator's job development staff on

job readiness and job development.

- Each participant participating on the work crews shall be paid no less than \$10 per hour. Parolee participants will be paid each day they work by the Contractor and/or subcontractor.
- Each work crew shall have one “non-parolee” supervisor provided by the Contractor and/or subcontractor. The supervisor(s) salary shall not exceed \$25 per hour. The supervisor is typically the driver of the van which transports parolee participants to work locations; however, if a separate driver(s) is hired, the salary shall not exceed \$25 per hour.
- Works crews will be deployed 5 days per week, except holidays.
- Transitional employees must receive payment **at the end of each and every day** that they work on a transitional job. Daily payment is a key element of the program model.
- Transitional employment participants must be evaluated daily on basic work behaviors. Daily evaluation tool must be based on proven employment/work readiness models. At a minimum the daily evaluation must measure:
 1. Cooperation with supervisor
 2. Cooperation with fellow participants
 3. Effort
 4. Responsibility
 5. Personal presentation.

E. Job Preparation and Placement Services

The operator is responsible for linking the subsidized job experience to full time employment and will be held accountable for long-term employment performance. The job development process must begin when participants commence transitional jobs.

Participants begin the program with a job readiness assessment, at which time it is determined whether a participant can work with a job developer to secure full-time employment or if they need to work with a job coach to address barriers to employment (e.g.

personal presentation, ability to answer the conviction question in an interview). Systematic and independent employment verification of participants at their full-time job placement must be made through the copy of participant pay stubs, direct confirmation of employment with employers, or parole officers.

F. Job Retention Services

Job retention services must be made available for 12 months after a participant is placed in a full time job. Retention must involve both consistent one-on-one contacts with participants, retention incentives for participants who achieve retention milestones, and may include contact with the employer, when appropriate.

Retention services are expected to help the participant pursue career advancement and further education when appropriate; provide support, coaching, and referral resources when barriers arise that threaten continued employment; and assist in the collecting copies of paystubs that can verify employment and in the delivery of retention incentives.

Every contact between a Retention Specialist and participant must be documented in the approved database by the operator.

G. Retention Incentives

Retention incentives must be provided that give participants some form of income support such as transit passes, food vouchers, work clothes, etc. for the period they are enrolled in retention services. Incentives are used both as motivator to keep individuals connected to the workforce and a tool for Retention Specialists to maintain contact with participants.

Cash incentives are specifically prohibited.

H. Case Management and Documentation

Effective case management must be provided by all vocational staff including Job Coaches, Job Developers, and Retention Specialists in order to assist participants in the transition from imprisonment to work and to link participants to other appropriate services. The

Operator will be responsible for providing effective case management throughout a participant's engagement, with full documentation of all parolee-participant activities maintained within a detailed tracking system.

I. Services to Existing Participants

The operator will assume responsibility for any crews that are ongoing at the time the contract begins and transition participants from the current contractor to their program. Transition services may include an assessment of the client to determine job readiness, services received to date, and other services detailed in Section E- Job Preparation and Placement Services. DHS Staff will work closely with the operator to support a smooth transition of existing participants and operation of work crews.

REQUIRED POSITIONS

To carry out the program it is anticipated that the operator will need at a minimum:

- Program Manager (1.0 FTE)
- Crew Supervisors (6 x 1.0 FTE)
- Job Developer (1.0 FTE)
- Job Coach
- Life Skills Instructor
- Retention Specialist
- Data Specialist

Proposals that include less than 1.0 FTE per position must explain how the goals of the position will be achieved.

USE OF SOFTWARE FOR SCHEDULING & TRACKING

The operator must agree to identify and use a software system that can track program implementation and outcomes including:

- Scheduling work crews and work sites
- Tracking key program events and outcomes including enrollments, graduation rates,

employment opportunities, placements and job retention, among others.

- Tracking all events, progress and services of individual clients as required by the model.
- The operator must also enter data into the DHS' tracking system, Cityspan, providing data reports to the City of Oakland and CDCR in order to meet the reporting requirements of the grant.

TECHNICAL ASSISTANCE

The selected program operator will receive technical assistance from the City and/CDCR in order to ensure fidelity to the program model. The program operator and any partners will be expected to participate in regular technical assistance sessions, in person and by telephone during program startup and implementation on an ongoing basis.

Training and support as deemed necessary for faithful replication of the model will be provided to the selected program operator.

DIRECT SERVICE ACTIVITIES

- Daily work site scheduling and confirmation – scheduling includes the assignment and confirmation of attendance of parolees to work crews, and the designation of a vocational appointment day for each participant.
- Transfer of work site confirmations to daily payroll system in preparation for payroll processing by the program operator - this is limited to the collection and verification of hours worked by participants. It does not include the issuance of checks or other form of payment to participants (e.g. direct deposit) which will still be the responsibility of the program operator in their role as the employer of record and to maintain appropriate separation of duties between scheduling and payroll operations.

PROGRAM ASSESSMENT OF EFFECTIVENESS

The GSW provider must agree to comply with data requests from any Oakland Unite assessment provider. The GSW provider will participate and assist in all assessment

activities, including but not limited to site visits, surveys, assessments and interviews.

The operator will be required to ask participants to consent to providing additional data, including demographics, employment history and experience, income, and housing status. The assessment provider and the City of Oakland will provide guidance on consent and confidentiality practices.

APPLICATION PROCESS

WHO CAN APPLY?

Nonprofit organizations - (501 (c) 3) - are eligible to apply for the GSW program. For the purposes of this application, nonprofit community based organizations can be private or public nonprofit organizations, incorporated in the State of California, and designated as tax-exempt and registered with the California Franchise Tax Board. Collaborations between agencies are welcomed and encouraged. Collaborative applications must have a designated Lead Agency and must be able to invoice the City on behalf of itself and the sub grantees and retain financial records and accountability for all funding. Applicant should have substantive and successful experience providing employment related services to the target population and managing government supported programs and contracts.

PROPOSAL REQUIREMENTS AND SUBMISSION DEADLINES

A mandatory bidder's conference will be held on Monday March 3, 2014 from 2-4 pm at City Hall in Hearing Room 3. Applicants are required to attend in order to fully understand program, bidding, and contract requirements.

Proposals must be submitted by March 21, 2014 to DHS offices. Preliminary notification of the funded proposals will occur Wednesday April 2, 2014 via email (the City anticipates final selection of the operator by May 2014 and the contract finalized in June 2014) with implementation beginning July 1, 2014 and ending June 30, 2016.

Proposals should reflect the costs and measurable outcomes for a two (2) year period.

REVIEW PROCESS AND CRITERIA

A successful proposal will include the following critical elements:

1. Strong track record of provision of the same or similar services. (for agencies who have received Oakland Unite or other local funding for similar activities, past performance will be included in the review process).
2. Strong track record of providing services to the target population with positive outcomes
3. Proven experience implementing complex government contracts including data gathering and reporting requirements
4. Experience and proven ability to work in multi-agency partnerships
5. Proven success in recruiting, training and retaining qualified staff and/or volunteers who reflect the community served.
6. Proven success in developing long-term unsubsidized job opportunities for formerly incarcerated people including any formal connections with employers.
7. Strong and well-thought out program design including incorporation of all required best-practice elements, as well as key elements of current program and similar evidenced-based models
8. Experience and capacity to provide linguistically and culturally appropriate services.
9. Leveraged resources – Ability to bring other resources to the project.
10. Capacity to use data systems to track client outcomes and services.

The Oakland Department of Human Services will work with outside experts, including public partners, to conduct a thorough review of all proposals submitted. Panels will conduct a thorough review of each proposal using a consistent evaluation rubric (*See Appendix D*). During the proposal review, the panel will also consider how collaborations and other strategies might maximize the use of resources.

DEADLINES

Issue Date:	February 20, 2014
Bidders Conference: <u>(Attendance is Mandatory)</u>	Monday, March 3, 2014 City Hall Hearing Room 3 (2:00pm 4:00pm)
PROPOSALS DUE:	Tuesday, March 21, 2014 before 5:00pm
Notification of Funding Recommendations:	Friday, April 2, 2014
Appeals Due:	Friday, April 9, 2014
Contracts begin:	July 1, 2014 (pending City Council approval)

Updates to this proposal, information from Bidders Conference and FAQ will be posted to www.oaklandunite.org. applicants should review these updates regularly and before submission.

SUBMITTAL REQUIREMENTS

- Applicants **must submit one (1) original plus six (5) hard copies** of the completed, signed proposal
- Proposals are **due Friday, March 21, 2014 before 5:00 pm.**
- All proposals must be **hand delivered**, complete, to the City of Oakland, Department of Human Services, 150 Frank Ogawa Plaza, 4th Floor, Oakland, CA 94612. Postmarks will not be accepted
- **Late Proposals WILL NOT BE ACCEPTED.** There are no exceptions.

APPEALS

Only the following matter may be appealed: The Department of Human Service'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 conducting the protested funding process and the Manager conducting the funding process (as indicated below) by **Wednesday, April 9, 2014 by 5pm**. The Director of the Department will review each appeal and deliver a decision in writing.

Director of Department: Ms. Sara Bedford, Director

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

Manager: Mr. Mark Henderson, Interim Oakland Unite Manager

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

POST AWARD REQUIREMENTS

The successful proposer selected for this service shall obtain or provide proof of having a current City of Oakland Business tax Certificate. After grant award announcements, grantees will work with the City of Oakland to develop a contract that includes:

- Signed Contract/Grant Agreement signed in blue ink only and four signature pages
- Revised agreed-upon scope of work and budget with accompanying narratives using correct forms
- Contact Information Sheet
- Active Corporate Status
- Current Oakland Business Tax Certificate

Contracts will not be considered complete until all documents and assurances are submitted

GENERAL INFORMATION FOR CITY OF OAKLAND RFP/RFQ

Local and Small Local Business Enterprise Program (L/SLBE)

Requirement – For Professional Services, **50% Local and Small Local Business**

Enterprise Program (L/SLBE): there is a 50% minimum participation requirement for all professional services contracts over \$50,000. Consultant status as an Oakland certified local or small local firm and subcontractor/subconsultant status as an Oakland certified local or small local firm are taken into account in the calculation. The requirement may be satisfied by a certified prime consultant and/or sub-consultant(s). A business must be certified by the City of Oakland in order to earn credit toward meeting the fifty percent requirement. The City has waived small local business enterprise (SLBE) subcontracting requirements for Oakland certified local businesses that apply for professional services contracts as the prime consultant with the City. The SLBE requirements still applies for non-certified LBEs and non-local business enterprises.

Good Faith Effort - In light of the fifty percent requirement, good faith effort documentation is not necessary.

Preference Points – Preference points are earned based on the level of participation proposed prior to the award of a contract. Upon satisfying the minimum fifty percent requirement, a consultant will earn two (2) preference points. Three additional preference points may be earned at a rate of one point for every additional ten percent participation up to eighty percent participation of the total contract dollars spent with local Oakland certified firms.

A firm may earn up to five (5) preference points for local Oakland business participation and additional preference points for being a long term certified business in Oakland regardless of size and for having an Oakland workforce.

In those instances where VSLBE participation is evident, the level of participation will be double-counted towards meeting the requirement.

Additional Preference Points for Request for Proposals (RFP) and Request for Qualifications (RFQ) may be earned for having an Oakland resident workforce. **Prime consultants seeking additional preference points for having an Oakland resident workforce must submit a completed Schedule E-2 titled the “Oakland Workforce Verification Form” no more than 4 days after the proposal due date. A copy of Schedule E-2 is found on**

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

Earning extra preference points for having an existing work force that includes Oakland residents is considered added value. The Request for Proposal “evaluation” process allows for additional preference points over and above the number of points earned for technical expertise. Typically 100 points may be earned for the technical elements of the RFP. Preference points are awarded over and above the potential 100 points.

The Exit Report and Affidavit (ERA) – This report declares the level of participation achieved and will be used to calculate banked credits. The prime consultant must complete the Schedule F, Exit Report and Affidavit for, and have it executed by, each L/SLBE sub consultant and submitted to the Office of the City Administrator, Contracts and Compliance Unit, along with a *copy* of the final progress payment application.

Joint Venture and Mentor Protégé Agreements. If a prime contractor or prime consultant is able to develop a Joint Venture or “Mentor-Protégé” relationship with a certified LBE or SLBE, the mentor or Joint Venture partners will enjoy the benefit of credits against the participation requirement. In order to earn credit for Joint Venture or Mentor-Protégé relationships, the Agreement must be submitted for approval to the Office of the City Administrator, Contracts and Compliance Unit, prior to the project bid date for construction, and by proposal due date for professional services contracts. Joint Venture Applications and elements of City approved Mentor Protégé relation are available upon request.

Contractor shall submit information concerning the ownership and workforce composition of Contractor’s firm as well as its subcontractors and suppliers, by completing Schedule D, Ownership, Ethnicity, and Gender Questionnaire, and Schedule E, Project Consultant Team, attached and incorporated herein and made a part of this Agreement.

All affirmative action efforts of Contractor are subject to tracking by the City. This information or data shall be used for statistical purposes only. All contractors are required to provide data regarding the make-up of their subcontractors and agents who will perform City contracts, including the race and gender of each employee and/or contractor and his or her

job title or function and the methodology used by Contractor to hire and/or contract with the individual or entity in question.

In the recruitment of subcontractors, the City of Oakland requires all contractors to undertake nondiscriminatory and equal outreach efforts, which include outreach to minorities and women-owned businesses as well as other segments of Oakland's business community. The City Administrator will track the City's MBE/WBE utilization to ensure the absence of unlawful discrimination on the basis of age, marital status, religion, gender, sexual preference, race, creed, color, national origin, Acquired-Immune Deficiency Syndrome (AIDS), AIDS-Related Complex (ARC) or disability.

In the use of such recruitment, hiring and retention of employees or subcontractors, the City of Oakland requires all contractors to undertake nondiscriminatory and equal outreach efforts which include outreach to minorities and women as well as other segments of Oakland's business community.

The City's Living Wage Ordinance

This Agreement is subject to the Oakland Living Wage Ordinance. The Living Wage Ordinance requires that nothing less than a prescribed minimum level of compensation (a living wage) be paid to employees of service Contractors (contractors) of the City and employees of CFARs (Ord. 12050 § 1, 1998). The Ordinance also requires submission of the Declaration of Compliance attached and incorporated herein as Declaration of Compliance – Living Wage Form; and made part of this Agreement, and, unless specific exemptions apply or a waiver is granted, the contractor must provide the following to its employees who perform services under or related to this Agreement:

Minimum compensation – Said employees shall be paid an initial **hourly wage rate of \$11.96 with health benefits or \$13.75 without health benefits**. These initial rates shall be upwardly adjusted each year no later than April 1 in proportion to the increase at the immediately preceding December 31 over the year earlier level of the Bay Region Consumer Price Index as published by the Bureau of Labor Statistics, U.S. Department of Labor. **Effective July 1st of each year, Contractor shall pay adjusted wage rates.**

Health benefits – Said full-time and part-time employees paid at the lower living wage rate shall be provided health benefits of at least **\$1.79 per hour**. Contractor shall provide proof that health benefits are in effect for those employees no later than 30 days after execution of the contract or receipt of City financial assistance.

Compensated days off – Said employees shall be entitled to twelve compensated days off per year for sick leave, vacation or personal necessity at the employee's request, and ten uncompensated days off per year for sick leave. Employees shall accrue one compensated day off per month of full time employment. Part-time employees shall accrue compensated days off in increments proportional to that accrued by full-time employees. The employees shall be eligible to use accrued days off after the first six months of employment or consistent with company policy, whichever is sooner. Paid holidays, consistent with established employer policy, may be counted toward provision of the required 12 compensated days off. Ten uncompensated days off shall be made available, as needed, for personal or immediate family illness after the employee has exhausted his or her accrued compensated days off for that year.

Federal Earned Income Credit (EIC) - To inform employees that he or she may be eligible for Earned Income Credit (EIC) and shall provide forms to apply for advance EIC payments to eligible employees. For more information, web sites include but are not limited to: (1) <http://www.irs.gov> and <http://www.irs.gov/individuals/article/0,,id=96466,00.html>

Contractor shall provide to all employees and to Contracts and Compliance, written notice of its obligation to eligible employees under the City's Living Wage requirements. Said notice shall be posted prominently in communal areas of the work site(s) and shall include the above-referenced information.

Contractor shall provide all written notices and forms required above in English, Spanish or other languages spoken by a significant number of employees within 30 days of employment under this Agreement.

Reporting – Contractor shall maintain a listing of the name, address, hire date, occupation classification, rate of pay and benefits for each of its employees. Contractor shall provide a

copy of said list to the Office of the City Administrator, Contracts and Compliance Unit, on a quarterly basis, by March 31, June 30, September 30 and December 31 for the applicable compliance period. Failure to provide said list within five days of the due date will result in liquidated damages of five hundred dollars (\$500.00) for each day that the list remains outstanding. Contractor shall maintain employee payroll and related records for a period of four (4) years after expiration of the compliance period.

Contractor shall require subcontractors that provide services under or related to this Agreement to comply with the above Living Wage provisions. Contractor shall include the above-referenced sections in its subcontracts. Copies of said subcontracts shall be submitted to Contracts and Compliance.

Equal Benefits Ordinance

This Agreement is subject to the Equal Benefits Ordinance of Chapter 2.32 of the Oakland Municipal Code and its implementing regulations. The purpose of this Ordinance is to protect and further the public, health, safety, convenience, comfort, property and general welfare by requiring that public funds be expended in a manner so as to prohibit discrimination in the provision of employee benefits by City Contractors (contractors) between employees with spouses and employees with domestic partners, and/or between domestic partners and spouses of such employees. (Ord. 12394 (part), 2001)

The following contractors are subject to the Equal Benefits Ordinance: Entities which enter into a "contract" with the City for an amount of twenty-five thousand dollars (\$25,000.00) or more for public works or improvements to be performed, or for goods or services to be purchased or grants to be provided at the expense of the City or to be paid out of moneys deposited in the treasury or out of trust moneys under the control of or collected by the city; and Entities which enter into a "property contract" pursuant to Section 2.32.020(D) with the City in an amount of twenty-five thousand dollars (\$25,000.00) or more for the exclusive use of or occupancy (1) of real property owned or controlled by the city or (2) of real property owned by others for the city's use or occupancy, for a term exceeding twenty-nine (29) days in any calendar year.

The Ordinance shall only apply to those portions of a Contractor's operations that occur (1) within the City; (2) on real property outside the City if the property is owned by the City or if the City has a right to occupy the property, and if the contract's presence at that location is connected to a contract with the City; and (3) elsewhere in the United States where work related to a City contract is being performed. The requirements of this chapter shall not apply to subcontracts or sub-contractors.

The Equal Benefits Ordinance requires among other things, submission of the attached and incorporated herein as **Schedule N-1**, Equal Benefits-Declaration of Nondiscrimination form. For more information, see

http://library.municode.com/HTML/16308/level2/TIT2ADPE_CH2.32EQBEOR.html#TOP
[TITLE](#)

Prompt Payment Ordinance OMC Section 2.06.070 Prompt Payment Terms Required in Notices Inviting Bids, Requests for Proposals/Qualifications and Purchase Contracts

This Agreement is subject to the Prompt Payment Ordinance of Oakland Municipal Code, Title 2, Chapter 2.06. The Ordinance requires that, unless specific exemptions apply. Contractor and its subcontractors shall pay undisputed invoices of their subcontractors for goods and/or services within twenty (20) business days of submission of invoices unless the Contractor or its subcontractors notify the Liaison in writing within five (5) business days that there is a bona fide dispute between the Contractor or its subcontractor and claimant, in which case the Contractor or its subcontractor may withhold the disputed amount but shall pay the undisputed amount.

Disputed payments are subject to investigation by the City of Oakland Liaison upon the filing of a compliant. Contractor or its subcontractors opposing payment shall provide security in the form of cash, certified check or bond to cover the disputed amount and penalty during the investigation. If Contractor or its subcontractor fails or refuses to deposit security, the City will withhold an amount sufficient to cover the claim from the next Contractor progress payment. The City, upon a determination that an undisputed invoice or payment is late, will release security deposits or withholds directly to claimants for valid

claims.

Contractor and its subcontractors shall not be allowed to retain monies from subcontractor payments for goods as project retention, and are required to release subcontractor project retention in proportion to the subcontractor services rendered, for which payment is due and undisputed, within five (5) business days of payment. Contractor and its subcontractors shall be required to pass on to and pay subcontractors mobilization fees within five (5) business days of being paid such fees by the City. For the purpose of posting on the City's website, Contractor and its subcontractors, are required to file notice with the City of release of retention and payment of mobilization fees, within five (5) business days of such payment or release; and, Contractors are required to file an affidavit, under penalty of perjury, that he or she has paid all subcontractors, within five (5) business days following receipt of payment from the City, The affidavit shall provide the names and address of all subcontractors and the amount paid to each.

Contractor and its subcontractors shall include the same or similar provisions as those set forth above in this section in any contract with a contractor or subcontractor that delivers goods and/or services pursuant to or in connection with a City of Oakland purchase contract.

Prompt Payment invoice and claim forms are available at the following City of Oakland website:

<http://www2.oaklandnet.com/Government/o/CityAdministration/d/CP/s/FormsSchedules/index.htm> or at Contracts and Compliance, 250 Frank H. Ogawa Plaza, Suite 3341, Oakland, CA 94612. Invoice and claim inquiries should be directed to Vivian Inman, City of Oakland Prompt Payment Liaison, 510-238-6261 or email vinman@oaklandnet.com.

Non-Discrimination/Equal Employment Practices

Contractor shall not discriminate or permit discrimination against any person or group of persons in any manner prohibited by federal, state or local laws. During the performance of this Agreement, Contractor agrees as follows:

Contractor and Contractor's sub-contractors, if any, shall not discriminate against any

employee or applicant for employment because of age, marital status, religion, gender, sexual preference, race, creed, color, national origin, Acquired-Immune Deficiency Syndrome (AIDS), AIDS-Related Complex (ARC) or disability. This nondiscrimination policy shall include, but not be limited to, the following: employment, upgrading, failure to promote, demotion or transfer, recruitment advertising, layoffs, termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship.

Contractor and Contractor's Sub-contractors shall state in all solicitations or advertisements for employees placed by or on behalf of Contractor that all qualified applicants will receive consideration for employment without regard to age, marital status, religion, gender, sexual preference, race, creed, color, national origin, Acquired-Immune Deficiency Syndrome (AIDS), AIDS-Related Complex (ARC) or disability.

Contractor shall make its goods, services, and facilities accessible to people with disabilities and shall verify compliance with the Americans with Disabilities Act by executing Declaration of Compliance with the Americans with Disabilities Act, attached hereto and incorporated herein.

If applicable, Contractor will send to each labor union or representative of workers with whom Contractor has a collective bargaining agreement or contract or understanding, a notice advising the labor union or workers' representative of Contractor's commitments under this nondiscrimination clause and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

Contractor shall submit information concerning the ownership and workforce composition of Contractor's firm as well as its sub Contractors and suppliers, by completing the Ownership, Ethnicity and Gender Questionnaire.

The Project Contractor Team attached and incorporated herein and made a part of this Agreement, Exit Report and Affidavit, attached and incorporated herein and made a part of this Agreement.

All affirmative action efforts of Contractors are subject to tracking by the City. This

information or data shall be used for statistical purposes only. All Contractors are required to provide data regarding the make-up of their sub Contractors and agents who will perform City contracts, including the race and gender of each employee and/or Contractor and his or her job title or function and the methodology used by Contractor to hire and/or contract with the individual or entity in question.

The City will immediately report evidence or instances of apparent discrimination in City or Agency contracts to the appropriate State and Federal agencies, and will take action against Contractors who are found to be engaging in discriminatory acts or practices by an appropriate State or Federal agency or court of law, up to and including termination or debarment.

In the recruitment of sub Contractors, the City of Oakland requires all Contractors to undertake nondiscriminatory and equal outreach efforts, which include outreach to minorities and women-owned businesses as well as other segments of Oakland's business community. The City Administrator will track the City's MBE/WBE utilization to ensure the absence of unlawful discrimination on the basis of age, marital status, religion, gender, sexual preference, race, creed, color, national origin, Acquired-Immune Deficiency Syndrome (AIDS), AIDS-Related Complex (ARC) or disability.

In the use of such recruitment, hiring and retention of employees or sub Contractors, the City of Oakland requires all Contractors to undertake nondiscriminatory and equal outreach efforts which include outreach to minorities and women as well as other segments of Oakland's business community.

Arizona and Arizona-Based Businesses

Contractor agrees that in accordance with Resolution No. 82727 C.M.S., neither it nor any of its subsidiaries, affiliates or agents that will provide services under this agreement is currently headquartered in the State of Arizona, and shall not establish an Arizona business headquarters for the duration of this agreement with the City of Oakland or until Arizona rescinds SB 1070.

Contractor acknowledges its duty to notify Contracts and Compliance Division, Office of the City Administrator if it's Business Entity or any of its subsidiaries affiliates or agents subsequently relocates its headquarters to the State of Arizona. Such relocation shall be a basis for termination of this agreement.

Pending Dispute Disclosure Policy:

Contractors are required to disclose pending disputes with the City of Oakland or Redevelopment Agency when they are involved in submitting bids, proposals or applications for a City or Agency contract or transaction involving professional services. This includes contract amendments. Contractor agrees to disclose, and has disclosed, any and all pending disputes to the City prior to execution of this agreement. The City will provide a form for such disclosure upon Contractor's request. Failure to disclose pending disputes prior to execution of this amendment shall be a basis for termination of this agreement.

City of Oakland Campaign Contribution Limits

This Agreement is subject to the City of Oakland Campaign Reform Act of Chapter 3.12 of the Oakland Municipal Code and its implementing regulations if it requires Council approval. The City of Oakland Campaign Reform Act prohibits Contractors that are doing business or seeking to do business with the City of Oakland from making campaign contributions to Oakland candidates between commencement of negotiations and either 180 days after completion of, or termination of, contract negotiations. If this Agreement requires Council approval, Contractor must sign and date an Acknowledgment of Campaign Contribution Limits Form.

Nuclear Free Zone Disclosure

Contractor represents, pursuant to the combined form Nuclear Free Zone Disclosure Form that Contractor is in compliance with the City of Oakland's restrictions on doing business with service providers considered nuclear weapons makers. Prior to execution of this agreement,

Contractor shall complete the combined form, attached hereto.

Sample Professional Service Agreement

Not applicable to this RFP

Insurance Requirements

The Contractor will be required to provide proof of all insurance required for the work prior to execution of the contract, including copies of the Contractor's insurance policies if and when requested. Failure to provide the insurance proof requested or failure to do so in a timely manner shall constitute grounds for rescission of the contract award.

The Contractor shall name the City of Oakland, its Council members, directors, officers, agents, employees and volunteers as additional insured in its Comprehensive Commercial General Liability and Automobile Liability policies. If Contractor submits the ACORD Insurance Certificate, the additional insured endorsement must be set forth on a CG20 10 11 85 form and/or CA 20 48 - Designated Insured Form (for business auto insurance).

Please Note: A statement of additional insured endorsement on the ACORD insurance certificate is insufficient and will be rejected as proof of the additional insured requirement.

Unless a written waiver is obtained from the City's Risk Manager, Contractors must provide the insurance as found at

<http://www2.oaklandnet.com/Government/o/CityAdministration/d/CP/s/FormsSchedules/index.htm> (Schedule Q). A copy of the requirements are attached and incorporated herein by reference. Liability insurance shall be provided in accordance with the requirements specified.

When providing the insurance, include the Project Name and Project Number on the ACORD form in the section marked Description of Operations/Locations.

When providing the insurance, the "Certificate Holder" should be listed as: City of Oakland, Contracts and Compliance, 250 Frank H. Ogawa Plaza, Suite 3341, Oakland, CA

94612.

City Contractor Performance Evaluation

At the end of the project, the Project Manager will evaluate the Contractor's Performance in accordance with the City Contractor Performance Evaluation program.

Violation Of Federal, State, City/Agency Laws, Programs Or Policies:

The City or Agency may, in their sole discretion, consider violations of any programs and policies described or referenced in this Request for Proposal, a material breach and may take enforcement action provided under the law, programs or policies, and/or terminate the contract, debar contractors from further contracts with City and Agency and/or take any other action or invoke any other remedy available under law or equity.

Contractor's Qualifications

Contractor represents that Contractor has the qualifications and skills necessary to perform the services under this Agreement in a competent and professional manner without the advice or direction of the City. Contractor's services will be performed in accordance with the generally accepted principles and practices applicable to Contractor's trade or profession. The Contractor warrants that the Contractor, and the Contractor's employees and sub-contractors are properly licensed, registered, and/or certified as may be required under any applicable federal, state and local laws, statutes, ordinances, rules and regulations relating to Contractor's performance of the Services. All Services provided pursuant to this Agreement shall comply with all applicable laws and regulations. Contractor will promptly advise City of any change in the applicable laws, regulations, or other conditions that may affect City's program. This means Contractor is able to fulfill the requirements of this Agreement. Failure to perform all of the services required under this Agreement will constitute a material breach of the Agreement and may be cause for termination of the Agreement. Contractor has complete and sole discretion for the manner in which the work under this Agreement is performed. Prior to execution of this agreement, Contractor shall complete the Independent Contractor Questionnaire, Part A, attached hereto.

The following City staff are available to answer questions:

RFQ and Project related issues:

Project Manager: Dan Simmons, (510) 238-4978

Contract Analyst: Paula Peav, (510) 238-3190

Compliance Officer: Vivian Inman (510) 238-6261

All responses to the RFQ become the property of the City.

The RFQ does not commit the City to award a contract or to pay any cost incurred in the preparation of the proposal.

The City reserves the sole right to evaluate each proposal and to accept or reject any or all proposals received as a result of the RFQ process.

The City reserves the unqualified right to modify, suspend, or terminate at its sole discretion any and all aspects of the RFQ and/or RFQ process, to obtain further information from any and all Contractor teams and to waive any defects as to form or content of the RFQ or any responses by any contractor teams

The City may require a service provider to participate in negotiations and submit technical information or other revisions to the service provider's qualifications as may result from negotiations.

Once a final award is made, all RFQ 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.

The Fair Political Practices Act and/or California Government Code Section 1090, among

other statutes and regulations may prohibit the City from contracting with a service provider if the service provider or an employee, officer or director of the service providers' firm, or any immediate family of the preceding, or any sub Contractor or contractor of the service provider, is serving as a public official, elected official, employee, board or commission member of the City who will award or influence the awarding of the contract or otherwise participate in the making of the contract. The making of a contract includes actions that are preliminary or preparatory to the selection of a Contractor such as, but not limited to, involvement in the reasoning, planning and/or drafting of solicitations for bids and RFQs, feasibility studies, master plans or preliminary discussions or negotiations.

QUESTIONS

Questions regarding the proposal process can be submitted by email only to dsimmons@oaklandnet.com, and responses will be posted within 2 business days on the Oakland Unite website: www.oaklandunite.org. Updates to this proposal, information from Bidders Conference and FAQ will be posted to www.oaklandunite.org, applicants should review these updates regularly and before submission.

PROPOSAL INSTRUCTIONS

FORMATTING REQUIREMENTS

- Proposal narratives and attachments must be typed on 8 ½ x 11 inch paper, with 1 inch margins on all sides.
- All text, including charts and tables, must be double spaced (except for the outcomes and services activities section).
- Standard 12 point font must be used.
- Do not print pages double-sided.
- Proposal narratives must not exceed **12** pages and should be numbered consecutively.

Additional pages will NOT be read.

- 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:

Name of the Lead Agency

Page Number

ELEMENTS OF A FULL PROPOSAL

Complete proposals will have the following elements in the following order. When indicated, electronic templates are provided on the Oakland Unite website:

www.oaklandunite.org. Please review the checklist on the coversheet prior to submitting your proposal. Incomplete proposals will not be considered. Only the requested elements will be reviewed; please do not submit additional attachments, as they will not be considered. This list is also provided as a checklist in the Proposal Cover Sheet.

- Cover Sheet – *electronic template provided at www.oaklandunite.org*
- Proposal Narrative- (not to exceed 12 pages) *see next section for instructions*
- Attachment 1- 24 Month Budget – (include sub-grantees if applicable) *electronic template provided at www.oaklandunite.org*
- Attachment 2 - Budget Narrative (include sub-grantees, if applicable)
- Attachment 3 - Resumes or Job Descriptions for key positions for each program strategy
- Attachment 4 - MOUs or Letters of Agreement with all partners and sub-grantees; including MOU of referral relationship with one or more criminal justice agencies
- Attachment 5 - IRS Letter of not-for-profit status (SUBGRANTEES DO NOT NEED TO SUBMIT)
- Attachment 6- Financial Statements or Audit (SUBGRANTEES DO NOT NEED TO SUBMIT)
- Required City of Oakland Schedules:
 - Schedule C1 – ADA Compliance Declaration
 - Schedule D – Professional Services Questionnaire
 - Schedule N- Living Wage
 - Schedule N-1 - EBO Certificate Equal Benefits, Declaration of Non-Discrimination
 - Schedule O - Campaign Contributions Form

- o Schedule P – Nuclear Free Zone Disclosure

PROPOSAL NARRATIVE

Proposal narrative should not exceed **12 pages**. Additional pages will be discarded and will not be read. Sections of the program narrative are described below with suggested page length for each section.

Agency History and Capacity (2 pages double spaced)

- i. Elaborate on the demonstrated past success the lead organization has had in providing formerly incarcerated people with all or some of the required services (assessment, life skill training, case management, transitional employment, job placement and job retention services). Please include the size and scope of the programs that offered these services as well as the results of any outside evaluations. Please indicate where your office(s) are located. The description should emphasize previous experience in developing unsubsidized job opportunities for formerly incarcerated people and building or utilizing existing relationships with potential employers. Also indicate whether Oakland Unite funding has been received in the past.
- ii. Please describe any experience the lead agency has implementing a pre-existing program model within their organization.
- iii. Please describe any previous experience using computer based case management and data collection systems.
- iv. Please describe any current and/or previous experience you have producing payroll for participants, noting the payroll operator you worked with and the intervals at which payroll was produced.
- v. If this is a collaborative proposal with sub-grantees, please provide background and evidence of demonstrated past success of each sub-grantee to provide similar services to those proposed to the target population. If the partners have worked together previously, describe past collaborations including the roles and responsibilities of each partners.
- vi. Please indicate the size and capacity of your physical facilities and where they are located.

Program Design (4-6 pages double spaced)

Successful proposals need to address the required design elements, meet planned service levels, and address the program strategy-specific questions listed below.

- Briefly describe the target population and the barriers they face in obtaining and retaining employment.
- The required elements of the GSW program include: Life Skills Training, Transitional Jobs, Job Preparation, Placement, Retention and Case Management, Services to Existing Participants (See Required Program Elements above). Please describe how you would build the capacity to offer these services within your organization in such a way that ensures fidelity to the model (i.e. will the lead agency shift their entire operation to align with the GSW model, will you build out any missing components, will GSW be separate from the similar programs that are currently operating within your organization).
- Describe how your agency will adapt operating procedures to accommodate the requirement to pay participants daily.
- Describe how the services you provide will be delivered in a culturally and linguistically component manner for the population you will be serving.
- How will your program address the non-employment needs of clients? Do you have partners or other programs within your organization that can work toward addressing the needs of clients holistically and comprehensively?
- Describe how the program will ensure ongoing data collection and adherence to the pre-established definitions of program enrollment, participation and completion.

Partnerships with agencies and institutions collaborating on this project

- If this is a partnership, detail how the partnerships enhance the services provided. How do your partnerships create a holistic and comprehensive service system for your clients?
- For each partner, please address: Have you worked with this partner before? What have been the results? Have you worked out issues such as data sharing, identifying clients, and referral protocols? How will you communicate with each other to ensure a quality partnership? Provide *as attachments* Letters of Agreement or MOUs for each key partner.

Staffing Qualifications (1-2 pages double spaced)

Successful proposals need to address plans for staffing with qualified personnel.

- vii. Identify the key staff in the lead agency that will be funded if a grant is awarded, including their qualifications, expected roles, estimated percent time on the program, their language capacity and cultural competence, length of employment with the agency, and their experience implementing similar projects. See page 12 for list of required positions.
- viii. Identify the person who will have primary responsibility for managing the project and discuss their experience in managing similar projects.
- ix. If this proposal has one or more sub-grantees describe key staff in the sub-grantee agency, including their expected roles, language capacity and cultural competence, estimated percent time on the program and their experience implementing similar programs.
- x. Provide as attachments the resumes of the key staff.

Leveraging and Fiscal Responsibility (1 - 2 pages double spaced)

Successful proposals describe how they will leverage other funds and ensure fiscal responsibility.

- xi. Leveraging of resources is not required, but consideration will be given to proposals that use leveraged resources to expand services or otherwise enrich the program design. Note that the inclusion of leverage must not significantly alter the program design or require different target population, core services or competing data collection and reporting strategies that compromise the integrity of the program model.
- xii. Provide information on your agency's experience in managing performance based government grants and contracts. Be specific about your agency's accounting and fiscal reporting procedures. If this is a collaborative application, describe the lead agency's experience managing subcontracts.
- xiii. This model requires payment on a daily basis to clients. Please describe how that work will be accomplished by your accounting and fiscal structure. Will new staff be required to accomplish this? What will be the lines of accountability?

RFP DOCUMENTS AND ATTACHMENTS

All RFP documents can be downloaded from the Oakland Unite website

Cover Sheet

Please download the Cover Sheet Form and put it at the front of your completed proposal.

Narrative

Follow the directions in the previous section. 12 page maximum.

Attachment 1 - Budget Form –

Please refer to Appendix A for details on allowable CDCR expenses. See Appendix C1 for Caltrans allowable budget costs and Appendix B for budget information and sample forms.

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.

If you have sub-grantees, you must submit a budget form and narrative for each sub-grantee.

Attachment 2 – Budget Narrative

Description of line items.

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. Budget narrative examples are provided in the description below. In general, each budget 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 determined
- What amount is being charged to GSW

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 2” in your application.

A. Personnel

Please list the positions that are related to direct service in some way for this project. Also specify the full time yearly salary, the full time equivalent (FTE) spent on the project and the amount of funds covered by GSW and the amount of funds covered by other sources.

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 12 months for a total cost of \$20,000.

B. 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.

C. 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 GSW.

Please note that State processes for claiming mileage and travel expenses are excessively cumbersome. Applicants are requested to use other funds for this purpose. Mileage will not be an approved grantee cost.

The following provides some examples of a sample budget narrative.

Equipment

GSW permits purchase of equipment and capital items for use by program participants. 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 GSW funds.

Itemize the equipment requested and include a statement outlining the ways in which the equipment will be used by GSW clients to fulfill project goals. You should explore the option of purchasing vs. leasing/rental, and explain your choice.

Sample Narrative: A rental copy machine costs \$200 per month and will be used 25% for this project. Total cost is $\$200 \times 25\% \times 12 = \600 .

Office/Facility/Classroom Rental

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

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.

Program Materials & Supplies

This category should include all items that your program requires in order to operate, such as curriculum costs or training materials.

Sample Narrative: All program participants use workbooks and other materials that are part of the parent education curriculum. The cost of the workbooks is \$25 per participant. We estimate serving 100 participants so the total cost of the workbooks is \$2,500 per year.

Incentives

If your program is going to offer incentives to clients/participants for attendance or for completing milestones, please indicate the type of incentive (bus pass, food voucher, etc.)

and the number of participants/clients you anticipate will receive incentives.

Sample Narrative: Each client participating will receive a \$50 transportation pass for completing the 30 day employment benchmark for \$50 x 50 clients + \$2,500.

Attachment 3 - Resumes –

Provide resumes of key project staff responsible for project implementation. Label the Resumes, “Attachment 3” in your application.

Attachment 4 - MOUs/Letters of Agreements

Memorandum of Understanding or Letter of Agreement must be submitted between the following parties:

- Lead agencies & sub-grantees
- Key Referral Partner(s)
- Other Partners

Attachment 5- IRS Letter of not-for-profit status –

All lead applicants must be a non- profit agency. Non-profit agencies must attach a copy of the IRS letter from 2013 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.

Attachment 6- Financial Statement or Audit

Please provide either an audited financial statement with cover and/or Management letter if organizational budget is more than \$100,000 for 2012-2013 or a CPA review of financial statements with cover and/or management letter if organizational budget is under \$100,000 for 2012-13 for lead. Audits must include a cover and/or management letter (signed by auditor and containing any findings).

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. **Schedules C1 – P** are the required forms for this application. Electronic copies of these documents can be downloaded from the Oakland Unite website at: www.oaklandunite.org

Schedule C1 ADA Compliance Declaration

Schedule D Professional Services Questionnaire

Schedule N Living Wage

Schedule N-1 EBO Certificate Equal Benefits, Declaration of Non-Discrimination

Schedule O Campaign Contributions Form

Schedule P Nuclear Free Zone Disclosure