

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

REQUEST FOR PROPOSALS

RFP Released: August 10, 2015

Bidder's Conference
(Attendance is strongly encouraged):

August 21, 2015 10:00am-12pm
City Hall Council Chambers,
1 Frank Ogawa Plaza, Oakland, CA 94612

Letter of Intent Recommended Due Date:

August 26, 2015 by 5:00 pm

Online Proposals Due:

September 16, 2015 by 5:00 pm

Hard Copy Submissions Due:

September 17, 2015 by 5:00 pm

Please read the entire document thoroughly prior to applying.



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

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OVERVIEW

INTRODUCTION

The City of Oakland Human Services Department (HSD) is pleased to release the Request for Proposals (RFP) for the January 2016 through June 2018 funding cycle. Oakland Unite, a unit of HSD, administers violence intervention and prevention services funded under Measure Z, as well as other funding dedicated to similar violence prevention goals. Selected strategies were informed through a strategic planning process and are designed to achieve the goals of the Measure Z legislation.

The City is seeking qualified agencies to conduct violence intervention programming with youth and young adults at highest risk for involvement in violence. Oakland City Council intends to award funds to community-based organizations and public partners with demonstrated capacity to implement the requested services and activities. Grantees will form a critical part of a continuum of support for target populations and will act as key partners in the City's network of violence prevention and intervention.

Grant Term: The contract term for selected proposals is eighteen-months, from January 1, 2016 to June 30, 2017. Oakland Unite may renew grants for an additional one-year period, depending on performance, availability of funds, and Council approval.

Funding Amount: Oakland Unite plans to award an estimated \$3.26 million from January 2016 through June 2016. The amount of funds awarded is expected to double for fiscal years 2016-2017 and 2017-2018. 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 vast majority of 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-victimimized;

(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 unit 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: Through this RFP, the City seeks to fund an array of intensive services to youth and young adults at highest risk of violence, 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. Funded programs that become part of the Oakland Unite network will 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 will be prioritized for police beats with the highest stressors, which historically and currently have had the highest incidence of violent crime, especially shootings and homicides (See **Appendix C: 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 offered, and encouraged where appropriate across strategies.
- **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: Across strategies, the City seeks to support services and programs that align with the following principles. Applicants should address these priorities in their proposals for specific sub-strategies.

- **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 (including gun violence, family violence and commercial sexual exploitation) 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 seriously 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.** Coordination and communication will be required across service providers, public systems and community members. 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, Measure Z funding is invested towards reaching target populations at the highest risk for being perpetrators or victims of violence. The City will direct funding towards ten sub-strategies across five strategic investment areas which are summarized in the following table. Comprehensive descriptions of sub-strategies and guidelines are provided in **Appendix A**.

Successful Applicants will be required to participate in coordinated efforts with the Human Services Department, other funded agencies, and other key partners (such as Probation, Highland Hospital, Oakland Unified School District, etc.). Additionally, agencies 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.

Note on General Prevention: Oakland Unite programs reduce violence by focusing on highest-risk populations, as defined above. Measure Z does not fund general prevention programs such as youth development or after-school programs. The Oakland Fund for Children and Youth provides funding for youth development programs. Please see <http://www.ofcy.org> for more information.

OAKLAND UNITE STRATEGIES OVERVIEW

Strategy Area	Sub-Strategy	Target Population ¹	Minimum /Estimated Served ²	Annual Allocation ³	Estimated # awards ³
Life Coaching/ Intensive Case Management	Intensive Youth Case Management	Youth (age 14-18) returning to Oakland from the JJC, including CSEC youth	240 case mgt.	\$1,120,000	3-5
	Intensive Adult Case Management	Young adults (age 18 to 35) with a history of violent or criminal behavior, and/or highly at risk of using violence to solve conflicts	150 case mgt.	\$932,000	2-5
Education & Economic Self-Sufficiency	Youth Employment /Education Support	Youth, transition age youth, and young adults at highest risk of violence and/or with a serious or violent offense returning to the community after incarceration	150 youth	\$670,000	2-5
	TAY & Young Adult Employment /Education Support		250 adults/TAY	\$1,080,000	2-5
Violent Incident and Crisis Response	Street Outreach	TAY and young adults (age 16 to 35) at highest risk of street violence	300 intensive outreach 2000 general outreach	\$1,115,000	1-3
	Shooting/Homicide Response and Support Network	Youth /young adult victims of a gunshot incident (age 14 to 35), family/friends of homicide victims (under age 35), victims of violence at high risk for retaliation in need of emergency relocation support	300 intensive outreach 20 temporarily relocated	\$525,000	1-3
	Commercially Sexually Exploited Children (CSEC) Intervention	Commercially sexually exploited youth (age 18 and under)	200 intensive outreach	\$263,000	1-3
	Family Violence Intervention	Families, including young children, directly exposed to violence in the home	1,000 intensive outreach	\$450,000	1-2
Community Asset Building	Young Adult Leadership Council	High risk young adults referred through Adult Case Management	15-20 leaders	\$170,000	1
Innovation Fund	Innovation Fund	Individuals and communities most affected by violence	Service number TBD	\$200,000	1-3
				\$6,525,000 (estimated)	15-35

1 – See next page for definitions of terms and refer to Appendix A for full description of each strategy.

2 - Case mgt. = clients receiving full case management services; Intensive outreach = clients receiving first responder/relationship building support (programs may also include some longer-term support); General outreach = clients receiving one-time/event-based support.

3 – The Allocation column contains the total annual amount to be awarded across programs in a given sub-strategy. The Estimated number of awards column refers to the anticipated number of grants within each sub-strategy.

GLOSSARY OF DEFINITIONS

Allocation	The annual projected funding allocation for the January 2016 through June 2017 is an estimate and may change as the tax base for Measure Z changes with changes in the economy
Chronic Truant	Students who have 10 or more unexcused absences per school year
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 successful Applicants, 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
Commercially Sexually Exploited Child (CSEC)	Any child or youth engaged in the sex trade (prostitution) and/or survivors of commercial sexual abuse/violence
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 upload an IRS statement certifying their organization's nonprofit status dated **2012** or later. To obtain this letter, call IRS at 1-877-829-5500 (Note: in some cases it can take over two weeks to obtain this form).

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 City of Oakland funding to deliver Oakland Unite program 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 and professional manner, and providing program and fiscal oversight to sub-grantees.

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 per sub-strategy as the Lead Agency/Single Applicant.

Applicants may apply to perform services in more than one sub-strategy, but must submit a separate application for each sub-strategy. Applicants submitting multiple proposals must demonstrate substantial differences between each of their applications. Applicants may not submit the same proposal to different sub-strategies. Applicants submitting multiple applications should describe the relationship between the programs and services, if appropriate.

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.

HOW MUCH CAN I APPLY FOR?

FUNDING PARAMETERS

Each grant award amount will depend on the frequency of service, the amount of service, the number of people served and the range and depth of expertise provided. Please use the funding parameters outlined by Sub-Strategy in Appendix A: Program Strategies.

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 in the Sub-Strategy in **Appendix A** for which they are applying.

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 one-and-a-half year period (from January 1, 2016 through June 30, 2017). Budget and deliverables will be pro-rated to reflect the additional six 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) Register and Log on to Application System**
- Step 2) Submit Letter(s) of Intent**
- Step 3) Complete the Proposal Narrative**
- Step 4) Complete Budget and Budget Narrative**
- Step 5) Upload Required Attachments**
- Step 6) Submit Proposal**

Each of the application steps above is described in detail under the **Proposal Instructions** section of this RFP. A Bidders' Conference, also described in detail below, will be held to provide details and respond to questions.

Applicants must apply through CitySpan. Further instructions are provided below.

BIDDERS' CONFERENCE AND TECHNICAL ASSISTANCE

BIDDERS' CONFERENCE

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

Date: August 21 from 10am to 12pm

Location: City Hall, Council Chambers (1 Frank Ogawa Plaza Oakland, CA 94612).

All potential Applicants are strongly encouraged to attend. A taped version of the Bidders Conference will be available on the Oakland Unite website following the conference (<http://oaklandunite.org>). Questions and Answers from the Bidders' Conference will also be posted on the website.

IN-PERSON TECHNICAL ASSISTANCE SESSION

An in-person technical assistance session will be provided:

Date: September 2 from 2-4pm

Location: City Hall, Hearing Room 1 (1 Frank Ogawa Plaza Oakland, CA 94612).

The purpose is to provide additional clarification about RFP requirements and the application process only. Content of proposals will not be addressed.

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: Responses to questions submitted by email will be posted within 2 business days on the Oakland Unite website: <http://oaklandunite.org>.

Last Day to Submit Questions: The last day questions will be accepted is September 14, 2015.

IMPORTANT DATES

Item	Date
RFP Issue Date	August 10, 2015 on http://oaklandunite.org Registration and Letter of Intent will be available on CitySpan.
General Technical Assistance by E-mail Begins	August 10, 2015 Mon-Fri, 8:30am-5pm only Responses will be posted within 2 business days on http://oaklandunite.org
Bidders' Conference (Attendance is Strongly Encouraged)	August 21, 2015 from 10:00am-12:00pm City Hall, Council Chambers 1 Frank Ogawa Plaza Oakland, CA 94612
Required Letter of Intent (Recommended Due Date)	August 26, 2015, 5:00pm Note: Applicants must submit <u>separate</u> Letters of Intent for each sub-strategy in which they intend to submit a proposal. Applicants are <u>strongly</u> encouraged to submit LOI(s) by this date.
Full Online Application Open	August 27, 2015 The full online application will be available on CitySpan after the recommended LOI due date.
In-Person Technical Assistance Session	September 2, 2015 from 2:00-4:00pm City Hall, Hearing Room 1 1 Frank Ogawa Plaza Oakland, CA 94612
Final Date to Submit Questions	September 14, 2015, 5:00pm
Online Proposals Due	September 16, 2015, 5:00pm An online receipt will be produced upon submission. Proposals submitted after the deadline will not be considered for review. This deadline will be strictly enforced.
Hard Copy Proposals Due	By September 17, 2015, 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	October 15, 2015 – estimated Exact date TBD
Written Appeals from Applicants Due	October 19, 2015, 5pm – estimated Exact date TBD
SSOC and City Council Approval of Final Funding Package	November/December 2015 Exact date TBD
Grant Contracting Begins	December 2015 Exact date TBD
Program Year Begins	January 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: Program Strategies** for details on target populations by sub-strategy).
- 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.
- 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.
- 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 geographic areas (see **Appendix C: 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 panelists will be selected for their expertise in key areas including: violence prevention/intervention, street outreach, employment, intensive case management, youth development with high-risk youth, family violence, mental health, and community policing. 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). During the proposal review, the panel will consider how collaborations and other strategies might maximize the use of resources. City staff will also review recommendations to ensure services are provided to all high stressor beats throughout the City. Funding recommendations will then be forwarded to the SSOC and City Council for review and approval. City Council makes all final funding decisions, balancing geographic and other priorities.

Preference Points: While not a requirement, Applicants may receive preference points by receiving certification as a Local, Small and Very Small Local Business Enterprise (L/S/VSLBE). For more information on the L/S/VSLBE program, go to: <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). See **Appendix E** for details on preference points.

Funding Award: The estimated date for preliminary notification of the funded proposals will be October 15, 2015. Applicants will be notified via email. The City anticipates the contract will be finalized (with SSOC and City Council approval) in December 2015, with services beginning January 1, 2016. Services for the first grant agreement will continue until June 30, 2017.

PROPOSAL INSTRUCTIONS

STEP 1 – REGISTRATION AND LOGIN

STARTING YOUR PROPOSAL

The Oakland Unite online application process is through CitySpan. **Applications that are submitted only in paper hard copy will not be accepted.** Instructions for registering with CitySpan are provided here. To access CitySpan, Applicants must have the following system requirements:

- Internet connection
- Turn off your pop-up blocker
- Some Apple/Mac computers may not read the pdf documents accurately. If you experience problems while using an Apple/Mac, contact the CitySpan Help Desk.

Contact the CitySpan Help Desk at 1-866-469-6884 for technical issues and all questions regarding the online application. Cityspan Help Desk will be available Mon-Fri, 8AM-5PM, PST. DO NOT call Cityspan about RFP content related questions. Please direct those questions to Oakland Unite.

REGISTERING

Register for an Oakland Unite RFP account at www.youthservices.net/oakland/registration.asp. For current Oakland Unite grantees, this is not your Oakland Unite username and password. You will need to register for a new Oakland Unite application account.

1. Register at: www.youthservices.net/oakland/registration.asp. Provide the agency, strategy and a contact person for the proposal. The contact person will receive the Cityspan account log on information and is the individual that Oakland Unite will contact if we have questions regarding the submission.
2. Tax ID numbers are required to register. In order to register the Applicant must enter a tax ID Number. If applying with a fiscal sponsor, use their Tax ID number.
3. Once the registration is submitted, the contact person will receive an email with the username and password for the application account.

Multiple Applications: Applicants may submit one proposal per sub-strategy as the Lead/Single Agency. Applicants may submit proposals to more than one sub-strategy if those applications are substantially different. Applicants who wish to apply for more than one sub-strategy will use the same registration information (user name and password) for each proposal. The City anticipates and encourages programs to be integrated across sub-strategies. If applying to more than one strategy, Applicants should explain how they will address program integration.

LOGGING IN

To access the application go to: www.youthservices.net/oakland. Enter the user name and password and click the log in button. If you have forgotten your account information, call the Cityspan Help Desk: 866-469-6884 (toll-free) Mon-Fri, 8AM-5PM, PST.

In order to access the full application, Applicants must complete a Letter of Intent (LOI). Applicants are strongly encouraged to submit LOIs by August 26. Further instructions are provided below.

After August 26, the full online application will be available to Applicants, including the Applicant Summary, Narrative, Budget and Uploads sections.

Applicants are encouraged to begin developing your application(s) offline in a text or Word document prior to the full online application becoming available.

Once access to the full application is available, Applicants may enter the application over multiple sessions. It is best to copy and paste narrative sections from your work done offline in text or Word. Remember to save often and log out when you have finished a session. Cityspan will log out automatically after 90 minutes of inactivity. All changes that have not been saved when logging out will be lost.

Questions about the content of the RFP can be directed only by email to oaklanduniterfp@oaklandnet.com. Questions by phone or in person will not be taken.

STEP 2 – LETTER OF INTENT

Applicants must submit a separate electronic Letter of Intent (LOI) for each application they intend to submit in order to submit a proposal. Applicants are strongly encouraged to submit LOIs by August 26, 2015.

The names and contact information of all agencies who have submitted an LOI(s) by August 26, along with the strategy applied for, will be posted on the Oakland Unite website (<http://oaklandunite.org>) by Monday August 31, 2015, in order to assist grantees in forming collaborations. Applicants are encouraged to submit LOI in advance of the August 26 deadline.

Though the Letter of Intent is not binding, Applicants should review the entire RFP carefully before submitting a Letter of Intent. Again, Applicants must submit separate LOI for each sub-strategy in which they intend to submit a proposal.

For example: if you intend to submit an application under the “Intensive Youth Case Management” sub-strategy and the “Intensive Adult Case Management” sub-strategy, you must complete and submit two separate Letters of Intent in the appropriate sub-strategy.

For each Letter of Intent, please enter the following information in CitySpan:

Name of Applicant Agency: The Applicant is the organization or agency that will sign the contract if the grant is awarded. Therefore, if this is a project with a fiscal sponsor, the fiscal sponsor will be the Applicant.

Contact Person Information: The individual that Oakland Unite will contact if there are questions regarding the submission. Please include: Name (First, Last); Title; Email; Phone Number

Executive Director Information: Name (First, Last); Email; Phone Number

Type of Applicant: Select whether the proposal will be submitted by a Single Agency or a Collaborative – see Who can Apply? section for details.

Sub-Grantees: If applying as a Collaborative, name all sub-grantee agencies or groups who will play a central role in service provision, and briefly describe that role.

Sub-Strategy: Select the appropriate sub-strategy under which the proposal will be submitted for funding consideration.

Oakland Unite Funds Requested: Enter the amount you anticipate requesting for the program.

Program Name (50 characters or less): Enter a simple and straightforward name for the program. This will be used in identifying the proposal.

Program Goal (250 characters or less): Articulate a specific goal for the proposed program that is in line with the Strategy Area goal.

Program Implementation Plan (750 characters or less): Briefly summarize the plan to deliver services to fulfill that goal, in keeping with sub-strategy requirements. Please refer to the Appendix A for more information.

Target Participants (250 characters or less): Outline the proposed service population and number served. Please refer to the Appendix A for more information.

Program Target Area (100 characters or less): Specify neighborhoods, city areas, police beats where proposed services will take place.

Please note: The Letter of Intent is not binding, but must be submitted in order to have access to the full online proposal in the correct sub-strategy. If Applicants wish to change the sub-strategy or other details submitted in their LOI, Applicants must contact the CitySpan Help Desk at 1-866-469-6884 and request that their LOI be unlocked. Applicants are encouraged to review **Appendix A** carefully prior to submitting an LOI(s).

STEP 3- PROPOSAL NARRATIVE

Applicants who have submitted an LOI will be able to access the proposal narrative section of the Application on CitySpan after August 26. The Proposal Narrative must include the following elements, which will be outlined in Cityspan in the order listed below. Each question will have its own text box with a character limit. **Cityspan will count spaces toward the character limit.** The character limits are provided only to serve as the maximum limit. Succinct responses that accurately portray your proposed program are appreciated.

AGENCY HISTORY AND CAPACITY (NARRATIVE PART 1)

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, and types of services provided. How does your mission fit with the goals of the strategy for which you are applying? (2,500 characters or less)
- 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. (1,500 characters or less)
- 1c) 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? (1,500 character limit)
- 1d) Year Single/Lead Agency Founded
- 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.(1,000 characters or less).
- 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. (1,000 characters or less)
- 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. (500 characters or less)
- 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. (500 characters or less)

As **UPLOADS** for this section, please provide the following attachments:

- Current Year (FY2015-16) agency composite budget, showing all programs, administration, and funding sources. Fiscal Sponsors (Applicant) must upload Overall Agency Budgets for themselves and their Sponsored Organization.
- Single/Lead Agency's most recent completed signed Audited Financial Statements with Cover and/or Management letter.
 - Audit must contain any findings
 - Public agency Applicants (other than the City of Oakland) must submit proof of existence of an independent single audit
 - All Audited Financial Statements must be within two years
- Copy of IRS Letter Certifying Tax Exempt Status from 2012 or later for Single/Lead Agency
- Single/Lead Agency's Board Roster

KEY STAFFING (NARRATIVE PART 2)

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. (2,500 characters or less)

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. (2,500 characters or less)

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. If proposing intensive case management, describe in detail your supervision of case managers/life coaches. (1,500 characters or less)

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. (1,500 characters or less)

As **UPLOADS** for this section, please provide the following attachments:

- Resumes of each key staff member and/or job descriptions for unfilled or new position
- Organizational chart that shows how the proposed program fits within your agency's structure

PROGRAM DESIGN (NARRATIVE PART 3)

Please see **Appendix A: Program Strategies** for specific guidelines for each sub-strategy.

Target Population and Target Area

- 3a) Identify the target population for your program and, if applicable, your recruitment strategy. How you will determine whether a potential participant is part of the target population? (1,000 characters or less)
- 3b) Identify the neighborhoods the program will serve, and/or the communities from which your participants will come from, if applicable. (500 characters or less)
- 3c) Briefly describe the current and emerging needs of the program target populations and/or neighborhoods that you plan to serve. (750 characters or less)
- 3d) Where are your offices physically located? Where will your Oakland Unite funded services be provided? (500 characters or less)
- 3e) Describe why the proposed services are appropriate to the target population's developmental needs, as well as their gender, sexual orientation, and cultural identification? (750 characters or less)

Program Structure

- 3f) Describe your proposed program and scope of work, including what type of services will be provided (e.g., intensive case management, mental health support, employment training, job development), 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? (1,500 characters or less)
- 3g) Describe how the program design above aligns with evidence-based or best practices listed in **Appendix A** for the sub-strategy. Are there additional evidence-based or promising practices you will integrate into your service delivery for participants in this program? (1,000 characters or less)
- 3h) 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 applying for more than one sub-strategy within this RFP, how will these multiple efforts support, inform, and/or enhance service delivery? (1,000 characters or less)

SERVICE ACTIVITIES (NARRATIVE PART 4)

Please see individual program sub-strategies in **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 **Uploads** and **Appendix B: Scope of Work Form** for additional guidance. (1,500 characters or less)

Example: Two case managers will provide 2,400 hours of case management support for 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? (1,000 characters or less)
- 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? (1,500 characters or less)
- 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? (1,250 characters or less)
- 4e) Describe 2-3 challenges you currently face or have faced when implementing services. How will you or have you overcome these challenges? (1,000 characters or less)

As **UPLOADS** for this section, please provide the following attachment:

- Completed Scope of Work – see **Uploads** and **Appendix B: Scope of Work Form** for additional guidance.

OUTCOMES/THEORY OF CHANGE AND DATA COLLECTION (NARRATIVE PART 5)

Outcomes/Theory of Change

- 5a) Please select between three (3) and five (5) desired outcomes outlined in the appropriate sub-strategy descriptions 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. (2,000 characters or less)

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. (750 characters or less)
- 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. (750 characters or less)

PARTNERSHIPS (NARRATIVE PART 6)

Please refer to **Appendix A: Program Strategies** 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? (1,000 characters or less)
- 6b) 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? (1,000 characters or less)
- 6c) What have been the challenges in these partnerships? How have you/will you overcome those challenges? (750 characters or less)

As **UPLOADS** for this section, please provide the following attachments:

- 1) Letters of Support/Acknowledgment from required or recommended partners
- 2) MOUs with any proposed partner that will receive grant funds and provide core services

LEVERAGING AND FISCAL RESPONSIBILITY (NARRATIVE PART 7)

Leveraging of resources is required. Proposals must demonstrate, and if awarded 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.

- 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. (2,000 characters or less)
- 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. (1,000 characters or less)

STEP 4 – 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 the first 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 online budget should reflect what was written in the Narrative section and support the attached Scope of Work.

Budget amounts are entered into the online database in 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 the first 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

Please note that Applicants will not be able to enter a budget that exceeds the amount requested in the LOI. If you need the LOI unlocked in order to change the amount requested, contact the CitySpan Help Desk at 1-866-469-6884 and request that their LOI be unlocked.

Category descriptions and examples of required information are listed below.

DIRECT COSTS

A. PERSONNEL

Personnel: Please list the positions that will play a direct service and/or management role in implementing the project. Also specify the full time yearly salary, the full time equivalent (FTE) spent on the project and the amount of funds covered by Oakland Unite and the amount of funds covered by other sources. The total will be calculated for you when entered in Cityspan. The narrative should explain the roles of Personnel on the project.

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 \$50,000. The Project Coordinator will be working on the project half time for 12 months for a total cost of \$25,000. The amount requested from Oakland Unite for this line item is _____.

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.

B. OTHER DIRECT COSTS

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

Sample Narrative: "The total program amount is _____. The amount requested from Oakland Unite is _____."

Equipment/Computer: Oakland Unite permits purchase of equipment and capital items for use by program participants and staff. The City retains title to capital expenditures purchased with Oakland Unite funds and reserves the right to exercise its ownership. Capital expenditures are individual items costing \$500 or more unless the Applicant's policy stipulates a lower amount in determining its capital expenditures.

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

Sample Narrative: 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 . The amount requested from Oakland Unite is _____."

Facility 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. The amount requested from Oakland Unite is _____."

General Office Supplies/Software: These are the costs of office supplies, copying and software associated with the proposed project.

Sample Narrative: The supply budget is \$1,200. This covers \$100 per month in office supplies. The amount requested from Oakland Unite is _____."

Program Materials & Supplies: This category should include all items that your program requires in order to operate, such as curriculum costs, training materials, or food for participants. The Narrative should list/explain all the items included in this category.

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 25 participants so the total cost of the workbooks is \$625 per year. Food for trainings is calculated at \$5 per participant. We estimate serving 25 participants per training, and 4 trainings per year. The total cost of food is \$500. The total program cost for program materials and supplies is \$1,125. The amount requested from Oakland Unite is _____.

Telephone/Internet/Communications: This category should include telephone, mobile phone, and Internet services associated with your proposed project.

Sample Narrative: Local calls will be made for program related communications and will amount to \$100 monthly. The total telephone budget is \$1,200. The amount requested from Oakland Unite is _____.

Travel/Transportation: The projected expenditures for local and non-local travel should be described in this section. The basis for the calculation as well as the purpose for all travel should be provided. Local travel estimates should be based on your organization's current policies, for example, 57.5 cents per mile. Any out of area travel needs should be carefully itemized and justified.

Sample Narrative: Three Case Managers will travel daily between the Project Office and the participant homes for supportive services. We have estimated that they will each travel 100

miles/week X \$0.575 = \$57.50/week. The total travel cost per year (50 weeks) is \$8,625. The amount requested from Oakland Unite is _____.

Staff Training/Professional Development: This category should include costs related to providing professional development opportunities for staff working on the Oakland Unite funded program, such as conference registration fees, workshop or seminar fees, or training materials.

Sample Narrative: Four program staff will attend local professional development trainings. Registration fees are estimated at a cost of \$150 each, for a total of \$600. The amount requested from Oakland Unite is _____.

Consultants (not sub-grantees): This category is for individuals who provide special services in order to help you operate your program, but who are not your employees. Consultant fees paid by Oakland Unite are not to exceed \$650/day for a full day of work. Indicate the name of the consultant and the specific services they will be providing, and basis for their fee. If you have not yet determined who your consultant will be for the needed service, you may state "Consultant TBD."

Sample Narrative: Mary Flores will be hired to provide clinical supervision for case management staff, at a rate of \$200 per session, for 25 sessions, for a total of \$8,000. The amount requested from Oakland Unite is _____.

C. PARTICIPANT WAGES, STIPENDS, AND FLEXIBLE FUNDS

Participant Wages: If your program is going to offer wages to clients/participants, indicate the amount paid and the number of participants/clients you anticipate will receive wages. Please note that all Applicants are required to comply with the City of Oakland's new minimum wage law. Refer to the City Attorney's FAQ Guide to the Minimum Wage Law for more information: <http://www.oaklandcityattorney.org/PDFS/Guides%20and%20FAQs/Revised%20Measure%20FF%20FAQ%20Feb%202015.pdf>

Sample Narrative: Wages are budgeted at \$12.50 per hour, for 10 hours per week, for 24 weeks. For 15 participants, the budget for wages is \$45,000. The amount requested from Oakland Unite is _____.

Flexible Funds/Incentives: If your program is going to offer incentives to participants for attendance or for completing milestones, please indicate the type of incentive (cash, gift certificate, etc.) and the number of participants you anticipate will receive incentives. Applicants proposing to provide Intensive Adult Case Management should refer to sub-strategy incentive/stipend guidelines outlines in **Appendix A**.

Sample Narrative: Each family participating will receive a gift certificate of \$25 for completing the parent education class (25 families X 25 = \$625). The amount requested from Oakland Unite is _____.

D. SUB-GRANTEES

Sub-grantees are organizations or individuals who provide specialized services to target populations to help enhance your programs. If an Applicant decides to subcontract out services, it is Oakland Unite's expectation that all sub-grantees written into the proposal and budget will remain in the partnership for the duration of the 2016-2018 grant cycle period. Any potential changes in scope of work and budget should be brought to Oakland Unite's attention

before implementation. The Lead Agency must have the fiscal and management capacity to support sub-grantees by issuing payments in a timely and professional manner, and providing program and fiscal oversight to sub-grantees.

For this section list the organization or individual name of each subcontractor or consultant. For each and every subcontractor, enter a line item budget using the same guidelines as the lead Applicant budget. The Narrative should include what role each sub-grantee listed will be playing in the program.

INDIRECT COSTS

This line item is intended to cover costs that are necessary to deliver the scope of services, but which are not readily identified as direct program expenses (e.g. reporting costs, payroll processing, fund development, insurance, evaluation costs, other administrative costs, etc.) This line item does not need to be itemized. However, if your grant is audited by the City of Oakland you must be able to document and justify indirect costs charged to this grant.

Indirect costs may be calculated up to 10% of the total grant request.

Sample Narrative: Ten percent of a total requested grant amount of \$250,000 is \$25,000, which will be charged as an un-itemized administrative fee.

STEP 5 - UPLOADS

The documents listed below **MUST** be uploaded online to complete your online submission. Memoranda of Understanding and Letters of Support/Acknowledgement are only required for certain sub-strategies and/or Collaborative Applicants – please see **Appendix A** for details.

Each document can be uploaded in any format (e.g. word, pdf, excel, etc.) but cannot be over 20GB in size. You can also upload multiple documents under a subheading. For example, you can upload multiple résumés under **Résumés/Job Description for Key Staff**.

Note on File Naming Conventions: Make sure that all attachments/uploads are clearly labeled, using appropriately descriptive file names. *Example:* "IRS Letter_Agency Name"

In the **Agency History and Capacity** section of the Proposal Narrative, please upload:

- 1) Current Year Organizational Budget:** Your current agency composite budget showing all programs, administration, and funding sources. Fiscal Sponsors (Applicant) must upload Overall Agency Budgets for themselves and their Sponsored Organization, clearly labelling each attachment with the agency name. All other Applicants only need to upload 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 agency Applicants (other than the City of Oakland), 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 Certifying Tax Exempt Status.** From 2012 or later, for Single/Lead Agency.
- 4) Roster of Board of Directors:** Please upload 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.

In the **Key Staffing** section of the Proposal Narrative, please upload:

- 5) Resumes or Job Descriptions:** Upload resumes of all key project staff responsible for project implementation. If staff is not yet hired, attach job description(s).
- 6) Organizational Chart:** Upload 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.

In the **Service Activities** section of the Proposal Narrative, please upload:

- 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 appropriate sub-strategy (see **Appendix A**). 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 commence for the first time 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.

In the **Partnerships** section of the Proposal Narrative, please upload:

- 8) Letters of Support/Acknowledgement, if applicable:** Signed Letters of Support must be submitted for any partner listed as “required” in **Appendix A** by sub-strategy. Please note that Alameda County Probation and Alameda Health System/Highland Hospital will provide Letters of Acknowledgement rather than Support for all Applicants – this is sufficient to meet the RFP requirement. Please also submit any additional recommended 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
- Individual Applicants do not need to upload MOUs, unless specified in the sub-strategy instructions.

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 specifics, 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.

You will be able to review all uploaded attachments on the CitySpan application homepage. Additionally, you will be asked to upload the following in the **UPLOADS** section of Cityspan:

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. The following forms are required at submission. See the full list of additional forms that will be required post-award. Electronic copies of these documents can be downloaded from:

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

- [Schedule E - Project Consultant Team](#)
 - [Schedule O – Campaign Contribution Limits](#)
- (PUBLIC AGENCIES DO NOT NEED TO SUBMIT)**

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://goo.gl/rjirpv>

STEP 6 – SUBMIT

The final step is to click “submit” for each section of the proposal in CitySpan. Please review the elements of your application including the LOI and all uploads. With the exception of the LOI, it is recommended that you wait until the entire application is complete before submitting each section.

Once you submit, you will not be able to edit any of your work. If you need your submitted form unlocked before the proposal is due, please contact Cityspan Help Desk at 1-866-469-6884.

ONLINE PROPOSAL DUE: SEPTEMBER 16, 2015, 5:00 PM

You must have completed and submitted all forms and uploads by 5:00pm, September 16, 2015. Cityspan will not accept proposals after this time. This will be strictly enforced. We strongly encourage you not wait until the last minute to submit your proposal to avoid any unforeseen technical issues. Print and save your receipt of submission.

HARD COPY SUBMISSION DUE: By September 17, 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 September 17, 2015, 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.

To print a copy of your complete proposal in Cityspan, please select the “Summary” – this will create a PDF file with all of the sections of your online proposal, not including attachments.

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 in any fashion.

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.

PROPOSAL PACKAGE CHECKLIST

The following items should be included in your electronic and hard copy proposals. Make sure that all attachments/uploads are clearly labeled. 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.

- Letter of Intent (required to access full online application)**
- 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 Uploads:**
 - 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 Upload:**
 - Schedule E-2: Oakland Workforce Verification Form

Additional forms and documents will be required post award notification. Please review the list of required post-award documents to ensure that you can meet all requirements.

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 **October 19, 2015 by 5:00 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 the entire set of 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 beginning in December 2015. 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 successful Applicants, 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 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.