

The Violence Prevention and Public Safety Act of 2004

Measure Y
Fiscal Year 2006-07 Funding Cycle

**Request for Full
Proposal**
*for Outreach to Sexually
Exploited Youth ONLY*

Open to All Bidders

ISSUE DATE:

Monday, December 19, 2005

MANDATORY BIDDER'S CONFERENCE:

Wednesday, January 4, 2006; 2:00-4:00 PM
Department of Human Services
150 Frank H. Ogawa Plaza, 4th Floor
Oakland, CA 94612

FULL PROPOSALS DUE:

Friday, January 20, 2006; before 5:00 PM

SUBMIT FULL PROPOSAL TO:

City of Oakland
Department of Human Services
Attn: VPPSA Programs
150 Frank H. Ogawa Plaza, Suite 4340
Oakland, CA 94612



Violence Prevention and
Public Safety Act of 2004

City of Oakland
Department of Human Services
150 Frank Ogawa Plaza,
4th Floor
Oakland, Ca 94612

<http://www.oaklandhumanservices.org/initiatives/measurey.htm>



CITY OF OAKLAND

LIONEL J. WILSON BUILDING · 150 FRANK H. OGAWA PLAZA, SUITE 4340 · OAKLAND, CALIFORNIA 94612

Violence Prevention Programs

Department of Human Services

Dear Potential VPPSA Applicant,

Thank you for your interest in providing services to sexually exploited minors. This application is a second solicitation by the City of Oakland for an agency or collaborative to offer Outreach to Sexually Exploited Youth funded by the Violence Prevention and Public Safety Act of 2004 (VPPSA, a.k.a. Measure Y)

There was originally a two-step application process for the VPPSA funding. The Oakland Department of Human Services accepted Preliminary Proposals from nonprofit, community based organizations and public agencies to provide an array of violence prevention programs on Thursday, November 10, 2005. Organizations and partnerships that best demonstrated in the Preliminary Proposal the capacity to provide the requested services and the ability to implement quality programs were invited to submit a full proposal on December 19, 2005.

Unfortunately, while we received excellent proposals, the VPPSA review panel determined that no single preliminary proposal met all of the requirements of one specific program strategy: Outreach to Sexually Exploited Youth. There were three specific reasons:

- We would like to have one agency or collaborative apply for the full funding available under this category (\$225,000) and create an integrated approach that addresses the needs throughout the City.
- We would like to see clear identification of the agency's/collaborative's ability to conduct outreach to various ethnic and linguistic minorities.
- We would like to ensure there is a defined plan for integrating services with the Family Justice Center.

While we received excellent proposals, none quite addressed all of these requirements. We are therefore reopening the Sexually Exploited Minors category and encouraging full proposals from all interested and qualified applicants, including (but not limited to) those who submitted preliminary proposals.

Best of luck in your application.

TABLE OF CONTENTS

	PAGE NO.
APPLICATION PROCESS	4
• Review Process	4
• Deadlines	5
• Submittal Requirements	5
• Appeals	5
• Grant Requirements	4
• Post Award Requirements	6
• Questions and Technical Assistance	6
FULL PROPOSAL INSTRUCTIONS	7
• Formatting Requirements	7
• Elements of a Full Proposal	7
• Proposal Narrative	8
1. Agency History and Capacity	8
2. Outcome Goals	8
3. Service Activities	9
4. Program Design	9-10
5. Staffing Qualifications	10
6. Leveraging and Fiscal Responsibility	10
LIST OF REQUIRED ATTACHMENTS	11
1. Coversheet	11
2. Attachment A-Scope of Work	11
3. Attachment B-Budget Form	11
I. Direct Cost	11
A. Personnel	11-12
B. Other Direct Cost	12-13
C. Wages, Stipends, & Flexible Funds	13-14
D. Subgrantees (Attachment B-1 to B-3)	14
II. Indirect Cost	14

TABLE OF CONTENTS

	PAGE NO.
4. Attachment C-Budget Narrative	14-15
5. Attachment C1-3-Subgrantee Budget Narratives	15
6. Attachment D-Resumes or Job Descriptions	15
7. Attachment E-IRS Letter of not-for-profit status	15
8. Attachment E-MOU's/Letter of Agreements	15
9. Attachment G-Financial Statement or Audit	15
10. Schedule C1 – ADA Compliance Declaration	15
11. Schedule D – Professional Services Questionnaire	15
12. Schedule M, Part A – Independent Contractor	15
13. Schedule N – Living Wage	15
14. Schedule N-1/EBO Certificate Equal Benefits, Declaration of Non-Discrimination	15
15. Schedule O – Campaign Contributions Form	15

Application Process

There was a two-step application process for the VPPSA funding. This process was designed to save applicants time, and to allow for a focus on developing formal partnerships and service integration. The Oakland Department of Human Services accepted Preliminary Proposals (PPs) from nonprofit, community based organizations and public agencies on Thursday, November 10, 2005. Organizations and partnerships that best demonstrated in the Preliminary Proposal the capacity to provide the requested services and the ability to implement quality programs were invited to submit a full proposal. Notification of invitations to submit full proposals on December 19, 2005.

Unfortunately, while we received excellent proposals, the VPPSA review panel determined that no single preliminary proposal met all of the requirements of the Outreach to Sexually Exploited Youth program strategy. We are therefore reopening the Sexually Exploited Minors category and encouraging full proposals from all interested and qualified applicants.

Organizations and partnerships submitting a full proposal for Outreach to Sexually Exploited Youth must submit applications prior to **January 20, 2006 at 5:00 pm**. Preliminary determinations of the funded proposal will occur by March 10, 2006. The City anticipates that contracts with awardees will be finalized by City Council approval in April, with services commencing in May- July of 2006.

Organizations selected to provide services may be contracted by the City of Oakland for a term longer than 12 months. **However, full proposals should reflect the costs and measurable outcomes for an annual (twelve-month) period.** Upon mutual agreement, the City and the service provider may renew the contract for two (2) additional 12-month periods, subject to satisfactory performance, availability of City funds, and City Council approval.

Review Process

A successful proposal will include the following six critical elements:

1. Strong service track record, particularly with the targeted populations and geographic areas
2. Incorporation of best practices into program design
3. Clear, specific outcomes linked to violence prevention
4. Service activities that clearly lead to identified outcomes
5. Demonstrated partnerships
6. Leveraged resources

City staff from the City Administrator's Office, Community and Economic Development Agency and Department of Human Services will work with outside experts to conduct a thorough review of all full proposals submitted. Outside panelists will be selected for their expertise in key areas including: violence prevention, street outreach, employment, youth development with high risk youth, family violence, mental health, and community policing. Panels will be developed representing readers with varied programmatic experience in the public and non profit sectors.

Panels will conduct a thorough review of each preliminary proposal using a consistent evaluation rubric. During the proposal review, the panel will also look at how collaborations and other strategies might maximize the use of resources. Panelists may request follow up information from applicants.

Final funding recommendations will be brought to City Council for approval.

Deadlines

Invitations to submit full proposal:	Monday, December 19, 2005
Full proposals due:	Friday, January 20, 2006; 5:00 PM
Funding Recommendations Announced:	March 10, 2006 via email
Contracts begin (pending City Council Approval)	May 1, 2006

Submittal Requirements

- Applicants must submit **one (1)** original plus **five (5)** hard copies of the completed, signed Full Proposal, and **one (1)** electronic copy (on CD or diskette)
- Full proposals are due Friday, January 20, 2006 **before 5:00 p.m. PST.**
- 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.
- **Late applications WILL NOT BE ACCEPTED.** There are no exceptions.

Appeals

All appeals concerning full proposals shall be written and must specify in detail the grounds of the appeals, the facts and evidence in support thereof and the remedy sought. Only the following matter may be appealed:

The Department's failure to follow any procedure, requirement, or evaluation criterion in this request for proposals.

Written appeals shall be hand delivered to the Director of the Department conducting the protested funding process and the Manager who is conducting the funding process (as indicated below) by **Friday, March 17, 2006 by 5pm.**

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

Manager: Ms. Sara Bedford
Policy and Planning Manager
City of Oakland
Department of Human Services
150 Frank H. Ogawa Plaza, 4th Floor
Oakland, CA 94612-2092

The Director of the Department will review each appeal and deliver a decision in writing.

Grant Requirements

Organizations funded by VPPSA will be required to collect data necessary for an independent evaluation. Cost of this data collection may be included in your funding request, but is expected to be covered in a 10% rate for indirect costs unless there is substantial justification for additional evaluation costs. Organizations will also be required to submit quarterly progress reports. At any time during or before a contract 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 before making a final determination of grant awards.

Post Award Requirements

After grant award announcements are made, grantees will work with the City of Oakland to develop a contract. Contracts with funded agencies will not be considered complete until the following documents and assurances are submitted:

- Signed Contract
- Revised scope of work and budget with accompanying narratives using correct forms
- Declaration of Compliance with the Living Wage document
- Campaign Contribution Form
- Insurance Certificates, endorsements and waiver letters (if applicable)
- Independent Contractor Questionnaire
- IRS Letter as proof of 501 (c) (3) status dated 2004 or later
- Active Corporate Status
- Current Oakland Business Tax Certificate
- Nuclear Free Zone Disclosure
- Declaration of Compliance with the Americans with Disability Act
- Applicants must also comply with all local, state and federal laws that prohibit discrimination based on race, color, national origin, age, gender, sexual orientation or gender, or disability.
- Declaration and supporting documentation of compliance with the Equal Benefits Ordinance.

Questions and Technical Assistance

A **mandatory bidder's conference**/technical assistance session will be held:

Wednesday, January 4, 2006
2:00-4:00 PM
Department of Human Services
150 Frank H. Ogawa Plaza, 4th Floor
Oakland, CA 94612

Questions regarding the proposal process can be **submitted by email only** to amarks@oaklandnet.com. Frequently asked questions (FAQs) and answers will be updated regularly and posted on the web at:

<http://www.oaklandhumanservices.org/initiatives/measurey.htm>

Full Proposal Instructions

Please refer to the Preliminary Proposal documents (*Overview, Program Strategies and Form Instructions*) for an overview of VPPSA and for information regarding the specific program strategies for which you are applying. These documents can be downloaded from the VPPSA website: <http://www.oaklandhumanservices.org/initiatives/measurey.htm>.

Formatting Requirements

Proposal narratives and attachments must be written 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). Please use standard 12 point font. Do not print pages double sided. Proposal narratives must not exceed **16** pages and should be numbered consecutively. 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
(Top Left)

Project Title
(Top Center)

Page Number
(Top right)

Elements of a Full Proposal

Complete proposals will have the following elements in the following order. 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.

- Cover Sheet – *electronic template provided*
- Proposal Narrative- including agency specific questions from invitation letter (not to exceed 16 pages)
- Attachment A - Scope of Work for FY 2006-07 - *electronic template provided*
- Attachment B - Budget form for FY 2006-07 - *electronic template provided*
- Attachment B1-3 – Budget form for Subgrantees for FY 2006-07 (if applicable) - *electronic template provided*
- Attachment C- Budget Narrative for FY 2006-07
- Attachment C 1-3- Budget Narrative for Subgrantees FY 2006-07 (if applicable)
- Attachment D - Resumes or Job Descriptions for key positions
- Attachment E - IRS Letter of not-for-profit status
- Attachment F - MOUs or Letters of Agreement with all partners and subgrantees
- Attachment G- Financial Statements or Audit
- Schedule C1 – ADA Compliance Declaration
- Schedule D – Professional Services Questionnaire
- Schedule M, Part A – Independent Contractor
- Schedule N- Living Wage
- Schedule N-1 or EBO Certificate Equal Benefits, Declaration of Non-Discrimination
- Schedule O - Campaign Contributions Form

Proposal Narrative

Proposal narrative is not to exceed 16 pages. Additional pages will not be read. The sections of the program narrative are described below with suggested page length for each section. Some of the information may be taken directly from a previously submitted preliminary proposal.

1. **Agency History and Capacity** (2 - 3 pages double spaced)

- Elaborate on the demonstrated past success the lead organization has in providing similar services to the target population including the size and scope of the programs. This includes the results of outside evaluations.
- If this is a collaborative proposal, please provide detailed history of the lead organization in managing collaborating groups receiving funding from a grant. If the organizations are an established collaborative, please provide the history of their work together and the results.
- If this is a collaborative proposal with subgrantees, please provide background and evidence of demonstrated past success of each subgrantee to provide similar services to the target population. This includes the results of outside evaluations.

2. **Outcome Goals** (No more than a ½ page single spaced)

Please describe, in 1-2 sentences for each, up to five (5) of the main violence prevention-related outcomes anticipated that are specific to this request for funding. Proposals may include several outcomes or just one; however the outcomes need to be realistic and **measurable**. This is the same information that was also requested in preliminary proposal.

Your organization may have many worthy outcomes, but we are interested in the outcomes specific to this proposal and that will lead to the overall goal of reducing violent crime and increasing public safety of all residents, especially youth and children in the Oakland communities specified. For more information on suggested outcome measures for each program strategy, please review the *Program Strategies* document from the Preliminary Proposal package (which can be downloaded from the VPPSA website: <http://www.oaklandhumanservices.org/initiatives/measurey.htm>).

Example:

- *35% of participants will earn a high school diploma or equivalent over a one-year period*

Specific outcomes that have been shown to have an impact on public safety include but are not limited to:

- High School Attendance
- High School Completion
- Arrest rates
- Entered Employment
- Employment Retention
- Wage Gain/Change

3. Service Activities (No more than a ½ page single spaced)

What are the most important activities that will help you achieve your measurable outcomes? Please list up to five (5) of the most important service activities, briefly describing them in 1-3 sentences each. Include **frequency, duration, and number served** of program events or services provided. Again, this same information that requested in the preliminary proposal. For more information, please review the *Program Strategies* and *Form Instructions* documents from the Preliminary Proposal package (see website: <http://www.oaklandhumanservices.org/initiatives/measurey.htm>).

Example:

- *10 hours each of mental health therapy will be provided to 10 young people exposed to violence in ten weekly one-hour sessions by the end of the first quarter*

4. Program Design (4-8 pages double spaced)

- Before writing this section, please re-read the details on the Outreach to Sexually Exploited Youth program design in the *Program Strategies* document from the Preliminary Proposal package (available to download from our website: <http://www.oaklandhumanservices.org/initiatives/measurey.htm>). Successful proposals need to address the required design elements and to meet planned service levels.
- Basic program design. Please include the rationale or logic model for the program design. This is your opportunity to create the story of why your specific agency's history and proposed service activities will lead to the outcomes you have identified in the neighborhoods and with the populations specified. Include information on the "best practices" that are employed in your design.
- Program specific questions. Please address these questions in your program narrative:
 - How will your agency or collaborative create an integrated approach that addresses the needs of sexually exploited youth throughout the City?
 - Clearly identify the agency's/collaborative's ability to conduct outreach to various ethnic and linguistic minorities.
 - Define your plan for integrating services with the Family Justice Center.
 - Clarify the duties of the (minimum of 3) Outreach Educators and how they will perform outreach. How they will link clients to case management?
 - How will you leverage resources to provide case management services to clients?
 - Is the outreach part of a more comprehensive program of wraparound services? Are there partnerships in place to provide these services?
 - Do you have an existing relationship with Police or Probation? If not, have you developed a relationship for this proposal?
 - Describe your plan for community awareness and education activities.
- Target Population and Geographic Area. Who are you serving? What ages are they? What are the racial and ethnic backgrounds of the youth you are expecting to serve? What neighborhoods do you expect they will come from? What is your recruitment strategy? How will you determine whether a potential client is VPPSA eligible (Oakland resident, under 30, with VPPSA risk factor)? Where are your offices physically located? Where will your VPPSA funded services be provided?

- Partnerships with agencies and institutions collaborating with you on this project. Detail how your partnerships enhance the outreach, recruitment, and/or overall comprehensiveness of services provided. How do your partnerships create a holistic and comprehensive service system for your clients? You should especially detail information about institutional partners such as Alameda County Probation, Oakland Police Department, and OUSD. 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.
- Your program will be a part of the VPPSA continuum of services for children, youth and young adults at high risk for involvement in violence. How do you see your program fitting into this continuum and potentially working with VPPSA programs and partners?

5. Staffing Qualifications (1-2 pages double spaced)

- Identify the key staff in the lead agency that will be funded if a grant is awarded, including their expected roles, estimated percent FTE on the program, their language capacity and cultural competence, and their experience implementing similar projects.
- Identify the person who will have primary responsibility for managing the project and discuss their experience in managing similar projects.
- Identify the types of staff that will be working on the project and what their minimum qualifications would be.
- If this is a collaborative proposal, please provide information on the staff person at the lead agency who will be responsible for managing the collaborative and discuss their experience in managing similar collaborative efforts.
- If this is a collaborative proposal with subgrantees, describe key staff in the subgrantee agency that will be funded if a grant is awarded, including their expected roles, language capacity and cultural competence, estimated percent FTE on the program and their experience implementing similar programs.
- Provide *as attachments* the resumes of the key staff or job descriptions for new positions.

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

- Provide a list of funding sources, the duration of the funding and explain how these sources will support or enhance this project.
- Please indicate if your agency is an Early and Periodic Screening, Diagnostic, and Treatment (EPSDT) provider and if your agency can leverage other funding streams such as EPSDT, Targeted Case Management (TCM), and Medi-Cal Administrative Activities (MAA).
- Provide information on the experience of your fiscal department in managing government grants and contracts.

Required Attachments

1. **Cover Sheet** – Please fill out the attached Cover Sheet document and put it at the front of your completed proposal.
2. **Attachment A - Scope of Work** – Please fill out the attached Scope of Work document and have it directly follow your narrative. Instructions are as follows:
 - **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, the actual service activities.
 - **Number Served** – State the 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.
 - **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.
3. **Attachment B - Budget Form** – The budget is an important component of your proposal. This document links the funding requested with specific elements of the project proposed. Therefore, the budget proposed should be an appropriate and accurate projection of the project expenses. The budget form attached shows the format in which costs associated with the proposed project should be identified. Listed within each category below is a description and examples of the information that we require in order to review your proposed budget. The yellow cells in the budget spreadsheet provided for you are the ones that are to be filled in. The white cells are not to be filled in. Note: Cost categories should not be changed or renamed.

In addition to the information required on the line-item budget form, include a detailed description of the activities of each position as it relates to the project in the budget narrative (Attachment B). The instructions below are for both the budget form and the budget narrative.

I. Direct Costs

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 Measure Y and the amount of funds covered by other sources. The total will be calculated for you.

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.

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. Please detail how much is being requested from Measure Y.

Sample text:

“Total program amount is ___. VPPSA budget request is ___.”

Duplicating/Copying

Copying, duplicating, and printing costs associated with this project. Please specify if any outside duplication services will be used.

Sample Narrative: The total requested budget is \$1,200 per year based on 100 per month x 12 months.

Equipment Lease Agreement(s)

Any equipment, furniture or appliances leased for use on this project

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 .

Equipment/Furniture Purchase

VPPSA 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 Measure Y funds.

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

Facility Rental and Costs

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

General Office Supplies/Software

These are the costs of office supplies and software associated with the proposed project.

Sample Narrative: The requested supply budget is \$1,200. This covers \$100 per month in office supplies.

Postage

These are the costs of any postage associated with the proposed project. Specify if any large scale mailings are planned.

Sample Narrative: The total requested postage budget is \$185. This includes mailing routine correspondence as well as the community health assessment questionnaire. The questionnaire was outlined on page 13 of our proposal. The total number of questionnaires to be mailed is 500 @ \$.37 rate = \$185. The \$250 balance is for mailing of routine correspondence.

Program Materials & Supplies

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

Sample Narrative: Soccer balls, baseballs and bats, basketballs and nets, and volleyballs totaling \$1,000. The youth also need uniforms for the recreation (Page 33 of 48) program. These will cost \$300. The total cost for program materials and supplies is \$1,300.

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.

Project Staff Travel/Transportation/Meeting Costs

The projected expenditures for local and non-local travel should be described in this section. The basis for the calculation as well as the purpose for all travel should be provided. Local travel estimates should be based on your organization's current policies, for example, 36.5 cents per mile. Any non local travel needs to be carefully itemized and justified.

Sample Narrative: Three Case Managers will travel daily between the Project Office and the community for outreach activities. We have estimated that they will each travel 100 miles/week X \$0.365 = \$36.50/week. The total travel cost per year (50 weeks) is \$5,475.

C. Wages, Stipends, and Flexible Funds

These are categories for money disbursed directly to, and purchases made on behalf of, individual clients.

Wages

Programs providing subsidized employment and work experience to clients will need to specify hourly wage (or wage subsidy) and number of work hours that will be paid per client.

Sample Narrative: Twenty clients will work doing on-the-job training at the Program Site 30 hours per week for 8 weeks and be paid \$12.00/hour. The average total wages per client are \$2,880 (\$12/hr x 30 hrs/wk x 8wks). The total number of clients is 20. The total amount of wages is \$57,600.

Stipends

Programs may provide stipends for program participation or for work experience internships. Specify the amount per client and number of clients.

Sample Narrative: 15 clients will complete six-month internships and be paid \$500 each upon completion. Total stipends are \$7,500 (15 clients x \$500 per client).

Flexible funds and Client incentives

Flexible funds are money that can be used on a discretionary basis for purchases or direct disbursements to meet various individual client needs such as: rental assistance, transportation, child care, substance abuse services, mental health services, etc. Client incentives are a type of flexible fund that supports client participation by offering (cash or other) incentives for attendance and/or achievement of client goals. Please specify the average amount of flexible funds and/or client incentives set aside per client, and describe what types of uses are anticipated.

Sample Narrative: Clients will receive a \$25 gift certificate from Target for each month they have full attendance in weekly workshops and groups. For a total of one year, this amount can be up to \$300 (12 months x \$25/month) per client. Another \$200 per year per client will be set aside for flexible funds to be used primarily for bus tokens and transit passes, but also for rental assistance and work expenses (i.e. tools, union dues) as needed. The set aside is \$500 per client, although this is an average, and some clients will use more or less of these funds depending on their needs and participation. The total amount for flexible funds/client incentives is \$20,000 (\$500 per client x 40 clients).

D. Subgrantees (Attachments B-1 – B-3)

Any proposals that involve more than one agency are required to submit line-item budgets for the Applicant (Lead) Agency and each Sub-Grantee of the Lead Agency. If your application includes funding for subgrantees, this area of the lead budget form will directly refer to the totals in the subgrantee worksheets. Please fill out one subgrantee budget for each subgrantee in your proposal and fill out a budget narrative for each of those budgets. They should immediately proceed the lead agency budget in the final proposal package you submit.

II. Indirect Costs

Indirect costs for single agencies may be calculated up to 10% of the total grant request. This rate is non-negotiable. This line item is intended to cover costs that are necessary to conduct the grant, but which are not readily identified as direct program expenses (e.g. reporting costs, payroll processing, fund development, insurance, evaluation costs, other administrative costs, etc.) This line item does not need to be itemized. However, if your grant is audited by the City of Oakland you must be able to document and justify indirect costs charged to this grant. Applicants with one or more subgrantees may also charge up to an additional 5% of the total grant amount (for a total indirect cost of 15% of the total grant request).

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

4. Attachment C – Budget Narrative

The budget narrative must be independent of the proposal narrative and must include a separate and complete justification for each line item in the budget. Narrative examples are provided in the description of Attachment B, above. In general, each narrative statement should describe, in as much detail as possible:

- What the specific item is
- How the specific item relates to the project
- How the amount shown in the budget was determined
- What amount is being charged to VPPSA

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 C" in your application.

5. **Attachment C1 -3- Subgrantee Budget Narratives (IF APPLICABLE)**
Any proposals that involve more than one agency are required to submit line-item budgets for the Applicant (Lead) Agency and each Sub-Grantee of the Lead Agency. Use the same guidelines for the narrative as for Attachment C and label each budget narrative for Attachment C-1 , etc.
6. **Attachment D - Resumes or Job Descriptions** - Provide resume of key project staff responsible for project implementation. If staff is not yet hired, attach a job description. Label the Resume/Job Descriptions, "Attachment D" in your application.
7. **Attachment E - IRS Letter of not-for-profit status** -All applicants must be a public or private non-profit agency. Non-profit agencies must attach a copy of the IRS letter dated **2004** or later certifying their organizations' nonprofit status under section 501(c)(3). Organizations that do not have 501(c)(3) status must apply under the sponsorship of an organization holding an IRS 501(c)(3) designation. For-profit agencies proof is required for public agencies. *NOT APPLICABLE TO PUBLIC AGENCIES.*
8. **Attachment E –MOUs/Letters of Agreements**
Memorandum of Understanding or Letter of Agreement must be submitted between the following parties:
 - Lead agencies & subgrantees
 - Key Partners- including all partners listed in your preliminary proposal unless otherwise instructed by VPPSA staffPlease review the Program Strategies document for instructions on required partners for specific program strategies.
9. **Attachment G- 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 2004-05 or a CPA review of financial statements with cover and/or management letter if organization budget is under \$100,000 for 2004-05. Audits must include a cover and/or management letter (signed by auditor and containing any findings).

The City of Oakland requires all contractors to fill out several forms to ensure they are in compliance with a variety of different ordinances and laws. **Schedules C1 – O** are the required forms for this grants process. Electronic copies of these documents can be downloaded from the Measure Y website at: <http://www.oaklandhumanservices.org/initiatives/measurey.htm>.

10. **Schedule C1 – ADA Compliance Declaration**
11. **Schedule D – Professional Services Questionnaire**
12. **Schedule M, Part A – Independent Contractor**
13. **Schedule N- Living Wage**
14. **Schedule N-1 /EBO Certificate Equal Benefits, Declaration of Non-Discrimination**
15. **Schedule O - Campaign Contributions Form**