



ALAMEDA COUNTY PROBATION DEPARTMENT

ADDENDUM 1

REQUEST FOR APPLICATION (RFA) Community Capacity Fund *PHASE II Implementation Grants*

This is an Electronic Submission

RESPONSE DUE

~~Friday, September 2, 2016~~

Tuesday, September 6, 2016

By

2:00 p.m.

Applications must be submitted by email at probationgrantprograms@acgov.org

Questions:

Program/Financial Specialist: Karman Wright

Phone Number: (510) 268-2665

E-mail Address: probationgrantprograms@acgov.org

Please read **the Applicant Response Packet** carefully, **INCOMPLETE APPLICATIONS WILL BE REJECTED**. The Alameda County Probation Department will not accept submissions or documentation after the applicant response due date.

The following Sections have been modified to read as shown below. Changes made to the original RFP document are in **bold** print and **highlighted**, and deletions made have a ~~strike through~~.

Thank you for your interest!

Alameda County is committed to reducing environmental impacts across our entire supply chain. If printing this document, please print only what you need, print double-sided, and use recycled-content paper.

ALAMEDA COUNTY PROBATION DEPARTMENT

REQUEST FOR APPLICATION No. CCF-P2-2016

ADDENDUM

Community Capacity Fund PHASE II: Implementation Grants

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I. IMPLEMENTATION GRANTS CALENDAR OF EVENTS

PHASE II: Implementation Grants – Round 1		
EVENT	DATE/LOCATION	
Request Issued	Round 1 Implementation Grants: July 29, 2016	
Written Questions Due	by 5:00 p.m. on August 8, 2016	
* MANDATORY Bidder's Conference #1	Wednesday, August 10, 2016 2:00 pm-4:00 pm	Location: PUBLIC HEALTH DEPARTMENT 1100 San Leandro Blvd., Suite 120, Redwood Conference Room, San Leandro, CA 94577
* MANDATORY Bidder's Conference #2	Thursday, August 11, 2016 10 am-12 pm	Location: PROBATION ADMINISTRATION BUILDING, 1111 Jackson Street 2nd Floor, Rooms 226-228, Oakland CA 94607
Addendum Issued	August 24 2016	
Response Due	September 6, 2016 by 2:00 p.m.	
Evaluation Period	September 7-16, 2016	
Board Letter Recommending Award Issued	September 20, 2016	
Board Consideration Award Date	October 4, 2016	
Contract Start Date	October 15, 2016	

* Attendance at one of the Bidder's Conference is mandatory however, the applicant may send a representative to meet this requirement.

Note: Board consideration and contract start dates are approximate.

II. STATEMENT OF WORK

A. INTENT

The intent of these specifications, terms, and conditions is to describe the funding opportunities available through the Community Capacity Fund, a funding category under the Alameda County Probation Department's Community Corrections Partnership Grant Program. The Community Capacity Fund is intended to improve the capacity of community organizations to contract with the Alameda County Probation Department and other county agencies to deliver effective programs and services to the realigned population living in Alameda County.

The primary goal of the **Community Capacity Fund (CCF)** is "To expand the number and diversity of community-based agencies that have the demonstrated capacity to effectively contract with Alameda County and specifically the Alameda County Probation Department to improve outcomes for the realigned population." To achieve this goal, the Community Capacity Fund will award Planning grants and Implementation grants with grant periods beginning January 2016.

B. ELIGIBILITY

Funding under this competition is designated to fund only community-based providers and non-profits serving the reentry population in Alameda County. All successful Bidders must be willing and able to meet all of the County's contracting requirements as discussed in this RFP.

Community Capacity Funds are specifically intended to foster measurable improvements in organization capacity in one or more of seven areas: (1) *Mission, Vision, Strategy*; (2) *Governance and Leadership*; (3) *Organization Structure*; (4) *Partnerships, External Relations and Networking*; (5) *Management Systems and Operational Ability*; (6) *Fundraising, Revenue Generation, Fiscal Sustainability*; and (7) *Sector-Specific Knowledge*.

Only PHASE I Planning grantees who have successfully completed the requirements of PHASE I are eligible to apply for PHASE II Implementation funds through competitively awarded contracts. ONLY Eligible applicants who meet the County's procurement requirements including through the participation of a Fiscal Sponsor, and whose response (application) conforms to the requirements specified in this CCF PHASE II Implementation Grants RFA, will be competitively awarded contracts.

To respond to the PHASE II Implementation Grants RFA, applicants must select one or more of the seven CCF Priority Areas to work on as documented in their Capacity Building Plan. The areas chosen to work on should emphasize strengthening the applicant's ability to win and implement Probation Department and other county contracts.

Qualified TA providers may be included in the applicant's proposal and budget if such expertise is essential to the successful implementation of your proposal. The applicant should discuss the nature of the TA to be provided, the qualifications of the TA provider(s) chosen, and the cost of the TA service(s) to be received. To assist applicants in identifying TA providers, the Probation Department has included in this RFA a list of local providers with expertise in the seven CCF Priority Areas for capacity building. This list is included in this RFA as **Attachment B: Local Technical Assistance Providers**.

Applicants may select TA providers from this list or identify qualified providers of their choice and include the costs of these TA services in their application budget.

Successful applicants will document in their application narrative how they plan to achieve measurable objectives that will actively demonstrate their increased capacity and improved ability to contract with the County to provide effective programs and services that support the reentry population.

Successful applicants must be meet County contracting requirements. Please identify a fiscal sponsor for your application if necessary to compete for PHASE II Implementation funding. If you are using a Fiscal Sponsor and the application is funded, a contract will result between the Fiscal Sponsor and Alameda County. If you are using a Fiscal Sponsor, said Fiscal Sponsor must be ~~a legally organized and local for-profit or nonprofit organization headquartered and doing business in Alameda County,~~ community-based providers and non-profits serving the reentry population in Alameda County. All successful Bidders must be willing and able to meet all of the County's contracting requirements as discussed in this RFP.

Successful applicants are currently providing services or programs that utilize or otherwise attempt to incorporate evidence-based correctional practice(s) that are widely accepted as strategies to reduce future criminal behavior.

Successful applicants will demonstrate a significant need to develop their capacity in one or more of the CCF Priority Areas as stated in the applicant's Capacity Building Plan. The applicant's Capacity Building Plan **MUST** be included with their application.

CCF Priority Areas for Capacity Building:

- (1) Mission, Vision, Strategy;
- (2) Governance and Leadership;
- (3) Organization Structure;
- (4) Partnerships, External Relations and Networking;
- (5) Management Systems and Operational Ability;
- (6) Fundraising, Revenue Generation, Fiscal Sustainability; and
- (7) Sector-Specific Knowledge.

Successful applicants will affirm their commitment and ability to track and record data relevant to reporting on the impact of CCF in building capacity within their organization and will affirm their willingness to participate in the CCF evaluation.

C. BACKGROUND

The Public Safety Realignment Act (Realignment or Act) took effect October 1, 2011 and mandated extensive changes to California's criminal justice systems. Realignment shifted the responsibility for supervising specific low-level inmates and parolees from the California Department of Corrections and Rehabilitation to each of the 58 counties. This Act tasked local government at the county level with developing a new approach to reducing recidivism and applies to three major groups within the criminal justice system:

1. *Post-Release Community Supervision (PRCS)* - Individuals released from state prison for non-serious and non-violent offenses, and are not classified as high risk sex-offenders, will no longer be supervised by state parole but will instead be supervised by the local probation agency under PRCS.
2. *Individuals charged and/or resolved with an 1170(h)-eligible offense (in county jail or on mandatory supervision)* - If probation is denied, individuals with an 1170(h) eligible offense will be sentenced to serve their time in county jail or local prison.
3. Individuals not eligible under 1170(h) must be committed to state prison if probation is denied. Upon release from state prison, they may be supervised by the probation department under traditional probation.

Each county was directed to create a Community Corrections Partnership (CCP) to develop and recommend to the county Board of Supervisors a county implementation plan for 2011 Public Safety Realignment. The Alameda County Board of Supervisors adopted the initial *Implementation Plan (2011)*, its *Year Two Plan (2012)*, and the *Year Three Public Safety Realignment Plan (2013)*. The Act also established an Executive Committee of the CCP members. In March 2013, the CCP Executive Committee (CCP-EC) expanded the definition of the realigned population to include all persons “charged with/convicted of low-level felony offenses, who were previously eligible to be supervised, incarcerated, or adjudicated by the state, who are now supervised, incarcerated or adjudicated by local authorities.”

On June 25, 2014, the Alameda County Board of Supervisors approved the development of a Community Capacity Fund (CCF). The spirit and language authorizing the establishment of the CCF was that it be designated to:

- Support the development of a capacity-building program based on evidence-based practices to serve the AB 109 population;
- Utilize best practice models and data analysis to inform and evaluate community programs; and
- Provide financial support to build strong community-based programs for realigned individuals.

D. APPLICANT QUALIFICATIONS

Applicants must have completed the Planning Grant cycle and have developed a Capacity Building Plan to qualify for PHASE II Implementation funding. Additionally, successful applicants will demonstrate awareness of best practices in the delivery of reentry programs and services.

Descriptions and examples of what are considered best practices in reentry can be found through the Counsel of State Governments Justice Center in the “What Works in Reentry Clearinghouse” which can be found at <http://whatworks.csgjusticecenter.org>. Please also refer to ATTACHMENT C: Fundamental Principles of Evidence-Based Correctional Practice.

SPECIFIC REQUIREMENTS

1. Applicants will have participated in the Planning Phase and will propose to address one or more of the capacity-building issues included in their Capacity Building Plan.
2. Applicants will have worked with a designated TA provider during PHASE I Planning to develop their “Capacity Building Plan” to implement activities intended to build their organizational capacity in seven specific priority areas as follows: *1) Mission, Vision, Strategy; 2) Governance and Leadership; Organization Structure; 3) Partnerships, External Relations and Networking; 4) Management Systems; 5) Operational Ability; 6) Fundraising, Revenue Generation, Fiscal Sustainability; and 7) Sector-Specific Knowledge.*
3. Applicant agrees to identify any selected TA provider(s) and the provider’s qualifications if said provider will be paid with grant proceeds.
4. Applicants agree to participate in the CCF Program Evaluation.

E. AVAILABLE FUNDING

Organizations will be eligible for Implementation funding in one of the following categories based on their annual budget size, current capacity to manage a grant comparable to the funding request, ability to contract with Alameda County, and the reasonableness of their proposal and project budget request in relation to the need defined in their Capacity Building Plan. **Funding requests in excess of \$250,000 will not be considered and will be deemed ineligible for review, selection, and award.**

Tier 1	Tier 2	Tier 3
<p>Not legally organized and may require a fiscal sponsor; Operating budget less than \$100k; AND May never have had a government contract or a grant.</p> <p>May request funding between \$25K-\$100K.</p>	<p>Legally organized and may /or may not apply with a fiscal sponsor; Operating budget of at least \$100k; Managed a minimum of \$25k in grants/contracts; OR If never had a government contract must have a fiscal sponsor able to meet county contracting requirements.</p> <p>May request funding between \$70K-\$100K.</p>	<p>Legally organized must not require a fiscal sponsor to apply; Operating budget of at least \$500k; and Managed a minimum of \$250k in grants/contracts; OR May have never had a government contract but must be able to meet county contracting requirements.</p> <p>May request funding between \$100K-\$250K.</p>

F. DELIVERABLES / REPORTS

Implementation Grant awardees will be required to submit a report upon completion of their grant using an outcomes-based performance format that will be provided by the Probation Department’s CCF Evaluation. The report will emphasize your progress toward achieving the capacity building objectives stated in your contract. Both measurable and anecdotal outcomes will be required,

including an account of who participated in the grant, and what was achieved and/or produced with grant funds. A budget of actual expenditures and any deviation from the contract must be included.

G. BIDDERS CONFERENCES

Applicants are *required* to attend a Bidders Conference to learn more about the CCF grant program, this RFA process, and clarify questions related to the submission of an application. **Attendance at one of the Bidder's Conference is mandatory however, the applicant may send a representative to meet this requirement.** Refer to RFA page 3 "Calendar of Events" for the time and location of each Bidder's Conference.

The Bidders Conferences will provide an opportunity for applicants to ask specific questions about the CCF Grant-making process, receive RFA related documents, and request clarification regarding the RFA.

The Bidders Conferences also provide the County with an opportunity to receive feedback regarding the RFA and provide potential applicants with a brief tutorial on the submission process. Following the completion of both Bidders Conferences, questions raised during the conferences will be responded to in an "RFA Addendum" along with a listing of the conference attendees.

H. EVALUATION CRITERIA / COUNTY SELECTION COMMITTEE

All proposals that pass the initial Evaluation Criteria which are determined on a pass/fail basis (Completeness of Response, Debarment and Suspension, Participation in Planning grant) will be evaluated by a County Selection Committee (CSC). The CSC may be composed of County staff and other parties that may have expertise or experience in capacity building and/or services to the target population.

- a. The CSC will score and recommend grantees in accordance with the evaluation criteria set forth in this RFA. Other than the initial pass/fail Evaluation Criteria, the evaluation of the proposals shall be within the sole judgment and discretion of the CSC.
- b. All contact during the evaluation phase shall be through the Alameda County Probation Department only. Applicants shall neither contact nor lobby evaluators during the evaluation process. Attempts by applicant to contact and/or influence members of the CSC may result in disqualification.
- c. The CSC will evaluate each proposal meeting the qualification requirements set forth in this RFA. Applicants should bear in mind that any proposal that is unrealistic in terms of the technical or schedule commitments, or unrealistically high or low in cost, will be deemed reflective of an inherent lack of technical competence or indicative of a failure to comprehend the complexity and risk of the County's requirements as set forth in this RFA.
- d. As a result of this RFA, the County intends to award contracts to the responsible applicant(s) whose response conforms to the RFA and whose application presents the greatest value to the County, all evaluation criteria considered. The combined weight of the evaluation criteria is greater in importance than cost in determining the greatest value to the County. The goal is to

award a contract to the applicant(s) who proposes the best quality as determined by the combined weight of the evaluation criteria.

- e. The basic information that each section should contain is specified below; these specifications should be considered as minimum requirements. Much of the material needed to present a comprehensive proposal can be placed into one of the sections listed in the narrative. However, other criteria may be added to support further the evaluation process whenever such additional criteria are deemed appropriate in considering the nature of the goods and/or services being solicited.

Each of the Evaluation Criteria below will be used in ranking and determining the quality of the applications. Applications will be rated according to the Evaluation Criteria, and scored on the zero to ten-point scale outlined below. The scores for all Evaluation Criteria will then be added, according to their assigned weight (below), to arrive at a weighted score for each proposal. A proposal with a high-weighted total will be deemed of higher quality than a proposal with a lesser-weighted total. The final maximum score for any project is ~~1000~~ 500 points.

The zero to ten-point scale range is defined as follows:

0	Not Acceptable	Non-responsive, fails to meet RFA specification. The approach has no probability of success. If a mandatory requirement this score will result in disqualification of proposal.
2	Poor	Below average, falls short of expectations, is substandard to that which is the average or expected norm, has a low probability of success in achieving objectives per RFA.
4	Fair	Has a reasonable probability of success, however, some objectives may not be met.
6	Average	Acceptable, achieves all objectives in a reasonable fashion per RFA specification. This will be the baseline score for each item with adjustments based on interpretation of proposal by CSC.
8	Above Average/ Good	Very good probability of success, better than average or expected as the norm. Achieves all objectives per RFA requirements and expectations.
10	Excellent/ Exceptional	Exceeds expectations, very innovative, clearly superior to average or expected as the norm. Excellent probability of success and in achieving all objectives and meeting RFA specification.

The Evaluation Criteria and their respective weights are as follows:

Evaluation Criteria	Weight
Completeness of Response:	Pass/Fail

<p>Responses to this RFA must be complete. Responses that do not include the proposal content requirements identified within this RFA and subsequent Addenda and do not address each of the items listed below will be considered incomplete, it will be rated a Fail in the Evaluation Criteria and it will receive no further consideration.</p> <p>Has the Applicant stated if they are using a Fiscal Sponsor? If they are using a Fiscal Agent has the Applicant included the following documents as requested in Exhibit A: Applicant Response Packet:</p> <ol style="list-style-type: none"> 1. A copy of their most current annual operating budget 2. A signed copy of the APPLICANT INFORMATION AND ACCEPTANCE FORM 3. A signed copy of the ACKNOWLEDGEMENT OF APPLICATION SUBMITTAL REQUIREMENTS <p>If the Applicant is not using a Fiscal Sponsor, has the Applicant included the following documents as requested in Exhibit A: Applicant Response Packet:</p> <ol style="list-style-type: none"> 4. A copy of their most current annual operating budget 5. Federal or State correspondence which includes their Federal Tax ID or Employer ID Number 6. A copy of the most recent financial statement, or the most recent audited or unaudited financial report, or the most recent business tax filing. 7. A signed copy of the APPLICANT INFORMATION AND ACCEPTANCE FORM 8. A signed copy of the ACKNOWLEDGEMENT OF APPLICATION SUBMITTAL REQUIREMENTS 	
<p>Debarment and Suspension: Applicants, its principal and named subcontractors are not identified on the list of Federally debarred, suspended or other excluded parties located at www.sam.gov.</p>	Pass/Fail
<p>Participation in Planning Phase: Applicant participated fully in the Planning Phase including the TA training/assessment day, submission of a final report, and completion of a Capacity Building Plan.</p>	Pass/Fail
<p>Applicant Fiscal Sponsor: If applicable, did the Applicant include the following required documents for the Fiscal Sponsor:</p> <ol style="list-style-type: none"> 1. A signed letter of commitment to enter into a contract with Alameda County to provide oversight as the Fiscal Sponsor for the implementation of a grant if awarded to the Applicant 	Pass/Fail

<p>named in ATTACHMENT A: Budget Template in response to this RFA.</p> <ol style="list-style-type: none"> 2. A copy of their most current annual operating budget 3. A copy of the most recent financial statement, or the most recent audited or unaudited financial report, or the most recent business tax filing. 4. Federal or State correspondence which includes their Federal Tax ID or Employer ID Number 5. A list of their Board of Directors including contact information for each member. 6. A signed copy of the APPLICANT INFORMATION AND ACCEPTANCE FORM 7. A signed copy of the ACKNOWLEDGEMENT OF APPLICATION SUBMITTAL REQUIREMENTS 8. Current and Former Professional References. 	
<p>Project Description (Points possible 45 points)</p> <ol style="list-style-type: none"> 1. Were the proposed capacity building efforts clearly identified? Do the efforts respond to one or more of the areas of need identified in the Applicant’s Capacity Building Plan? <p style="text-align: right;">15 POINTS</p> 2. Are the project goals and measurable objectives clearly defined? Are the desired goals and objectives directly related to the RFA goals of increasing the Applicant’s capacity to contract with the County, specifically the Probation Department? <p style="text-align: right;">10 POINTS</p> 3. Are key activities and milestones described? Is lead staff identified who will coordinate or otherwise oversee the successful implementation of key activities and achievement of milestones? <p style="text-align: right;">10 POINTS</p> 4. Are the proposed outcomes, objectives and activities identified, realistic, and achievable in the project timeframe? Is the project realistic within the grant time frame? Where outcomes or milestones identified within the grant time frame to demonstrate progress even if all activities (e.g. computer conversion) will not be completed at the end of the grant? <p style="text-align: right;">5 POINTS</p> 5. Has adequate external support i.e. TA providers been identified (if needed)? If external support is needed, did the Applicant identify the TA provider and discuss their qualifications? Are the TA provider’s qualifications and work with clients similar in statute to the Applicants? <p style="text-align: right;">5 POINTS</p> 	
<p>Evaluation and Reporting (Points possible 15)</p>	

<p>1. Did the Applicant describe what quantitative and qualitative data will be used to affirm achievement of identified objectives and goals? Did the Applicant describe how performance and output data will be accessed and collected.</p> <p>2. Did the Applicant explicitly state their commitment to provide periodic progress reports and to participate in the cross-site evaluation with all grantees?</p>	<p>10 Points</p> <p>5 Points</p>
<p>Budget and Budget Narrative (Points possible 40)</p>	
<p>1. Is all the information requested in the ATTACHMENT A: Budget and Budget Narrative Template included in the Applicant’s budget and budget narrative?</p>	<p>10 POINTS</p>
<p>2. Does the Applicant’s budget documentation substantiate the funding level requested based on the Tier requirements as stated in the RFA?</p>	<p>5 POINTS</p>
<p>3. If indirect costs were included, did the Applicant adhere to the limits prescribed in the RFA?</p>	<p>5 Points</p>
<p>4. Budget is Reasonable: Does the proposed budget accurately reflect the Applicant’s effort to achieve proposed objectives? Has the Applicant identified what goods and services including any equipment that will be paid for with grant funds? Did the Applicant adequately discuss why equipment expenditures were needed?</p>	<p>10 Points</p>
<p>5. Budget is Realistic: Is the proposed cost appropriate to the nature of the key activities listed? Has the Applicant named the people responsible for implementing key activities?</p>	<p>10 Points</p>
<p style="text-align: right;">TOTAL POSSIBLE POINTS</p>	
<p style="text-align: right;">100 Points</p>	

Once proposals have been ranked based on the above scoring rubric, additional, non-scored criteria may be applied:

- ~~1. With a goal of geographic equity, reviewers will select Applicants that represent every city in Alameda County inclusive of its incorporated and unincorporated areas.~~
- ~~2. After assessing that geographic distribution, priority will be given to those organizations that originated (“home grown”) in Alameda County and are physically located in Alameda County to serve Alameda County residents.~~
- ~~3. After assessing that geographic distribution, and origination of said applicant’s business/organization, priority will be given to those businesses/organizations that are physically located in Alameda County to serve Alameda County residents.~~

I. NOTICE OF RECOMMENDATION TO AWARD

At the conclusion of the proposal evaluation process all successful Applicants will be notified in writing by e-mail, or US Postal Service mail, of the Probation Department's recommendation to award a grant to the successful Applicant. The document providing this notification is the Notice of Recommendation to Award. Actual contract award must then be approved by the Alameda County Board of Supervisors. The Notice of Recommendation to Award will provide a timeline for this decision.

For unsuccessful Applicants, debriefings will be scheduled and provided upon written request from the Applicant. The debriefing may include a review of successful proposals with redactions as appropriate. Under no circumstances will any discussion be conducted with regard to contract negotiations with a successful Applicant.

Any Applicants not funded in Round1 for an Implementation Grant is strongly encouraged to apply for funding in Round 2 of the PHASE II Implementation Grants RFA competition.

J. TERM/TERMINATION / RENEWAL

The term of the contract, which may be awarded pursuant to this RFA is **up to 24 months**. By mutual agreement, any contract which may be awarded pursuant to this RFA, may be extended for an additional term as negotiated but will not change in the agreed amount or in all other terms and conditions of the award.

K. AWARD

Applications will be evaluated by a committee and will be ranked in accordance with the guidelines. See section entitled "Evaluation Criteria/Selection Committee." Once applications are scored and ranked, the following additional criteria may be applied to achieve the desired number of funded proposals:

- a. Reviewers will seek to achieve geographic equity across the county by selecting Applicants that support representation in every city in Alameda County inclusive of incorporated and unincorporated areas of the county.
- b. Priority will be given to those organizations that originated in Alameda County and are based primarily in Alameda County.

The County reserves the right to reject any or all responses that materially differ from any terms or Exhibits contained in this RFA, to waive informalities and minor irregularities in responses received, and to provide an opportunity for Applicants to correct minor and immaterial errors contained in their submissions as determined by the County. The decision as to what constitutes a minor irregularity or immaterial error shall be made solely at the discretion of the County.

The County has the right to decline to award contracts under this RFA or any part thereof for any reason.

A contract must be negotiated, finalized, and signed by the recommended awardee prior to Board approval. Final Standard Services Agreement terms and conditions will be negotiated with the selected

Applicant. If the Applicant is using a Fiscal Sponsor, any and all negotiations must include the Fiscal Sponsor. The Applicant and Fiscal Sponsor may access a copy of the Standard Services Agreement template online at: <http://www.acgov.org/gsa/purchasing/standardServicesAgreement.pdf>

Note: The template contains minimal Agreement boilerplate language only.

The RFA specifications, terms, conditions Exhibits, Attachments, and the Applicant's proposal may be incorporated into and made a part of any contract awarded under this RFA.

Board approval to award a contract is required.

L. INVOICING

Grantees shall submit invoices monthly at a specific date defined by their contract, upon satisfactory completion of performance requirements. Grantee shall utilize standardized invoice upon request. The County will make its best effort to issue payment within thirty (30) days following receipt and review of invoice and upon complete satisfactory receipt of project deliverables.

The County shall notify Grantee of any adjustments required to invoice. Invoices shall contain County PO number, invoice number, remit to address and itemized products and/or services description and price as quoted and shall be accompanied by acceptable proof of delivery.

Invoices shall only be issued by the Grantee who is awarded a contract. Where a Fiscal Sponsor is involved, the County contract is with the Fiscal Sponsor. Payments will be issued to and invoices must be received from the same Grantee whose name is specified in the contract with the County.

The County will pay Grantee monthly or as agreed upon, not to exceed the total amount stipulated in the county contract.

M. ACCOUNT MANAGER / SUPPORT STAFF

Grantee shall provide a dedicated competent account manager who shall be responsible for the County contract. The account manager shall be the primary contact for all issues regarding the Applicant's response to this RFA and any contract which may arise pursuant to this RFA. **If the Applicant is using a Fiscal Sponsor, the account manager as defined here must be under the direct supervision and acting as an agent of the Fiscal Sponsor.**

III. INSTRUCTIONS TO APPLICANTS

RESPONSE FORMAT

Round I Implementation Grant Applications must be submitted by email to probationgrantprograms@acgov.org by 2:00 p.m. on September 6, 2016.

Please ensure that your application responses are straightforward, clear, concise, and specific to the information requested in this RFA. In order for applications to be considered complete, your application must provide responses to all requested information contained in this RFA. **Please refer to Exhibit A: Applicant Response Packet.**

Once submitted, your application is subject to public review. As such, Applicant responses, in whole or in part, **must NOT be marked confidential or proprietary**. The County may refuse to consider any application or part thereof if so marked. Applications submitted in response to this RFA may be subject to public disclosure. Alameda County and its agents and/or departments shall not be liable in any way for the disclosure of your application in whole or part. Please refer to the County's website at: <http://www.acgov.org/gsa/departments/purchasing/policy/proprietary.htm> for more information regarding Proprietary and Confidential Information policies.

APPLICANT ACKNOWLEDGEMENT OF SUBMISSION REQUIREMENTS

Each Applicant is required to read and acknowledge the application submission requirements for this RFA. Please read and review carefully the following statements carefully. Please acknowledge receipt of these submittal requirements by signing and dating this document as instructed. The person signing on behalf of the Applicant must have legal authority to obligate the Applicant. If the Applicant is using a Fiscal Sponsor, the Fiscal Sponsor must ALSO sign a duplicate copy of this acknowledgement.

1. Applications must be submitted BY EMAIL at the Probation Grant Programs to be **received by 2:00 p.m. on September 6, 2016** as specified in the Calendar of Events located on page 3 of this RFA. Technical difficulties in downloading/submitting documents through the Alameda County Fund Development Office website shall not extend the due date and time.

The Applicant's application includes Exhibit A: Applicant Response Packet AND all appropriately required documents as listed on page 18 and 19 in this RFA. Applications that do not comply with the requirements, and/or are submitted incomplete, shall be subject to rejection and disqualification.

2. **All applications must be completed and successfully submitted by email to probationgrantprograms@acgov.org.** Facsimile (faxed) applications will NOT be accepted.

3. **The Applicant is advised to use the ATTACHMENT A: Budget and Budget Narrative Template provided in this RFA when preparing their application.** The Applicant may use a different template for the budget and budget narrative however any alternative template must include all of the information requested in ATTACHMENT A: Budget and Budget Narrative Template provided in this RFA.
4. Applicants shall not submit a re-typed, word-processed, **or otherwise recreated version of Exhibit A: Applicant Response Packet.**
5. All costs required for the preparation and submission of a proposal (application) shall be borne by Applicant.
6. Only one Applicant response will be accepted from any one person, partnership, corporation, or other entity.
7. All information regarding the responses of the Applicant and Applicant's Fiscal Sponsor, if applicable, will be held as confidential until such time as the County Selection Committee has completed its evaluation, a recommended award has been made by the County Selection Committee, and the contract has been fully negotiated with the intended awardee named in the recommendation to award notification.
8. In order for applications to be considered complete, the Applicant must provide responses to all information requested and provide all requested documentation as instructed in **Exhibit A: Applicant Response Packet.**
9. Applicant responses, in whole or in part, are NOT to be marked confidential or proprietary. County may refuse to consider any Applicant response or part thereof so marked. Applicant responses submitted in response to this RFA may be subject to public disclosure. Alameda County shall not be liable in any way for disclosure of any such records. Please refer to the County's website for details: <http://www.acgov.org/gsa/departments/purchasing/policy/proprietary.htm>
10. The undersigned Applicant and Applicant's Fiscal Sponsor, if applicable, expressly acknowledges that it is aware that if a false claim is knowingly submitted (as the terms "claim" and "knowingly" are defined in the California False Claims Act, Cal. Gov. Code, §12650 et seq.), Alameda County will be entitled to civil remedies set forth in the California False Claim Act. It may also be considered fraud and the Contractor may be subject to criminal prosecution.
11. The undersigned Applicant and Applicant's Fiscal Sponsor, if applicable, certifies that it is, at the time of application, and intends to be throughout the period of the contract, licensed by the State of California to do the type of work required under the terms of the Contract Documents. If the undersigned is the Fiscal Sponsor for the Applicant, said Fiscal Sponsor further certifies that it is regularly engaged in the fiscal management and oversight of grant and/or contract amounts equal or greater than the amounts stipulated in the funding Tier for which the Applicant is applying.

12. The undersigned Applicant and Applicant’s Fiscal Sponsor, if applicable, certifies that it is not, at the time of application, on the California Department of General Services (DGS) list of persons determined to be engaged in investment activities in Iran or otherwise in violation of the Iran Contracting Act of 2010 (Public Contract Code Section 2200-2208).
13. It is understood that Alameda County reserves the right to reject this Applicant and that the Applicant shall remain open to acceptance and is irrevocable for a period of one hundred eighty (180) days, unless otherwise specified in the Applicant Documents.

Applicant Name

Title

Signature of Applicant

Date

Fiscal Sponsor Name

Fiscal Sponsor Title

Signature of Fiscal Sponsor

Date

IV. EXHIBIT A -- APPLICANT RESPONSE PACKET

Applicant Required Documentation

Each Applicant must include the following documents as appropriate with their application:

All Applicants not using a Fiscal Sponsor **MUST include the following documents:**

1. A copy of their most current annual operating budget
2. Federal or State correspondence which includes their Federal Tax ID or Employer ID Number
3. A copy of the most recent financial statement, or the most recent audited or unaudited financial report, or the most recent business tax filing.
4. A signed copy of the APPLICANT INFORMATION AND ACCEPTANCE FORM
5. A signed copy of the ACKNOWLEDGEMENT OF APPLICATION SUBMITTAL REQUIREMENTS

Applicants using a Fiscal Agent, **MUST include the following documents:**

1. A copy of their most current annual operating budget
2. A signed copy of the APPLICANT INFORMATION AND ACCEPTANCE FORM
3. A signed copy of the ACKNOWLEDGEMENT OF APPLICATION SUBMITTAL REQUIREMENTS

Applicant's Fiscal Sponsor, **MUST include the following required documents:**

1. A signed letter of commitment to enter into a contract with Alameda County to provide oversight as the Fiscal Sponsor for the implementation of a grant if awarded to the Applicant named in ATTACHMENT A: Budget Template in response to this RFA.
2. A copy of their most current annual operating budget
3. A copy of the most recent financial statement, or the most recent audited or unaudited financial report, or the most recent business tax filing.
4. Federal or State correspondence which includes their Federal Tax ID or Employer ID Number
5. A list of their Board of Directors including contact information for each member.
6. A signed copy of the APPLICANT INFORMATION AND ACCEPTANCE FORM
7. A signed copy of the ACKNOWLEDGEMENT OF APPLICATION SUBMITTAL REQUIREMENTS
8. Current and Former Professional References.

CHECKLIST: APPLICATION REQUIRED DOCUMENTATION AND SUBMITTALS

PHASE II Implementation Grant Application

All of the specific documentation listed below is required to be submitted with the Exhibit A – Applicant Response Packet in order for an application to be deemed complete. Applicants shall format their response to this RFA including all requested documentation, in the order listed in this Checklist. Each Section of your application must be clearly labeled with the appropriate title (i.e. Table of Contents, Applicant Information and Acceptance, Exhibit A, References, etc.). Your completed application including all requested documentation must be submitted electronically by email to probationgrantprograms@acgov.org.

- Table of Contents:** Applicant responses shall include a table of contents listing the individual sections of the proposal and their corresponding page numbers.
- Acknowledgement Of Application Submittal Requirements** (Must be signed and dated as instructed. If using a Fiscal Sponsor, the appropriate representative of the Fiscal Sponsor must also sign and date a copy of the Acknowledgement as instructed.)
- Applicant Information and Acceptance Form** (Must be signed and dated as instructed. If using a Fiscal Sponsor, the appropriate representative of the Fiscal Sponsor must also sign and date a copy of the Acknowledgement as instructed.)
- Exhibit A:** Every Applicant must complete and submit **Exhibit A – Applicant Response Packet**.
 - a) Application Narrative
 - b) Budget and Budget Narrative
 - c) Evaluation and Reporting
- References:** If using a Fiscal Sponsor, the appropriate representative of the Fiscal Sponsor must also complete the Current and Former Professional References forms. Professional References should have knowledge about, and direct experience with the Fiscal Sponsor.

In Listing the Fiscal Sponsor’s References (if applicable) Please Note:

1. You must verify that the contact information you provide for your references is current and valid.
2. You are strongly encouraged to notify all references that the County may be contacting them to obtain a reference.
3. The County reserves the right to contact references other than those provided in the Response and to use the information gained from them in the evaluation process.

APPLICANT INFORMATION AND ACCEPTANCE FORM

1. The undersigned declares that the Applicant Documents, including, without limitation, the RFA, Exhibits, and Attachments have been read.
2. The undersigned is authorized, offers, and agrees to furnish the articles and/or services specified in accordance with the Specifications, Terms & Conditions of the Applicant Documents of RFA No. CCF-P2-2016 Implementation Grant Application.
3. The undersigned has reviewed the RFA Documents and fully understands the requirements stated in this RFA including, but not limited to, the requirements under the County Provisions, and that each Applicant who is awarded a grant shall be, in fact, a prime Contractor, not a subcontractor. If a successful applicant is accepted by the County Board of Supervisors, that acceptance will be the basis for the Applicant to enter into a contract with the County of Alameda in accordance with the intent of this RFA.
4. The undersigned acknowledges receipt and acceptance of all addenda.
5. As applicable, the undersigned agrees to the following terms, conditions, certifications, and requirements found on the County's website:

Debarment / Suspension Policy

[\[http://www.acgov.org/gsa/departments/purchasing/policy/debar.htm\]](http://www.acgov.org/gsa/departments/purchasing/policy/debar.htm)

General Requirements

[\[http://www.acgov.org/gsa/departments/purchasing/policy/genreqs.htm\]](http://www.acgov.org/gsa/departments/purchasing/policy/genreqs.htm)

Proprietary and Confidential Information

[\[http://www.acgov.org/gsa/departments/purchasing/policy/proprietary.htm\]](http://www.acgov.org/gsa/departments/purchasing/policy/proprietary.htm)

6. The undersigned acknowledges that the Applicant will be in good standing in the State of California, with all the necessary licenses, permits, certifications, approvals, and authorizations necessary to perform all obligations in connection with this RFA and associated Applicant Documents.
7. It is the responsibility of each Applicant to be familiar with all of the specifications, and terms and conditions. By the submission of an application in response to this RFA, the Applicant certifies that if awarded a contract they will make no claim against the County based upon ignorance of the terms and conditions or misunderstanding of the specifications.

8. Patent indemnity: Vendors who do business with the County shall hold the County of Alameda, its officers, agents and employees, harmless from liability of an nature or kind, including cost and expenses, for infringement or use of any patent, copyright or other proprietary right, secret process, patented or unpatented invention, article or appliance furnished or used in connection with the contract.

9. Insurance certificates are not required at the time of submission. However, by signing Exhibit A – Applicant Response Packet, the Contractor agrees to meet the minimum insurance requirements stated in the RFA. This documentation must be provided to the County, prior to award, and shall include an insurance certificate and additional insured certificate, naming the County of Alameda, which meets the minimum insurance requirements, as stated in the RFA.

Applicant Name

Title

Signature of Applicant

Date

Fiscal Sponsor Name

Fiscal Sponsor Title

Signature of Fiscal Sponsor

Date

Application Narrative

Bid response shall include a description of the nature and activities associated with the capacity building efforts during the grant period. Each application must include the following sections in the order listed.

PROJECT DESCRIPTION

- a. What are the proposed areas for capacity building? State the capacity building **need(s)** that you propose to address during the 24 month grant period as they appear in the Capacity Building Plan. Reference the page number in your Capacity Building Plan that identifies this need. Remember, funding must be used to address one or more of the CCF Priority Areas for capacity building as those priorities have been identified in the Applicant's Capacity Building Plan. **Applicant needs not identified in the Applicant's Capacity Building Plan should not be included in the proposed project or project budget.**
- b. How will your capacity be increased? Discuss the project's desired **goal(s) and measurable objectives** – showing direct relation to RFA goals of increasing the capacity of the organization to gain and successfully deliver County contracts, and to provide effective services and supports to the realigned population. If the proposed effort will take longer than the grant period, describe the milestones that will be achieved during the grant period and show an extended timeline that will demonstrate when future activities and outcomes will be achieved until the project is complete.
- c. What are the key activities and who are the people responsible for implementing those activities? Discuss what you and others will be doing to achieve the stated objectives. Document your estimated timeline for completing each activity and identify who will have the lead responsibility for each activity. Be sure to state the anticipated completion dates for project milestones and key activities.
- d. Will you require the use of external resources to achieve your objectives? If **external TA provider(s)** will be used, tell us who the provider is and discuss their qualifications and record of success with clients similar in stature to the Applicant. If TA assistance is needed but the provider is not yet identified, describe how bidder will identify and select such provider prior to contract award.

EVALUATION AND REPORTING

- a. Describe what quantitative and qualitative data will be used to affirm achievement of identified goals and objectives. Describe how performance and output data will be accessed and collected for your project.
- b. Affirm your commitment to provide periodic progress reports and to participate in the cross-site evaluation with all grantees.

BUDGET and BUDGET NARRATIVE

- a. You must provide a budget and budget narrative for your proposed project. Please use **ATTACHMENT A: Budget and Budget Narrative Template** included in this RFA to complete your budget and budget narrative.

You may use a different template for the budget and budget narrative however, any alternative template must include all of the information requested in ATTACHMENT A: Budget and Budget Narrative Template provided in this RFA.

- b. Will the Applicant use a Fiscal Sponsor? If you are using a Fiscal Sponsor, identify the Sponsor and discuss their qualifications to provide fiscal oversight for your proposed project. The Fiscal Sponsor must include the following documents with your application:
1. A signed letter of commitment to enter into a contract with Alameda County to provide oversight as the Fiscal Sponsor for the implementation of a grant if awarded to the Applicant named in ATTACHMENT A: Budget Template in response to this RFA.
 2. A copy of their most current annual operating budget
 3. A copy of the most recent financial statement, or the most recent audited or unaudited financial report, or the most recent business tax filing.
 4. Federal or State correspondence which includes their Federal Tax ID or Employer ID Number
 5. A list of their Board of Directors including contact information for each member.
 6. A signed copy of the APPLICANT INFORMATION AND ACCEPTANCE FORM
 7. A signed copy of the ACKNOWLEDGEMENT OF APPLICATION SUBMITTAL REQUIREMENTS
 8. Current and Former Professional References.
- c. Do you plan to purchase equipment through the grant? If your budget includes purchase of significant capital resources such as computer software or hardware with value over \$5,000, describe why these acquisitions are needed, what vendors have been identified to-date, and/or how they will be identified for purchase. Identify if ongoing, annual costs will occur to maintain these investments beyond the grant period. Discuss how funds for these ongoing costs will be raised.
- d. As the grantee organization you may include up to 10% for indirect costs in your budget for expenses incurred in the performance of your proposed project. **If you are using a Fiscal Sponsor, in addition the Fiscal Sponsor may bill up to 15% of your requested project budget for administrative overhead.**
- e. Do you plan to use TA providers and pay for their services through the grant? You may select TA providers from ATTACHMENT B: Local Technical Assistance Providers or identify a qualified provider(s) of your choice. If you are requesting grant funds to pay for TA services you must identify this expense in your budget and explain it in your budget narrative.

CURRENT PROFESSIONAL REFERENCES

RFA No. CCF-P2-2016– CCF PHASE II Implementation Grant Application

Applicant Name: _____

Company Name:	Contact Person:
Address:	Telephone Number:
City, State, Zip:	E-mail Address:
Services Provided / Date(s) of Service:	

Company Name:	Contact Person:
Address:	Telephone Number:
City, State, Zip:	E-mail Address:
Services Provided / Date(s) of Service:	

Company Name:	Contact Person:
Address:	Telephone Number:
City, State, Zip:	E-mail Address:
Services Provided / Date(s) of Service:	

FORMER PROFESSIONAL REFERENCES
RFA No. CCF-P2-2016 - CCF Implementation Grant Application

Applicant Name: _____

Company Name:	Contact Person:
Address:	Telephone Number:
City, State, Zip:	E-mail Address:
Services Provided / Date(s) of Service:	

Company Name:	Contact Person:
Address:	Telephone Number:
City, State, Zip:	E-mail Address:
Services Provided / Date(s) of Service:	

Company Name:	Contact Person:
Address:	Telephone Number:
City, State, Zip:	E-mail Address:
Services Provided / Date(s) of Service:	

V. EXHIBIT B -- INSURANCE REQUIREMENTS

Insurance certificates are not required at the time of submission; however, by signing the Applicant Packet, the Applicant agrees to meet the minimum insurance requirements stated in the RFA prior to award. This documentation must be provided to the County, prior to award, and shall include an insurance certificate and additional insured certificate, naming the County of Alameda, which meets the minimum insurance requirements, as stated in this Exhibit B – Insurance Requirements.

The following page contains the minimum insurance limits, required by the County of Alameda, to be held by the Contractor performing on this contract:

***** SEE NEXT PAGE FOR COUNTY OF ALAMEDA MINIMUM INSURANCE REQUIREMENTS *****

EXHIBIT B

COUNTY OF ALAMEDA MINIMUM INSURANCE REQUIREMENTS

Without limiting any other obligation or liability under this Agreement, the Contractor, at its sole cost and expense, shall secure and keep in force during the entire term of the Agreement or longer, as may be specified below, the following minimum insurance coverage, limits and endorsements:

TYPE OF INSURANCE COVERAGES	MINIMUM LIMITS
A Commercial General Liability Premises Liability; Products and Completed Operations; Contractual Liability; Personal Injury and Advertising Liability	\$1,000,000 per occurrence (CSL) Bodily Injury and Property Damage
B Commercial or Business Automobile Liability All owned vehicles, hired or leased vehicles, non-owned, borrowed and permissive uses. Personal Automobile Liability is acceptable for individual contractors with no transportation or hauling related activities	\$1,000,000 per occurrence (CSL) Any Auto Bodily Injury and Property Damage
C Workers' Compensation (WC) and Employers Liability (EL) Required for all contractors with employees	WC: Statutory Limits EL: \$1,000,000 per accident for bodily injury or disease
D <u>Endorsements and Conditions:</u> <ol style="list-style-type: none"> 1. ADDITIONAL INSURED: All insurance required above with the exception of Commercial or Business Automobile Liability, Workers' Compensation and Employers Liability, shall be endorsed to name as additional insured: County of Alameda, its Board of Supervisors, the individual members thereof, and all County officers, agents, employees, volunteers, and representatives. The Additional Insured endorsement shall be at least as broad as ISO Form Number CG 20 38 04 13. 2. DURATION OF COVERAGE: All required insurance shall be maintained during the entire term of the Agreement. In addition, Insurance policies and coverage(s) written on a claims-made basis shall be maintained during the entire term of the Agreement and until 3 years following the later of termination of the Agreement and acceptance of all work provided under the Agreement, with the retroactive date of said insurance (as may be applicable) concurrent with the commencement of activities pursuant to this Agreement. 3. REDUCTION OR LIMIT OF OBLIGATION: All insurance policies, including excess and umbrella insurance policies, shall include an endorsement and be primary and non-contributory and will not seek contribution from any other insurance (or self-insurance) available to the County. The primary and non-contributory endorsement shall be at least as broad as ISO Form 20 01 04 13. Pursuant to the provisions of this Agreement insurance effected or procured by the Contractor shall not reduce or limit Contractor's contractual obligation to indemnify and defend the Indemnified Parties. 4. INSURER FINANCIAL RATING: Insurance shall be maintained through an insurer with a A.M. Best Rating of no less than A:VII or equivalent, shall be admitted to the State of California unless otherwise waived by Risk Management, and with deductible amounts acceptable to the County. Acceptance of Contractor's insurance by County shall not relieve or decrease the liability of Contractor hereunder. Any deductible or self-insured retention amount or other similar obligation under the policies shall be the sole responsibility of the Contractor. 5. SUBCONTRACTORS: Contractor shall include all subcontractors as an insured (covered party) under its policies or shall verify that the subcontractor, under its own policies and endorsements, has complied with the insurance requirements in this Agreement, including this Exhibit. The additional Insured endorsement shall be at least as broad as ISO Form Number CG 20 38 04 13. 6. JOINT VENTURES: If Contractor is an association, partnership or other joint business venture, required insurance shall be provided by one of the following methods: <ul style="list-style-type: none"> – Separate insurance policies issued for each individual entity, with each entity included as a "Named Insured" (covered party), or at minimum named as an "Additional Insured" on the other's policies. Coverage shall be at least as broad as in the ISO Forms named above. – Joint insurance program with the association, partnership or other joint business venture included as a "Named Insured". 7. CANCELLATION OF INSURANCE: All insurance shall be required to provide thirty (30) days advance written notice to the County of cancellation. 8. CERTIFICATE OF INSURANCE: Before commencing operations under this Agreement, Contractor shall provide Certificate(s) of Insurance and applicable insurance endorsements, in form and satisfactory to County, evidencing that all required insurance coverage is in effect. The County reserves the rights to require the Contractor to provide complete, certified copies of all required insurance policies. The required certificate(s) and endorsements must be sent as set forth in the Notices provision. 	

CCF PHASE II Implementation Grant Application **ATTACHMENT A: BUDGET and BUDGET NARRATIVE TEMPLATE**

Applicant Name: _____ Funding TIER # _____ (See page 7 for definitions)

Capacity Fund PHASE I Planning Grant Completed Round 1 or Round 2 (Please circle Planning Round that you completed.)

Capacity Development Plan Attached NOTE: A copy of your Capacity Building Plan MUST be included with your application.

PROJECT BUDGET	Total Project Cost	CCF Grant Request	Other Sources	Expense Budget Narrative
PERSONNEL				
Salaries				
Fringe Benefits				
SERVICES & SUPPLIES				
I. Mission, Vision And Strategy				
<i>Add rows for each expense line item under this category</i>				
II. Organizational Structure				
<i>Add rows for each expense line item under this category</i>				
III. Governance and Leadership				
<i>Add rows for each expense line item under this category</i>				
IV. Fundraising, Revenue Generation and Fiscal Management				
<i>Add rows for each expense line item under this category</i>				
V. Management Systems				
<i>Add rows for each expense line item under this category</i>				
VI. Partnerships, External Relations, and Networking				
<i>Add rows for each expense line item under this category</i>				
VII. Sector-specific Knowledge				
<i>Add rows for each expense line item under this category</i>				
Indirect Costs/Administrative Overhead <i>(may not exceed 10% of grant award)</i>				
Total				

ATTACHMENT B: Local Technical Assistance Providers

Training Subject	Resource
Nonprofit Planning and Management - Fiscal Management - Governance - Identity Statement - Technology	- The Volunteer Center of the East Bay - The Training Center - Alameda County Small Business Development Center - CompassPoint Nonprofit Services - CalNonprofits - Nonprofit Resource Center
Development and Sustainability - Fundraising - Grant Writing - Contracting with the County	- Alameda County Fund Development Office - Compasspoint Nonprofit Services - The Foundation Center - Nonprofit Resource Center
Program Evaluation & Documenting Impact - Performance Measures - Program Evaluations	- The California Endowment - CompassPoint Nonprofit Services - Cal State East Bay & San Francisco State University - The Foundation Center

ATTACHMENT C: Fundamental Principles of Evidence-Based Correctional Practice

The following principles of Evidence-Based Correctional Practices are established by the Federal Office of Justice Programs and provide an outline for best practices in the field. Based upon reliable research findings, there are six fundamental principles of evidence-based correctional practice that are widely accepted as strategies to reduce future criminal behavior.

- a. **Objectively Assess Criminogenic Risks and Needs:** Maintain a comprehensive system to establish risk screening and needs assessment. The actuarial assessment of offenders—in a reliable and valid manner—is essential for the effective supervision and treatment of people returning from prisons, jails, and juvenile facilities¹. The levels of supervision and services for individual offenders must be matched to individual risk and need.
- b. **Enhance Intrinsic Motivation:** Staff must be able to relate to offenders in interpersonally sensitive and constructive ways in order to enhance intrinsic motivation in offenders. Research findings suggest that motivational interviewing or other cognitive-behavioral communication techniques can effectively enhance the offender's desire to initiate and maintain behavior changes².
- c. **Target Higher-Risk Offenders:** Prioritize primary supervision and treatment resources for offenders who are at higher risk to re-offend. Consistent findings from a wide variety of recidivism studies show that supervision and treatment resources focused on lower-risk offenders produce little if any positive effect on the rates of subsequent criminal behavior³ and can at times increase the risk level of low-risk offenders. Maximum benefit is gained only when intervention resources are directed to moderate- and high-risk offenders.
- d. **Address Offenders' Greatest Criminogenic Needs:** The greatest emphasis must be placed on addressing those needs which are most closely associated with criminal behavior. When the factors that lead the offender to commit crimes are effectively addressed, that person is less likely to commit crime⁴.
- e. **Use Cognitive-Behavioral Interventions:** These strategies are focused on changing the offender's thinking patterns in order to change future behavior. The most effective interventions provide opportunities for participants to practice new behavior patterns and skills with feedback from program staff⁵.
- f. **Determine Dosage and Intensity of Services:** Higher-risk offenders require significantly more structure and services than lower-risk offenders. High-risk offenders should receive a minimum of 300 hours of cognitive-based interventions, moderate-risk offenders should receive a minimum of 200 hours, and low-risk offenders should receive a minimum of 100 hours of cognitive-based interventions. Additionally, during the initial three to nine months post-release, 40%–70% of high-risk offenders' free time needs to be occupied with delineated routine and appropriate services⁶.

¹ Andrews and Bonta, 2010

² Miller and Rollnick, 2002; Miller and Mount, 2001

³ McGuire, 2001, 2002

⁴ Elliot, 2001

⁵ Andrews and Bonta, 2010

⁶ Bourgon and Armstrong, 2006; Latessa, 2004; Gendreau and Goggin, 1995

EXHIBIT C

VENDOR LIST

RFA for Community Capacity Fund Round 1 PHASE II: Implementation Grants

Below is the Vendor Bid List for this project consisting of vendors who have been issued a copy of this RFA. This Vendor Bid List is being provided for informational purposes to assist Bidders in making contact with other businesses as needed to develop local small and emerging business subcontracting relationships consistent with the Small Local Emerging Business (SLEB) Program: <http://www.acgov.org/gsa/departments/purchasing/policy/slebpref.htm>

This RFA Addendum is being issued to all vendors on the Vendor Bid List; the following revised vendor list includes contact information for each vendor attendee at the Bidders Conferences August 10 and 11, 2016.

Business Name	Contact Name	Phone	Address	City	ST	Email
Phoenix Community Services	Glenda McComb	510-283-4894	1086 32nd St.	Oakland	CA	gmccomb@aol.com
Cypress Mandela Training Center	Eric Shanks		977 66th Ave.	Oakland	CA	eshanks@cypressmandela.org
Options Recovery Center	Tom Gorham	510-666-9552	1931 Center St.	Berkeley	CA	
Carl Metoyer Center for Family Counseling	Richard Soubler	510-562-3731	9925 International Blvd.	Oakland	CA	cffc@sbcglobal.net
Triumph Ministries	Jackie Yancy	510-636-4111	1315 102nd Ave.	Oakland	CA	
Eden Youth and Family	Karen Halfon	510-2447149	680 W. Tennyson Rd.	Hayward	CA	khalfon@eyfconline.org
Alameda County Network of Mental Health	Katrina Killian	510-295-7730	3238 Adeline St.	Berkeley	CA	kkillian@acnetmhc.org
Street Scholars	Earthy Young					
Street Scholars	La Juana Prince					
Centerforce	Mary Sylla	510-834-3457	1904 Franklin St., #418	Oakland	CA	
Lao Family Community Development, Inc.	Chaosarn Chao	510-533-8850	2325 E. 12th St.	Oakland	CA	chaosarn@lfcd.org
Overcomers With Hope Studios	James Watkins	510-375-2247	1485 8th St.	Oakland	CA	
Smith Enterprise & Maintenance	Mitchell Smith	510-730-9102	15501 San Pablo Ave.	Richmond	CA	Mitchells26@gmail.com
Bay Area Legal Aid	Vickey Flores	510-250-5243	1735 Telegraph Ave.	Oakland	CA	
A Safe Place	Vivian Irving		P.O. Box 23006	Oakland	CA	
EC Reems	Maria Reems	510-633-5133	8400 MacArthur Blvd.	Oakland	CA	cohccministries@yahoo.com
PURE Coalition	Lola Holoman	510-717-2922	3021 Stanton St.	Berkeley	CA	holomanlola@aol.com
A.L. Willis Life Center	Yvonne Willis	510-798-7144	1044 91st Ave.	Oakland	CA	alwillislife@gmail.com

Business Name	Contact Name	Phone	Address	City	ST	Email
Positive Communication Practices	Theresa Moran					
Positive Communication Practices	Kelvin Potts	510-917-1505	2627 57th Ave.	Oakland	CA	Percypotts1952@gmail.com
Magnolia	Linda Stewart	510-535-1344	17 Embarcadero Cove	Oakland	CA	Istewart@magnoliarecovery.org
Comfort Homesake	Nandi Davis					
DSAL	Hillary Bass	510-225-5954	16378 E 14th St.	San Leandro	CA	Hbass@acgov.org
Village Connect	Neal Hatten	510-564-4240	1572 150th Ave.	San Leandro	CA	
YLCI	Patricia Scott		1642 Fruitvale Ave.	Oakland	CA	Ylci94@aol.com
Heart 2 Heart	Jenee Scott					Ejenee5@sbcglobal.net
A Safe Place	Carolyn Russell	510-759-2143	P.O. Box 23006	Oakland	CA	dvnomore@pacbell.net
Urban Scholars at Berkeley	Raymond Banks	415-574-6881	1918 University Ave., 1st floor	Berkeley	CA	Vet_ontology@outlook.com
Urban Scholars at Berkeley	Eunice Hynn					
Alameda Pharmacists Association	Aglaia Panos	510-843-2101	2929 Telegraph Ave.	Oakland	CA	Aglaia.panos@gmail.com
Horizons family Counseling	Lynn Gardner	925-371-4747	1112 South Livermore Ave.	Livermore	CA	
24 Hour Oakland Parent Teacher Children Center	Nina Tanner-Smith	510-534-6030	4700 International Blvd.	Oakland	CA	Ninatannersmith@yahoo.com
24 Hour Oakland Parent Teacher Children Center	Aumont Phipps					
Roots Community Health Center	Noha Aboelata, MD	510-777-1177	9925 International Blvd., Suite 5	Oakland	CA	drnoha@rootsclinic.org
CURA	Rita Locaria	510-684-4558	4510 Peralta Blvd., Suite 1	Fremont	CA	
Cypress Mandela	Douglas Butler	510-282-3492	977 66th Ave.	Oakland	CA	
League of Women Voters	Dawna Williams	510-834-7640	936 14th St., Ste. 1213	Oakland	CA	
Carl B. Metoyer Center for Family Counseling	Dina Alkhoury	(510) 562-3731 ext. 18	9925 International Blvd., Ste. #6	Oakland	CA	dinaalkhoury@sbcglobal.net
Heart 2 Heart	Tempi Prestly	415-772-1978	1 Avenue of the Palms, Suite 307	San Francisco	CA	
Heart 2 Heart	Harriet Larkin	415-772-1978	1 Avenue of the Palms, Suite 307	San Francisco	CA	
La Familia	Ande Pena	510-300-3116	26081 Mocine Ave.	Hayward	CA	
Oakland California Youth Outreach	Susana Osorno-Crandall		3700 12th St., Suite 3	Oakland	CA	Osorno.crandall@gmail.com
Volunteers of America	LaTonya Comier	916-265-3976	672 13th St., Suite 100	Oakland	CA	
Root & Rebound	Marnie Lowe	510-279-4662	1730 Franklin St., Suite 300	Oakland	CA	

Business Name	Contact Name	Phone	Address	City	ST	Email
YEP	Justin Zerber	510-533-3447	2300 International Blvd.	Oakland	CA	izerber@yep.org
St. Mary's Center	Regan Murphy	510-923-9600 X236	925 Brockhurst St.	Oakland	CA	rmurphy@stmaryscenter.org
APSC HAC	Eddy Zheng Charles Bruce					
Community Works Green Life/Earth Island Institute	Richard Martin Tamira Jones	510-638-3234	2150 Allston Way, Ste. 460	Berkeley	CA	
Goldman Associates/Open Gate/Horizons Family Services	Lenore Goldman		P.O. Box 22612	Oakland	CA	
Oakland PIC, Inc. Oakland PIC, Inc.	Gay Cobb Richard de Jaurequi	510-768-4476	1212 Broadway, Suite 100	Oakland	CA	richardj@oaklandpic.org
Canticle Farm	Treina Alexander	510-872-0544	1968 36th Ave.	Oakland	CA	
Alameda County Pharmacists Association	Dr. Pam Gumbs	510-834-3201	2929 Telegraph Ave.	Oakland	CA	
EYOC	Marie Belcher					
Stride Center Planting Justice East Bay Community Recovery Project	Barrie Hathaway Nicole Deane Genny Price	510-629-6966 510-290-4049 510-446-7116	1212 Broadway, Suite 400 1124 W. 64th 2579 San Pablo Ave.	Oakland Oakland Oakland	CA CA CA	barrie@stridecenter.org plantjustice@gmail.com
PSC	Dana Kleinhesselink					
Insight Pueblo	Amanda Berger Jose Luis Fuentes	510-535-2525	2081 Center St. 3528 Foothill Blvd.	Berkeley Oakland	CA CA	
La Familia Because Black is Still Beautiful	Charles Flores Marilyn Jones- Barnes	510-300-3116 510-458-8105	26081 Mocine Ave. 24529 Nantucket Common	Hayward Hayward	CA CA	
	Darice Jones					
Civicorps The Unity Council	Shannon Bowen Erin Patch	510-992-7800	101 Myrtle St.	Oakland	CA	
HEPPAC	Loris Mattox	510-434-0307	5323 Foothill Blvd.	Oakland	CA	
Choices for Freedom	Nate Williams		215 W MacArthur Blvd.	Oakland	CA	
Choices for Freedom	Monique Christopher		215 W MacArthur Blvd.	Oakland	CA	
Soulciety	Ron Carino	510-676-7367	16335 E. 14th St.	San Leandro	CA	ronnie@soulciety.org
Uptrust Eden I&R 2-1-1	Jacob Sills Sarah Finnigan	510-537-2710	570 B Street	Hayward	CA	

Business Name	Contact Name	Phone	Address	City	ST	Email
MOVA	Jerald Simpkins	510-567-1308	6118 International Blvd.	Oakland	CA	
Volunteers of America	Roy Mays	916-265-3976	672 13th St., Suite 100	Oakland	CA	
Healthy Communities	Raymond Lankford	510-444-9655	2580 San Pablo Ave.	Oakland	CA	Raymond.lankford@healthycommunities.us
WFO						

Addendum 1: Responses to Written Questions AND Bidder's Conferences held on Wednesday, August 10, 2016

CCF PHASE II: Implementation Grants Round 1: Bidders Conference #1 Q&A from Bidder's Conferences

Bidder Conference 1 - 8/10/16 2:00-4:00 PM

Wednesday, August 10, 2016

Q1. Will the current consultants that are being used be available to help us develop our proposals or can we write them into our budgets to assist us in implementing our proposals?

No. Your PHASE I Planning TA provider may not assist you in developing your grant application, i.e. proposals. No you may not write your PHASE I TA providers into your budget. Your PHASE I TA providers will be available to coach and mentor you in the actual implementation of your implementation grant but their assistance to you is funded by the Probation Department and NOT through the Implementation grants.

Q2. Please go over the Tier levels and how much is available in each Tier.

Please refer to page 7 of the RFA:

A. AVAILABLE FUNDING

Organizations will be eligible for Implementation funding in one of the following categories based on their annual budget size, current capacity to manage a grant comparable to their funding request, ability to contract with Alameda County, and the reasonableness of their proposal and project budget request in relation to the need defined in their Capacity Building Plan. **Funding requests in excess of \$250,000 will not be considered and will be deem the application/proposal ineligible for review, selection, and award.**

Tier 1	Tier 2	Tier 3
<p>Not legally organized and may require a fiscal sponsor; Operating budget less than \$100k; AND May never have had a government contract or a grant. May request funding between \$25K-\$100K.</p>	<p>Legally organized and may /or may not apply with a fiscal sponsor; Operating budget of at least \$100k; Managed a minimum of \$25k in grants/contracts; OR If never had a government contract must have a fiscal sponsor able to meet county contracting requirements. May request funding between \$70K-\$100K.</p>	<p>Legally organized must not require a fiscal sponsor to apply; Operating budget of at least \$500k; and Managed a minimum of \$250k in grants/contracts; OR May have never had a government contract but must be able to meet county contracting requirements. May request funding between \$100K-\$250K.</p>

Q3. Could we use the TA provider's in Attachment A to help write our Implementation Grant?

Yes, or can identify your own TA provider to assist you with writing this Implementation Grant as needed. **Please note that Implementation grant funds cannot be used to pay a consultant to develop your application.** Our PHASE I Planning TA providers, HTA and Jeweled Legacy Group cannot assist you with writing your proposal in response to this solicitation. PHASE I TA providers may assist you in identifying potential resources, i.e. grant writers and other TA providers NOT engaged in the provision of PHASE I Planning activities.

Q4. When will we receive a letter with intent to fund, so we will know if we have to apply for the next round of Implementation Grants?

Refer to the RFA on page 3 for the Calendar of Events. All applicants should receive a letter by 9/13. Note specific dates are subject to change.

Q5. How long does this award cover you for?

The term for contracts resulting from Implementation grant awards is 6 months to 24 months depending upon the request.

Q6. Is this a one-time only grant?

Yes.

Q7. Who is on the CSC review panel?

A minimum of three people comprise the County Selection Committee (CSC). Together they bring content expertise and the experience of the formerly incarcerated to the review panel. Typically these individuals represent a community based provider organization, a representative from a government agency in Alameda County, and a representative from a government agency outside of Alameda County.

Q8. What is the maximum grant amount that can be requested?

\$250K is the maximum grant award, however to qualify for funding at this level your annual operating budget must be at least 500K. Please refer to page 7 of the RFA item E. AVAILABLE FUNDING.

Q9. Is the amount we can receive based on a percentage of our organization's annual operating budget?

No. The amount you may request is stated for each tier level based upon your organization's existing capacity to manage a government contract as determined by the criteria stated on page 7 of the RFA.

Q10. When building out our budget, do we include volunteer support, working space, and in-kind donations?

Yes, if you are requesting funding from the grant to pay for these resources you must include these expenses in your budget and budget narrative, as they align with your Capacity Building Plan. If however, you are placing a monetary value on these resource and adding that value to your budget to increase the amount of revenue in your organization’s budget, this value should not be calculated in the total annual operating revenue for your organization.

Q11. What does the County mean by legally organized?

Your organization is registered with the Secretary of State’s Office to do business in the state of California.

Q12. So you have to be recognized as a separate legal entity?

Yes. Your organization must have its own Tax Payer ID number unless you are applying under Tier I.

Q13. How does an organization demonstrate an awareness of best practices?

Please describe the use of evidenced-based practice as defined in **Attachment C** on page 30 of the RFA, as it relates to the request you are making for Implementation funding. For example, if your organization will target capacity building in strengthening the “mission, vision, strategy” of the organization, your application (proposal) should describe how your program model will be enhanced to include case management because it has been identified as a best practice. In this example you are requesting funding to do work with your board (and staff) to explore how to enhance the existing service/program model through the integration of case management.

Q14. How does an organization go about identifying a fiscal sponsorship for assistance with their programs?

Please consult with your PHASE I TA providers, your colleagues in the Planning PHASE cohorts (many of whom would be eligible to serve as a fiscal sponsor), and the TA list provided as Attachment B in the RFA, on page 29.

Q15. If you are already a vendor with Alameda County Probation Department and you have a vendor or Tax ID number, does that mean that you are legally organized?

Yes.

Q16. Can the organizations have overlap in their areas of best practices?

Yes.

Q17. How much background information do you need in order for us to explain how we are applying these practices based on the theoretical models that we used in primary/secondary discourse that we applied to reentry model?

This competition is funding capacity building and not direct services. When you went through the planning phase you were required to demonstrate that your organization incorporated the use of evidence-based correctional practice or that it intended to strengthen its service/program model(s) using these and other best practices. Phase II is less about the services you are providing and is more about the areas that you have identified and prioritized as targets for capacity building in your organization. To the extent that your RFA response (proposal) requests funds to strengthen the use of evidenced-based and best practices in your organization, please describe this objective in your application.

For example, if your organization adapts existing service models for use with the reentry population, and you plan to use grant funds to assess the inclusion of criminogenic evidenced-based practices in the adapted model, that would be an appropriate use of funds to build capacity in the area of Mission, Vision, Strategy or in the area of Sector-Specific Knowledge.

Q18. Do we need letters of support?

No, you are not required to include letters of support. If letters of support are included in your application they will not be considered or reviewed by the County Selection Committee.

Q19. In reference to one of the capacity building areas around exploration and merger acquisitions, if two organizations are looking to merge their entities into one, is a single collaborative application acceptable?

Each of your organizations should submit a separate application including the exploration of merger in your individual applications.

Q20. Can we apply as an applicant and a fiscal sponsor on another applicant's application? Can anyone in this room submit as a fiscal sponsor for a smaller organization and also submit their own application?

Yes, you may submit an application and serve as the fiscal sponsor for another application if you meet the requirements as stipulated in the RFA on page 4 and 5 under Eligibility which reads:

Page 4 "Funding under this competition is designated to fund only community-based providers and non-profits serving the reentry population in Alameda County. All successful Bidders must be willing and able to meet all of the County's contracting requirements as discussed in this RFP."

Page 5 "Successful applicants must be meet County contracting requirements. Please identify a fiscal sponsor for your application if necessary to compete for PHASE II Implementation funding. If you are using a Fiscal Sponsor and the application is funded, a contract will result between the Fiscal Sponsor and Alameda County. If you are using a Fiscal Sponsor, said Fiscal Sponsor must be community-based providers and non-profits serving the reentry population in Alameda County. All successful Bidders must be willing and able to meet all of the County's contracting requirements as discussed in this RFP."

Q21. You stated that there would be a round two implementation at the end of December. Is this the same exact grant application it's just at a later date?

Information from the bidder's conferences is used to improve upon the clarity of information contained in the RFA so there is no guarantee that if there is a future RFA it will be exactly the same as this current RFA.

Q22. So you have the opportunity to apply in round two and not round one?

Yes.

Q23. Do you also have an opportunity to apply to both?

If your Round 1 Implementation application is funded, you are ineligible to apply for funding in Round 2. If your application in Round 1 is NOT funded, you are encouraged and eligible to reapply for funding in Round 2.

Q24. If your organization is using a fiscal sponsor you cannot claim direct?

Please reference RFA item d., on page 23 in the **Budget and Budget Narrative section**. You may claim up to 10% in indirect for your organization and up to 15% in indirect for your fiscal sponsor.

“As the grantee organization you may include up to 10% for indirect costs in your budget for expenses incurred in the performance of your proposed project. **If you are using a Fiscal Sponsor, in addition the Fiscal Sponsor may bill up to 15% of your requested project budget for administrative overhead.**”

Q25. If you are a local government, how do we make sure that we can do the Phase II because in the original Phase one you said that you can do local governments?

The Board of Supervisors have clarified who is eligible for AB109 funding under the 50% allocation for community-based providers. Specific to this RFA, only Round 1 and Round 2 PHASE I Planning grantees who have completed their capacity building plans are eligible to compete for PHASE II Implementation funding. if you received a planning grant and completed your capacity plan you are eligible to apply for the implementation funding in this round.

Q26. If we have a fiscal sponsor, do they submit the application or does our organization submit it?

Either you or your fiscal sponsor may submit the application by email as instructed in the RFA on page 15 under the section titled Response Format.

Please note that only one application will be accepted for each organization.

ADDENDUM 1: Responses to Written Questions AND Bidder's Conference held August 11, 2016

CCF PHASE II: Implementation Grants Round 1: Bidders Conference #2 Q&A from Bidder's Conferences

Bidder Conference 2- 8/11/16 10:00-12:00 Noon

Thursday, August 11, 2016

Q1. On Page 17, item four, Applicant shall not submit or type or word process or other recreated version. If I convert the application to a PDF, is it okay if I remove the instructions and headings?

You may delete the instructions but please leave the headers and questions in your response to each question.

Q2. If there a word count or any kind of limit on responses?

No, there is no page limitation. **Please provide brief, concise, and straight forward responses.**

Q3. What reports or timelines are required to submit when submitting an invoice?

Your invoice should describe the deliverables achieved or the progress made towards achieving the deliverables for which you are billing. Please refer to the RFA on page 14 regarding invoicing.

Q4. Will an advance be made available to awardees?

Please identify and explain in your budget and budget narrative the need for an advance. Any request for an advance, must be negotiated during your contract negotiation process.

Q5. You explained for Tier II, you have to have a minimum budget of \$100,000; what if you don't have that?

If you do not have an operating budget of at least 100K you are not eligible to apply under Tier II.

Q6. The person that manages direct services, are they able to get paid through this grant?

If the person is providing oversight for the implementation of your grant, please consider how this person's time will be funded once the grant has ended. This is a one-time grant so using it to pay for ongoing expenditures like staff wages should be considered carefully.

Q7. Does everything need to be emailed in a PDF?

Please refer to the RFA section III. INSTRUCTIONS TO APPLICANTS on page 15. The application in its entirety must be submitted via email as instructed in the RFA on page 15 under the section titled Response Format. You have the option to submit a single PDF file or you may submit your response narrative in a WORD document and your budget in an Excel document. You MUST submit all of the requested documents that comprise your application, regardless of format, in a single email transmission i.e. all files must be attached to the one email in which you submit your application.

Q8. How soon can I expect a response confirming my submission was received?

Once you submit your application, please allow 48 hours to receive a confirmation email from Karman Wright. **You are strongly encouraged to submit your application prior to the due date.**

Q9. Is there a deadline or anything about the last day we can ask questions of you about the application?

Addendum 1 for this competition will include the questions and answers derived from each Bidder's Conference, as well as any necessary clarification or changes to the text in the RFA. That addendum supersedes the originally issued RFA. Once Addendum 1 is posted, we will make no more changes to the RFA unless we publish a second Addendum. If you have a question specific to your organization, you may email that question to probationgrantprograms@acgov.org and we will attempt to respond to your question within 48 hours.

Q10. If an organization is submitting an application, can it also serve as a fiscal sponsor for another applicant?

Yes. There is fiscal management experience and capacity among several Round 1 and 2 Planning grantees who may be recruited as fiscal sponsors if they meet the requirements as stated throughout the RFA.

Q11. How can we find a fiscal sponsors?

You are encouraged to consult with the PHASE I Planning TA providers to help you identify a fiscal sponsor. Fiscal sponsors can be faith-based, nonprofit, and/or for-profit organizations. A fiscal sponsor must have the financial infrastructure to manage a government contract and meet all Alameda County contracting and vendor requirements, in addition to meeting all of the requirements of the RFA.

Q12. We are a chapter of a statewide organization, can our parent organization serve as the fiscal sponsor?

If you are a branch or a chapter of a state-wide organization your parent organization can serve as your fiscal sponsor.

Q13. What type of staff time can be supported through this grant? I understand it is to be involved with activities that build capacity in the priority areas?

Staff funded through an Implementation grant must be directly engaged in the activities proposed in your application that are intended to build capacity in one or more of the seven capacity areas that you have prioritized in your Capacity Building Plan.

Q14. So whatever you do you have to change your capacity building plan to say whatever you're saying now. So say if everything is not the same.

Your Implementation grant application should reflect the needs identified and prioritized in your Capacity Building Plan.

Q15. Is it okay to remove the line items that you are not applying for, and to use a different budget template?

Please do not remove line items listed in the Budget template. Please write N/A for any line item that not reflected in your proposal. This will help reviewers to know that a line item was not overlooked. You may use a different budget template but all of the information requested in ATTACHMENT A: Budget and Budget Narrative Template must be included in your template.

Q16. It mentions a budget narrative template but I do not see it?

Please refer to the RFA, ATTACHMENT A: Budget and Budget Narrative Template located on page 29. The Budget narrative is the last column in the Budget Template.

Q17. So at the end of the day if we have 10K or 20K left over, what do we have to do in order to change that to another technical assistance that was not in the original application?

Contractors may only bill the County for actual expenditures in accordance with the scope of work stipulated in your contract.

Q18. I have a questions about the budget and narrative specifically about the capital resources because one of the main things we wanted to do that is in our capacity plan is to get some computer software to help with data collection throughout our program. We don't know specifically what we want yet but it is going to cost a great deal more than \$5K, are we ok to add this projected cost to our budget if it exceeds \$5,000.

You are required to state in the line item budget all of your planned expenditures and provide a narrative for each expense (line item) if the item is greater OR lesser than \$5,000.

Q19. Can we pay for office space with this grant?

Yes, but in your budget narrative explain how this expense will be paid after the grant has ended.

Q20. How many agencies can a fiscal sponsor represent?

The number of organizations that a single fiscal sponsor can support is dependent on the existing fiscal and management capacity of said sponsor.

Q21. How many awards will be given?

We expect to fund all eligible applicants that are responsive to the RFA.

Q22. In light of what you just said around your objective and building capacity, is Probation encouraging or not encouraging collaborations among eligible applicants in this RFA?

The Probation Department is encouraging collaboration among all planning phase grantees in considering their response to the Round 1 PHASE II Implementation RFA to the extent that such collaboration is consistent with what you are purposing and the need you have identified in your Capacity Building Plan.

Q23. If you are in tier two and you have a budget of less than \$500K you can only apply for a maximum of \$100K, is that correct?

Yes. You may only request a grant in the amount of \$70,000 up to \$100,000.

Q24. We had a question regarding our eligibility to apply for Tier 3 funding. In 2015, our budget exceeded \$500,000. We were managing CDCR grants as well as substantial funding from foundations over \$250,000. However, given the one of our major foundation grants ended in 2016, this year our Board adopted a more conservative budget of \$408,000. Given this information, would it be possible for us to apply for Tier 3 funding?

Please prepare your proposal and budget based on what your organization plans to implement as an output of your capacity plan. Explain that your agency budget up until this year met or exceeded the tier three criteria and demonstrate that fact by including both your most current AND your prior year's financials as requested in Exhibit A -- Applicant Response Packet, Applicant Required Documentation.

Q25. Is For Us by Us over?

No. The For Us By Us RFP is expected to be released at the end of August 2016.