County and City of Santa Cruz

Collective of Results and Evidence-based (CORE) Investments

Request for Proposals

RFP #
HSD1- 2021

Due:
February 4, 2022
5 PM PST

Released on 11/16/2021

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1 Summary

The County and City of Santa Cruz, California invite applications based on the Collective of Results and Evidence-based (CORE) Investments model to impact the community's equitable well-being as described in the [CORE framework](#). Both the County and the City of Santa Cruz are investing significant local dollars, with the County intending to award approximately $4.8 million per year and the City of Santa Cruz to award approximately $1 million per year for three years. Funds are to focus on improving conditions of well-being for community members experiencing the greatest challenges and barriers in the County. Applicants are invited to use community data and community member perspectives to describe the nature of the challenges and who they consider most affected by these challenges.

CORE funding will be distributed using a hybrid approach, in which most of the funds will support a broad base of direct service programs and a smaller portion of the funds are directed to a single "Targeted Impact" model rooted in principles of collective impact. Applicants are to review the entirety of the RFP. The summary points below provide a quick glance at the information articulated in the document.

- **Who is eligible?** Eligible applicants include Non-profit 501(c)(3) agencies, federally recognized tribal entities, and public education agencies. (Further specifications are detailed in section 3.1 Eligibility, page 4)
- **How will funds be distributed**? Funds will be distributed through a tiered framework intended to better align the size of the grant award with the depth of information required.
  - o Most of the funds are for programs or projects that directly serve the community.
    - Small: $5,000 - $25,000/year for 3 years (multiple awards)
    - Medium: $25,001 - $150,000/year for 3 years (multiple awards)
    - Large: $150,001 - $450,000/year for 3 years (multiple awards)
  - o One tier, titled Targeted Impact, is for one $795,000/year for 3 years grant. This grant is intended to achieve a deeper impact.
- **How will the County and City partner together?** County and City staff will partner in review and awards for all tiers. The City will focus their funding on programs serving primarily City residents.
- **Are there any parameters in applications or awards to consider?** Applicants are encouraged to review specifications about parameters outlined in this RFP. In summary,
  - o If funded, requested amounts will not be reduced by more than 10% from the original requested amount to preserve the integrity of the program or project design as much as possible.
  - o Agencies may submit multiple applications; however, they may not propose the same program or project in more than one tier (i.e., Small, Medium, large) or application.
  - o Agencies may not apply for more than 25% of the total funding available across all tiers.
- **How do I apply?** Applications are to be submitted on an online portal which will be available upon release. Support is available and detailed in this RFP. If needed, paper applications are also available.
- **How do I learn more and ask questions about this RFP?** The County and City will host an applicant conference and answer questions throughout the application period. Training and assistance on concepts in this RFP will also be available throughout the application period.
- **When is the application due?** Applications in response to this RFP must be submitted by **5:00 p.m. on February 4, 2022.**

2   CORE Investments Framework

The Collective of Results and Evidence-based (CORE) Investments is a funding model and a movement to achieve equitable health and well-being in Santa Cruz County, using a collective impact, results-based approach that is responsive to community needs. CORE Investments within the City and County represent a shared commitment to promote the health and well-being necessary for all county residents to thrive. This solicitation is the second cycle of a joint County and City CORE Investments RFP.

The vision of CORE Investments is that Santa Cruz County is an equitable, thriving, resilient community where everyone shares responsibility for ensuring the health and well-being of all people, at every stage of life. The vision is achieved through a mission to inspire and ignite collective action to ensure Santa Cruz County is a safe, healthy community with equitable opportunities for all to thrive.

Fulfilling the CORE vision and mission requires investing in programs, practices, policies, and transformational system changes that create equitable opportunities for all Santa Cruz County residents to achieve the CORE Conditions for Health and Wellbeing.

An overview of the entirety of the CORE Framework may be found in section 8. The CORE Framework includes several online tools which are found on Santa Cruz County Data Share, which is a website that promotes the use of data for action. While not required for this RFP, many applicants may find the tools beneficial for their application.

2.1. Equity

Equity is central to CORE Investments and compels us to identify populations within the county who may face particular obstacles to their health and well-being, to create solutions tied to their needs, and to address the root causes of inequity. CORE Investments incorporates equity as both a process and a desired impact, focusing on anti-racism and racial equity explicitly but not exclusively.

Equitable opportunities to achieve health and well-being means these opportunities are not limited by people's age, race, ethnicity, zip code, immigration status, language, or other characteristics that currently impede access to resources and systems. Indeed, a focus on equity addresses structures and how power and resources are shared. That is why equity also has implications for how agencies hire, train, and assign staff as they seek to create equity for the communities they serve; recruit and retain members of their Board and leadership teams; design their human resources and procurement processes; and more.

Thus, one feature of an equity-focused program is that it serves a population facing profound challenges in achieving health and well-being, with the intent to ensure they have resources and opportunities to thrive alongside other residents in the community who do not face the same challenges. Another feature of equitable programs lies within their operations. As noted above, this may include a variety of processes such as decision-making authority, staff and Board composition, and/or genuine and meaningful inclusion of the voice of those facing challenges the program seeks to address.

Equity issues exist amongst many groups and all are critical to address. In the United States, centuries of systemic racism have made racial inequities the deepest, most pervasive disparities, which is why CORE Investments focuses explicitly (but not exclusively) on racial equity. CORE Investments' approach to equity, as both process and impact, creates a framework, tools and resources that can later be applied to other areas of inequities. In essence, when structures, systems and communities strengthen their ability to eliminate racial inequity, they will be better equipped to transform inequities affecting other groups who experience challenges created and perpetuated by the systems and structures around them.

2.2. Collective Impact

CORE Investments is a collective impact model. A collective impact approach intentionally brings people and agencies together under a formal arrangement to achieve deeper social change and impact than could be achieved working separately. Typically, such models incorporate a common agenda, shared measurement systems, mutually reinforcing activities, continuous communication, and backbone support organizations.

The County and City consider all the funding titled "CORE" to be a collective impact approach. This does not mean that any one agency or program is responsible for achieving social change and impact; rather, multiple agencies contribute in ways that are aligned (within CORE and with other funding streams) so that greater impact can be achieved.

2.3. CORE Conditions

Fulfilling the CORE vision and mission requires investing in programs, practices, policies, and transformational system changes that create equitable opportunities for all Santa Cruz County residents to experience these eight, interconnected CORE Conditions for Health and Wellbeing (CORE Conditions) illustrated below:

2.4. Tool: CORE Results Menu

The **CORE Results Menu,** is an online tool to explore the CORE Conditions found on DataShare Santa Cruz County (DataShare). While not required to be used in this RFP, the menu is a tool designed to help community members access data on community level indicators that illustrate needs and strength which is a component of this RFP.

CORE Conditions each have related community impact statements (e.g., under the CORE Condition of Health and Wellness a community impact is "Equitable access to affordable, quality care"). Indicators within each community impact provide an overview of how Santa Cruz County residents are doing in key areas.

2.4.1. Community Level Data and Indicators

Community data may be found in various websites, and agencies or communities may have their own information, such as stories and voices of those impacted, to illustrate strengths and needs. While using data found on DataShare is not required, the data on the site may help applicants easily find data on the County's needs and strengths.

DataShare has progressed since its start in 2020 with obtaining data and now contains an array of community data. It is compiled in a searchable catalog of over 300 distinct indicators relevant to measuring health and well-being within Santa Cruz County. Key areas, and a few examples of indicators within each area, include:

- **Health** – e.g., insurance and access to care, alcohol and drug use, maternal health, disability, immunizations and infectious diseases, nutrition, oral health, sexually transmitted infections
- **Community** – e.g., demographics, civic engagement, crime and crime prevention, domestic violence, transportation usage
- **Economy** – e.g., employment, food insecurity, housing, income, and poverty
- **Education** – e.g., per pupil spending, cost of childcare, K-12 student proficiency, high school and college completion
- **Environmental Health** – e.g., pollution, air quality, access to exercise, weeks of drought, use of rainwater harvesting systems

Many indicators within DataShare are available at the county level and/or by zip code, census place or census tract within Santa Cruz County and specific ones are focused on certain age groups (seniors, adults, children). Where available, data is shown by racial and ethnic groups. In addition, to promote exploration of challenges and strengths, many indicators include trends and comparisons, reflecting the direction of the indicator and comparing County progress to that of California or other counties.

2.4.2. Strategies and Program Outcomes

The Results Menu, within the Impact Areas, offers a "Strategies and Program Outcomes" page to help those designing programs consider different elements of their program strategies and outcomes. While not required, applicants may use this tool to explore examples of how to integrate activities and services with different target populations along with short and intermediate-term outcomes into a cohesive and measurable plan.

2.4.3. CORE Continuum and Promising Practices

CORE Investments recognizes that the availability and rigor of evidence supporting the likelihood of impact by a program or practice is on a continuum rather than levels or tiers that may inadvertently imply judgment or value to different programs and practices. CORE Investments also recognizes that practice informs evidence, and resources are limited to conduct the rigorous evaluations necessary to constitute evidence-based programs or practices as traditionally defined.

The CORE Continuum of Results and Evidence (CORE Continuum), found in Section 13, was developed to illustrate such a continuum and clearly display where programs, practices, policies, and investments fall in terms of data collection, evaluation, or research.

Agencies are encouraged to submit proposals for programs or projects that can be placed at any point along the CORE Continuum.

The four points on the CORE Continuum (Emerging, Good Idea, Effective Practice, Evidence-based Practice) align with the definitions used by the Promising Practices database on DataShare, where many local and national programs and practices are described.

The CORE Continuum and Promising Practices database may be found on Data Share Promising Practices.

3   Funding and Application Approach

3.1. Eligibility

Agencies that are non-profit 501(c)(3), federally recognized Tribal entities and public partners in the education arena are eligible to apply, as noted on page 1. Nonprofits 501(c)(3) acting as fiscal sponsors are eligible to apply for the program(s) for which they provide fiscal oversight. Additionally, collaboratives with an identified 501(c)(3) lead fiscal agency may apply for funding.

3.2. Tiers

The City and County are partnering to distribute funds in a hybrid approach, in which most of the funds support a broad base of direct services and a smaller portion focused on one collaborative impact.

Most of the funds will be allocated through three tiers, referred to by size--Small, Medium, and Large grants. These are intended for direct services with the applicants defining the community needs and equity dimension to address.

The Target Impact grant is intended to be led by a community-based agency, which may include existing partnerships with public agencies. Specifically, applications for this tier are intended to:

- Respond to community needs and racial inequities as defined and articulated by applicants.
- Align efforts behind a common agenda and community aspiration.
- Foster a movement to influence community impacts by addressing root causes of inequities.
- Cultivate a continuous flow of communication, grounded in inclusive, authentic community engagement that brings community members into sense-making and decision-making roles.
- Establish a common framework for measuring impact and drive the effort by using data and insights to learn what works, adapt as needed, and share successes and challenges.
- Engage partners in mutually reinforcing activities that amplify impact and the most leverage possible, particularly with respect to leveraging funds to maximize total funding.

3.3. Amount Available

In total, the County and City will distribute $5,879,000 annually for three years. The table below displays estimated distribution of the total funds by tiers and the range of possible awards. These funding amount estimates are based on patterns of current awards and may change, depending on actual requests received.

County and City of Santa Cruz staff will review all applications when submitted and update the County of Santa Cruz Board of Supervisors and Santa Cruz City Council in the spring with a description of applications received. Specifically, while the City desires to support all tiers, their funding is intended for services that primarily serve City residents, therefore the distribution of City funds throughout the tiers will be assessed.

Table 1 below summarizes the approximate amount of available funding per year for three years in each tier:

Award Tier	Grant Amounts	# of Awards	Total Funds Available	County Funds	City Funds
Small	$5,000-$25,000 Annual/ 3 years	24-121	$605,488	$512,488	$93,000
Medium	$25,001-$150,000 Annual/ 3 years	20-123	$3,083,705	$2,326,705	$757,000
Large	$150,001-$450,000 Annual/ 3 years	3-9	$1,394,807	$1,209,807	$185,000
Targeted Impact	$795,000 Annual/ 3 years	1	$795,000	$750,000	$45,000*
Total			**$5,879,000**	**$4,799,000**	**$1,080,000**

*Pending application patterns

The total funding, while anticipated for three years, is contingent upon availability of annual funds.

3.4. Application Scope

Applications may be used to propose programs or projects. While the scope of the application is ultimately up to the agency, applicants are expected to describe the program or project. It is anticipated:

- Some agencies with a specific area of focus may define "program" as all the services they provide.
- Many agencies may have multiple programs. Common features of a "program" in these agencies may include: a common purpose or set of outcomes; separate budgets that are distinct from other programs and/or dedicated staff.
- Collaborative applications with two or more partners may be defined as a program or project. This approach is emphasized in the Targeted Impact tier and possible in any tier. The agency who identifies as the fiscal lead is required to submit the application on behalf of the partners.

3.5. Application Parameters

City and County intend to fund the entire proposal and specifically plan to not reduce budgets more than 10% from the original requested amount. There are three key application parameters:

1. There is no limit to the number of applications per agency.
2. Agencies may not apply for the same program or project, defined in the same way, to more than one tier.
3. Agencies may apply up to, but no more than, 25% of total funding available, or $1,469,750, across all tiers. For agencies applying for collaborative programs or projects, only the part of the budget request going directly to the agency will be counted towards the 25%.

After all applications are submitted, funding requested by agencies in total and by program will be reviewed. Should an agency's applications indicate a lack of adherence to the parameters, listed as # 2 and #3 above, the County and City reserves the right to 1) request clarifying information from the agency and 2) disallow one or more of their applications due to either submitting proposals for the same set of services in multiple tiers and/or applying for more than 25% of the funding.

4   Scoring Criteria

The tables below present the scoring criteria for all tiers. The criteria are organized in 4 categories, 1) Why do it? (25 points) 2) What should be done? (30 points) 3) What is the organizational capacity? (25 points) and 4) What is the funding request? (20 points) Table 2 displays the criteria for Small, Medium and Large Tiers. In the criteria, each tier has one general question that crosses all tiers, and some categories have additional questions for specific tiers. Table 3 presents the criteria for the Targeted Impact Tier.

4.1. Small (S), Medium (M), and Large (L) Tier

Table 2

Why do it? 25 points		
For S, M, & L tiers, to what extent does the application present a review and understanding of needs and inequities?		
SMALL	**MEDIUM**	**LARGE**
Application identifies a need or challenge, as well as strengths in the community and/or within a target population facing inequity, and illustrates them through community data, stories, and/or other types of information.	Application identifies a need or challenge, as well as strengths in the community and/or within a target population facing inequity and illustrates these through a broad range of data.	Application demonstrates a thorough & comprehensive review and understanding of strengths and needs within a target population facing inequity, referencing both quantitative and qualitative data. Quantitative data includes community indicators from sources that are considered valid and reliable.

What should be done? 30 points		
For S, M, & L tiers, to what extent will the proposed services influence needs and inequities that have been identified? **For Medium and Large tiers, to what extent is the program informed by information indicating it will work?** **For Large tier, to what extent will data and insights drive the program?**		
SMALL	**MEDIUM**	**LARGE**
Proposed program or project has clear strategies and desired achievements and/or outcomes are specific and realistic. Information included suggests it will influence the stated inequities, as well as build on strengths.	Proposed program or project is outlined clearly and includes specific strategies and 1-2 short or intermediate outcomes. • Describes information suggesting the proposal will influence needs and/or inequities, as well as builds on strengths; and • Describes program or project evidence (on the CORE Continuum of Results and Evidence).	Complex proposed program or project is described clearly with specific strategies and the anticipated performance on outcomes. Information suggests the proposal will 1) influence needs and/or inequities as well as strengths and 2) achieve the desired outcome, through data that informed the approach. Presents a thorough and in-depth review of data, with an understanding of its placement along the CORE Continuum of Results and Evidence
Presents how success will be tracked and how the program will be monitored.	Application demonstrates intentional approaches to learning and integrating data/information into program practices.	Application demonstrates the program is driven by data/information and has plans to collect data, cultivate insights, apply information within the program, and share information with the wider community.

Does the agency have the capacity? 25 points

For S, M & L, to what extent does the application suggest the agency has capacity needed for success?

SMALL	MEDIUM	LARGE
Application demonstrates agency has infrastructure needed to conduct effort.	Application demonstrates agency has infrastructure needed to conduct effort and has experience with same or similar services.	Application demonstrates agency has infrastructure needed to conduct effort, extensive experience or in-depth knowledge in area, and a history of measurably impacting the community.
Application notes experience or plans to operationalize equity within agency processes.	Application identifies plans or existing practices intended to operationalize equity within the agency's processes and suggests agency has: • had dialogue on issues of equity and • an intent to increase understanding of organizational practices to promote equity	Application outlines extensive plans or existing practices operationalizing equity within the agency that suggests agency has: • Had dialogue with staff and stakeholders on issues of equity. • Considerable intent to increase actions promoting equity. • A nuanced understanding of organizational practices that promote equity.

What is the funding requested? 20 points

For S, M, & L, is the funding requested described and planned sufficiently?

In the large tier, to what extent does the agency have financial health?

SMALL	MEDIUM	LARGE
Budget details funding request clearly.	Budget details funding request clearly. Narrative suggests requested staffing or other costs items are sufficient to meet program outcomes.	Budget details funding request clearly and if applicable, costs are delineated by agency. If relevant, identifies how any additional non-CORE funding will be integrated into the program. Narrative suggests requested staffing or other costs items are sufficient to meet program outcomes. Necessary infrastructure and financial capacity demonstrated.

4.2. Targeted Impact Tier

Why do it? 25 points

To what extent does the application present an understanding of needs and racial inequities within a CORE Condition?

Application demonstrates a thorough and comprehensive review and understanding of needs within a target population facing racial inequity through a discussion of:
- Community needs and strengths.
- Intersecting inequities related to race, age, gender, income, wealth, sexual orientation, and other dimensions of equity.
- The legacy of historical and structural racism.

Discussion includes a broad array of reliable quantitative data and qualitative data.

What should be done?   30 points

To what extent will the proposal deeply impact the racial inequities?

Application clearly describes the collective impact on needs & challenges as well as outcome metrics. Overall, the program(s) or project is driven by community needs and
- Defines a common purpose as well as clearly describes programs (i.e., direct services), their primary outcomes, and how programs work together for the common purpose.
- Consists of mutually reinforcing activities that amplify impact, yielding the most leverage possible.
- Enhances existing partnerships and identifies roles among primary agencies within the partnership.
- Integrates collective impact features.
- Integrates community engagement and communications to promote a shared vision and impact.
- Involves community members in decision making roles (shared power).
- Fosters a movement and takes actions to influence systemic supports to racial equity.

Application clearly describes how the program(s) or project will make a deeper impact on inequities stated and achieve desired short- or intermediate-term outcomes by referencing:
- Evidence that supports overall approach, strategies, and/or programs positioned along the Continuum of Results and Evidence and/or Promising Practices.
- Appropriate tools to measure outcomes and relevant evaluations of systems impact.

Application includes a common framework for shared measurement, data, and insights. Proposed evaluation practices reflect the values and principles of racial equity and demonstrates a commitment to sharing this knowledge with community members and partners.

Application describes how the collaborative will be driven by data and insights, as well as using information for continuous learning and improvement with partners and community members.

Is there capacity for the effort? 25 points

To what extent does the information suggest organizational capacity?

- Prior experience in planning, implementing, and assessing collaborative programs or projects.
- Prior experience engaging a broad array of organizational partners and community members in all stages of planning, implementation, and evaluation of programs and/or collaborative efforts.
- Experience engaging and creating dialogue among a broad array of people in various roles, especially on racial equity.

Is the funding requested sufficient? 20 points

Budget delineates costs for programs or projects and/or partners clearly and addresses direct services, collaborative functions, and outcomes measurement.
- Delineates costs for programs and/or partners.
- Addresses direct services and collaborative functions.
- Proposes ways to maximize funds through fiscal leveraging and other leveraging strategies.
- Necessary infrastructure and financial capacity demonstrated, and as necessary COVID-related impacts are noted.

5   Application Process

5.1. Submission

Applicants for all tiers must consider all information included in this RFP as relevant to the application. To submit the application, an online portal will be available on release date at:

https://santacruzhumanservices.org/Home/FundingOpportunities/RequestforProposals

The application portal is a web/cloud based digital tool for collecting, managing, and reviewing online application submissions. Technical assistance on use of the application portal is available. All applicants are encouraged to utilize the online application portal.

Alternative formats are available and will be posted at the web page noted. The application form and any attachments must either be delivered in a USB flash drive or paper format at the address below by the specified deadline:

<div align="center">

Attn: CORE Investments
Centralized Contracting Unit
Human Services Department
1000 Emeline Ave.
Santa Cruz, CA 95060

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5.2. Deadline and Late Applications

Applications in response to the RFP must be submitted by **5pm PST on Friday, February 4, 2022**.

Late applications will not be accepted, and applicants are solely responsible for timely submission. Time of submission will be recorded in the following ways:

- **The online application portal** will time stamp when the applicant submits the application.
- **Digital or paper submissions** will be recorded at the time of receipt by staff at the address above. If submitted prior to February 4, to ensure staff will receive applicant promptly please leave a voice mail of the approximate time of delivery 3 days prior-to the date.
- **Mailed applications will be stamped with dated of receipt when they arrive at address above.** Postmarks shall not be accepted in lieu of time of receipt recorded by staff. Applicants submitting alternative applications via postal service or other courier delivery services (e.g., UPS, FedEx) are encouraged to account for potential delays in delivery by these services and to use tracking numbers/systems provided by these services. It is at the sole discretion of the funders if exemptions are made due to delays in mail or courier delivery due to extremely significant, unforeseeable circumstances, such as natural disasters.

A complete application via online portal or hard copy by tiers include:

Small	*Medium*	*Large*	*Targeted Impact*
Complete Application (Questionnaire) With completed Budget Form		Complete Application (Questionnaire) With completed Budget Form	Complete Application (Questionnaire) With completed Budget form If relevant, letters of support
		Last Fiscal Year Financial Statements available to agency	Last Fiscal Year Financial Statements available to agency

Applicants will be informed if their application is considered incomplete or does not meet parameters by February 15.

5.3. RFP Communications and Contacts

The link below is the "hub" of information including this RFP and all related materials, information on events and signups links and posting of responses. Applicants are encouraged to check the page regularly.

CORE Investments (santacruzhumanservices.org)

In summary there are 3 primary ways to contact the County and City about the RFP.

1. Email: One dedicated email for questions CoreFunding@santacruzcounty.us
1. Sign Ups: The web page listed has an event sign ups
2. Phone: An alternative means of contact is to leave a voice mail at 831-454 -4816

5.4. Applicant's Conference

A virtual Applicant's Conference will take place on **Wednesday, December 1, 2021 2:00-4:00 PM**. The purpose is to review the RFP, gather questions, and respond to initial questions regarding the RFP document. Not all questions will be responded to due to needing time for consideration. Sign up and the recording of the conference may be found on the HSD web page noted.

5.5. Online Portal Support

Group Virtual training will be offered twice on how to navigate the online portal. **Friday, December 3, 2021, 10:00 to 11:00 AM and Wednesday, January 12, 2022, 2:00 to 3:00 PM**

The sign-up process and recording of the training may be found on the HSD web page noted above.

Further assistance may be requested by leaving a voice mail at: at 831-454 -4816. Follow up on a request for on-line portal assistance may take up to 3 business days. Please plan accordingly to ensure timely submission.

5.6. Questions and Responses

Questions: Applicants are encouraged to submit questions related to the RFP process, documents, or application content via email COREFunding@santacruzcounty.us
Alternatively, if applicants are unable to email, questions may be left on the voice mail listed above. Emails or voice mails regarding questions on the RFP will not be returned and instead the following process will occur.
Responses: County and City will collate and post question and responses, rather than answering questions individually. The purpose is to ensure consistent, transparent responses are provided to all applicants.

A "Questions and Responses" document will be posted at least three times in the application period on the site noted above. Applicants may also check the website at any time for updates. Questions will be collated and posted along with responses at minimum by 8:30 am on:

- **Thursday, December 9, 2021**
- **Thursday, January 6, 2022**
- **Thursday, January 20, 2022**

All questions submitted by the close of business the Monday prior to these dates will be included in posting. All responses are intended to be addressed in the final posting to allow enough time for application completion. **Please consider questions and submit no later than Monday, January 17, 2022 at 5pm. No further questions will be answered after that date.**

5.7. CORE Framework Training and Support

The CORE consultants (Optimal Solutions Consulting and subcontractors) will provide training and technical assistance (TA) in individual/small group sessions throughout the RFP process. Training and support will be provided through a combination of virtual group workshops, individual/small group sessions, and open office hours on topics related to the RFP, including but not limited to:

- Aligning proposed programs or projects with the CORE Conditions for Health & Well-being
- Using the CORE Results Menu on DataShare Santa Cruz County
- Developing a theory of change and logic model with an equity lens
- Identifying where programs/practices are on the CORE Continuum of Results and Evidence and the Continuum of Promising Practices
- Collecting and using data with an equity lens
- Using community data and stories for continuous leaning and improvement

Participation in training and TA is encouraged but <u>not required</u>.

The CORE consultants' role is to provide training, tools, and guidance to help applicants understand key concepts in the RFP, such as collective impact, CORE Conditions for Health & Well-being, the CORE Continuum of Results and Evidence, developing program outcomes, etc. The CORE consultants are unable to provide specific recommendations about applicants' proposals (i.e., what to apply for, what activities to conduct, etc.) and are unable to assist with writing or editing proposals and budgets. They will not be involved in selecting the review panels or scoring the applications.

5.8. Panel Participants

Review panels shall be comprised of individuals who are not from organizations applying for funding. The panels will include individuals such as community leaders; staff of community agencies, local jurisdiction staff, local private funder staff; researchers; practitioners; individuals with lived experience; and public agency staff. The intent is to create panels that reflect the county/city in terms of equity dimensions, such as race/ethnicity, geography, age and/or experience serving certain age groups.

5.9. Awards

County and City staff will request the County Board of Supervisors and City Council to approve the proposed awards in May 2022. The City Council and Board will adopt the conditional awards in the June budget process. Contracts will be in English. All awarded applicants must agree to a County or City contract to receive funds. The provisions included in County agreements may be found in section 14.

5.10. Timeline

The following are the anticipated RFP milestones. Links to sign up to events are found at: CORE Investments (santacruzhumanservices.org)

Activity	Due Date
RFP released and posted, including but not limited to: Final RFP document & Online Application Portal	Tuesday, November 16, 2021
Applicant conference (virtual meeting).	Wednesday, December 1, 2021, 2:00 - 4:00 PM
1st Online Portal Technical Assistance Session.	Friday, December 3, 2021, 10:00-11:00 AM
1st Question and Response Posting	Thursday, December 9, 2021, 8:30 AM *For questions submitted by Monday, December 6, 5PM*
2nd Question and Response Posting	Thursday, January 6, 2022, 8:30 AM *For questions submitted by Monday, January 3, 2022, 5PM*
Training and TA by Optimal Solutions Consulting.	Dates posted on website (Dec through Jan)
Individualized Online Portal Support Offered	Requested by e-mail (Nov through Jan)
2nd Online Portal Technical Assistance Session	Wednesday, January 12, 2022, 2:00-3:00 PM
3rd Question and Response Posting	Thursday, January 20, 2022, 8:30 AM *All final questions to be submitted by Monday, January 17, 2022, 5:00 PM*
Applications Due	Friday, February 4, 2022, 5:00 PM
Applicants informed if their application is considered incomplete or does not meet parameters	Tuesday, February 15, 2022
County Board and City Council status update	March 2022
Panel Review	March 2022
County Board and City Council approve the list of proposed awards and notices of intent to award are submitted to awardees	May- 2022
County Board and City Council adopt (and finalize) awards	June 2022
Contracts approved. (Contracts retroactive to July 1)	August - September 2022

6   Application Instructions

These instructions are intended to summarize each section of the application questionnaire and provide support preparing for and completing the application.

Applications for all tiers have some of the same questions, yet the breadth and complexity of responses increases by tier. Applicants are to review the instructions below and the scoring criteria to best understand the breath of information needed. There are two types of questions:

- Most questions have text boxes where the applicant may enter text or numbers. Each question has an allotted amount of spaces.
- There are some questions where drop down menus are applied to support consistency and ease.

6.1. Summary and Contact Information

This section in the application is intended to gather basic information. The resulting information will be used to support processes or to describe the application and is not related to scoring.

One question included in all tiers is the "type of funding request" meaning is the request for funding to support **one (single) agency** or is the applicant the fiscal lead of **a collaborative proposal**. Collaborative proposals are proposals where there is a fiscal lead and at least one other agency who is to receive funding. The fiscal lead does not necessarily have to request funds. If it is collaborative proposal, total request by agency must be noted in this section.

Other questions include but are not limited to total funding request, total of the entire program/project (which may include the request and other sources or be the same as the request), contact information and a very brief statement on the purpose of the application. All tiers are to include the estimated total budget of the(lead) agency for the first funding year, meaning FY 2022/23.

One question is intended to describe the service category. The list of possible service categories is found in Section 11. The category that best describes the direct services in the application is to be selected. If there is not one that fits applicants may select "other". Targeted Impact proposals may select more than one.

6.2. Why do it?

Questions in this section inquire about the community and/or target populations' needs and strengths.

CORE Condition: For descriptive purposes, a question is posed on the primary CORE Condition and Impact area targeted. *The specific CORE Condition and Impact Areas selected by the applicant will not affect the applicant's score.* Targeted Impact application has a specific question on anticipated influence on another condition.

Discussion of Needs and Strengths

Each application asks about the community needs and/or inequities the proposal seeks to address. Overall applicants are encouraged to consider the information that best describes the level of need as well as strengths or assets. Expectations of the breadth and complexity of information increases by tier. In essence, the Small tier applicants may answer the question with a brief description of needs/strengths while larger tier applications are expected to provide a more detailed and complex assessments of needs. All applicants are to state (i.e., cite) the source of any data used. These may be brief references. A specific format is not required.

Community data may be from a variety of sources. Data on community perspectives, such as stories or quotes may be included in all tiers. Please also note, as the tiers increase, expectations for reliable quantitative data increase. Definitions of reliability and other concepts are found in the glossary (section 7).

Equity

Within the Needs section, applicants for Small, Medium, and Large tiers are asked to select an "equity dimensions" (i.e., race, ethnicity, age, gender, sexual orientation, etc.) that best describes how equity is defined in the proposed project or program. Since the Targeted Impact tier is focused on racial equity, a question is included in that specific application on any additional equity dimensions the proposal will address. It is not required to focus on an additional dimension, and it will not be scored.

6.3. What should be done?

This section has several subsections including: What is the program/project? What tells you it works? Who are the expected participants?

Tool Available: Strategies and Program Outcomes

Applicants may view the CORE Results Menu page on "Strategies and Program Outcomes" that guide applicants in considering different elements of their program strategy and outcomes. It shows users examples of how to integrate different target populations, activities and services, and short and intermediate outcomes into a cohesive and measurable plan. Use of this tool may be a good starting point yet it is not required

6.3.1.   What is the program or project?

All applicants are encouraged to be as specific as possible when articulating their activities, populations served, and program outcomes. Details on activities (strategies) are relevant in the Small tier while higher tiers applications are to emphasize outcomes.

Reminder that Small, Medium and Large applicants are to propose direct services. The Targeted Impact tier must include direct services and capacity building efforts as related the collective impact desired.

Since funding is awarded at the same amount for each year of the 3-year grant term, applicants are encouraged to consider how this may impact the services throughout the 3-year term.

If the proposed program or project will have multiple funding sources, applicants are to identify the services that the CORE funds will support and briefly summarize the "entire" program.

Progress Expected

A section in all applications asks about the anticipated progress on outcomes and how it will be measured. The Small Tier may include activity "achievements" and outcome progress. Other tiers are to focus on outcomes predominately. The progress is be stated as "metrics" or measurable results. **They are to include 1) target difference desired, 2) for whom, and 3) the measurement tool.**

These are to be framed in annual periods. Specifics are requested for the first fiscal year and applicants may describe any anticipated differences in the latter years.

The number of outcome metrics requested increases by tiers. Due to the size, applicants in the small tier, may state either an activity "achievements" or progress on outcomes. Examples are included in the application.

Targeted Impact proposals are to include outcome metrics among participants of programs (i.e., direct services) and include at least one outcome metric anticipated as a result of capacity building among agencies or organizations, communities, or systems. While outcomes are preferred, activity achievements in this area may be more relevant in the first year. A question is posed on any changes in later years to how this work will be

measured or considered. Changes may be anticipated due to the need for planning or due to the nature of the continuous learning process. Examples of capacity building measurable results are below:

Year 1 Activity based metric: The agency will assess organizational needs and develop a racial equity skill building plan by the end of year one.

Year 2: Staff will report 50% greater awareness of racial equity as measured by a survey conducted at the end of year two.

6.3.2.   What tells you it works?

All applicants are asked to describe why they think the proposed services will meet the outcomes. Expectations of the breadth and complexity of information increases by tier. All applicants are asked to summarize the information in a narrative answer as well as identify the practices or programs that help achieve the outcomes. For some it may be the name of the proposed program while others may have a local name of the program and use a practice that supports the outcomes. For example, a local mental health program may use a particular model of therapy or assessment.

All applicants are asked to select the type of evidence that the primary program or practices are informed by. As stated, there are four points on the CORE Continuum (Emerging, Good Idea, Effective Practice, Evidence-based Practice) that describe types of data, including how data are collected and used, that relate to understanding the impact of a program/practice. The points on the CORE Continuum are not meant to place greater value or worth on any one of them and the program's placement on the CORE Continuum does not affect scores. The type is not scored and is for description and understanding of the evidence summarized.

Tools Available: CORE Continuum of Results and Evidence & Promising Practices Database

Definitions of types are found in the CORE Continuum of Results and Evidence, Section 13:

1.   Emerging
2.   Good Idea
3.   Effective Practice
4.   Evidence Based Practice

Data Share's Promising Practices database provides a variety of programs, practices, and policy changes. The Promising Practice database groups evidence into three types: Evidence-Based Practices, Effective Practice, and Good Idea . These definitions are cross walked with the CORE Continuum of Results and Evidence in Section 13.

Data and Learning

All applicants are asked how they will collect and use information. While learning from information collected is hoped for all tiers, applicants for Large and Targeted Impact tiers must specifically address ways they will use information for multiple purposes, such as adaptation, celebrations or deepening understanding within the agency, participants, or other partners. Applicants for Targeted Impact are also encouraged to consider ways assessment/evaluation activities are equitable. Equitable practices are to be defined by the applicant.

6.3.3.   Who are the participants?

Applicants are asked to **estimate** the *unique number of participants of direct service programs (i.e, **people** they intend to serve with the funding)* each fiscal year. In addition, the estimated number of participants in the first

fiscal year, must be broken out by the group's demographics. Demographics are broken into the following categories:

- Jurisdiction where they are likely to reside
- Age
- Ethnicity
- Gender
- Primary language
- Poverty/income levels

Section 10 provides the detail of the questions.

6.4. What is the organizational capacity?

Questions in this section inquire about the agency's capacity to provide the proposed services, meaning its experience, knowledge and/or success in achieving its mission. CORE Investments is centered on equity; thus, applicants are encouraged to reflect on ways the agency or collaborative plans to or currently conducts operations advancing equity (as the agency defines it).

For the Targeted Impact tier, the lead, and key partners experience with collaborative functions must be noted and there is question on existing partnership pertinent to the proposal. If it is a collaborative proposal applicants are asked to include letters of support from agencies who are to receive funding through this request. Letters from existing partners are not required.

6.5. How much money is needed?

For all applicants, a completed budget form must be submitted. They are within the on-line portal. Budgets are for 3 years and amounts are to be equal in each year. There are two types of budgets: Program/project budget of a single agency or project/program budget of a collaborative. One of the following forms must be completed and submitted.

Single agency: These budget forms are for a request for funds for one agency. It includes the CORE Investments request, and some may also articulate a "total" program budget. The total program budget is only applicable if applicants are requesting a contribution to a program with multiple fund sources. Stating the additional funds is not required.

Collaborative budgets: These forms allow for budgets for multiple agencies. Again, if applicable the total program/project (including other fund sources) budget may be listed and is not required.

All budgets must include:

o Program/project's personnel costs with details on the type of staff and time dedicated (e.g.5 FTE, 20 hrs) The type of work staff do (i.e, direct or indirect staff) is to be defined by the applicant.
o Programs/projects summary costs of non-personnel items and description of these costs.
o Any proposed administrative rates (i.e., indirect rate). Administrative rates are defined in this RFP as general administrative and /or facility costs that are anticipated by the agency to support the proposed services that cannot be readily identified. For example, depreciations on equipment or accounting services not otherwise identified. The rate is to be a percentage of the program/project funding request rather than the entire program funded by other sources. In collaborative requests, rates may be by each agencies program/project budget as needed. Rates are to be proposed and applicants are to consider:

- Typically, Federal regulations indicate that administrative or indirect rates are to be capped at 10%.
- As needed, CORE Investments will consider administrative rates up to 15% (per agency program). A narrative text box for this line item is available in the form to explain costs.

The Targeted Impact application has an additional specific question on leveraging planned.

6.6. Additional Information

Each application includes a question where applicants attest to "non-collusion", which is a standard County practice. An example of the attestation is found in Section 9.

Large and Targeted Impact Tiers must upload the agency's Financial Statement from the most recent FY available. These are to at minimum include:

 (1) a Statement of Financial Position or Balance Sheet; (2) a Statement of Activities or Statement of Revenues and Expenses; (3) a Cash Flow Statement; and (4) a Statement of Functional Expenses.

7   Glossary of Terms

Administrative Rate: Also known as indirect rate. Administrative rates are defined in this RFP as general administrative and/or facility costs that are anticipated by the agency to support the proposed services that cannot be readily identified. For example, depreciations on equipment or accounting services not otherwise identified.

Assets: The people, physical structures, places, community services, organizations and businesses that can play a role in improving a community's quality of life. Other commonly used term: Resources, Strengths.

Braided Funding: The weaving together of federal, state, local and private funding to support high quality programs. Braided funding pools multiple funding streams toward one purpose while separately tracking and reporting on each source of funding.   Other commonly used term: Blended Funding, which combines multiple funding sources for one purpose without continuing to differentiate or track individual sources.

Collective Impact: An approach to achieving social change through the collaboration of multiple people or agencies. Elements of collective impact include a common agenda, shared measurements, mutually reinforcing activities, continuous communication, and backbone support organization. Other commonly used term: Movement Building.

Community Wide Indicator: A specific quality or state that can be measured across a population group, community, or geographic area (rather than an individual). For example: "Percentage of Santa Cruz county children with a dental visit in the last 12 months;" "Number of afterschool programs in the county for children under 12."

CORE Conditions: Elements of a thriving, healthy community. Every CORE Investments application must designate one primary CORE Condition the program seeks to achieve from among eight options:

1.   Health and Wellness
2.   Lifelong Learning and Education
3.   Economic Security & Mobility
4.   Thriving Families
5.   Community Connectedness
6.   Healthy Environments
7.   Safe & Just Community
8.   Stable, Affordable Housing & Shelter

Critical Needs: Any need that meets one or both of the following criteria:

1.   Creates intense disruption of personal or community life or deprives people of basic needs or legal rights
2.   Is frequent or has existed for many years, and affects many people

Disparities: Measurable differences between populations. Disparities may be visible with respect to access or barriers to resources, the use of resources, and outcomes. Disparities are often noted as evidence of inequity or unequal treatment.

Efficacy: The ability to produce a desired or intended result.

Equity: Fairness or justice in the way people are treated, specifically: freedom from bias or favoritism. A program built on equity will address the needs of specific populations most likely to be affected by inequities by providing resources and opportunities such that they may thrive alongside other residents in the county.

Evaluation: A systematic way of measuring and assessing the implementation or outcomes of a program, for the purpose of gaining insight to improve program performance or to contribute to the general knowledge of the subject area.

Fiscal Statement: Financial statements normally include*:* (1) a Statement of Financial Position or Balance Sheet; (2) a Statement of Activities or Statement of Revenues and Expenses; (3) a Cash Flow Statement; and (4) a Statement of Functional Expenses.

Fiscal Year: For this application a Fiscal Year (FY) is the period between July and June, thus FY 2022-2023 would be July 1, 2022 to June 30, 2023.

Impact Area: The specific result that you want to achieve or contribute to in the CORE Conditions. This can include short-term (1-3 years), medium-term (3-4 years), and long-term (5+ years) impacts. The full list of impact areas organized by CORE Condition can be found at datasharescc.org. Other commonly used terms: Goal, Result

Intersectionality: Intersectionality references the intersecting categorizations of people such as race, gender, age, and more. It acknowledges that individuals can hold multiple identities at the same time. For example, someone may identify as Black, a woman, and non-abled bodied. When identities intersect, unique experiences and needs should be considered when developing program strategies and services.

Leveraging Funds: Using funding to draw down other funds in order to maximize funds.

Letter of Support: A written description of the role and major responsibilities of the partner agency that is submitting the letter.

MOU: Memorandum of Understanding; an agreement between two or more parties outlined in a formal document. The document is not legally binding but signals the willingness of the parties to move forward with a contract.

Needs: Resources or conditions which are absent or insufficient for a particular group or community yet are necessary to thrive.

Organizational Capacity: The collective resources of an organization, typically including the number of staff, their experience and skills, the stability and effectiveness of the management team, the ability to assess internal and external performance, and a shared commitment or vision among leadership and staff to effect social change.

Participants: Individuals who engage in services or receive benefits from an agency or program. Other commonly used terms: Clients, Consumers, Constituents, Beneficiaries, Individuals

Population: A group of people.

Program or Project: An organized effort to implement a set of services with a specific purpose, for a specific population, with dedicated staff, policies, and procedures. Other commonly used terms: Services, Plans

Program Implementation: The way that a program's resources (staff, materials, other assets) are used to carry out services and activities.

Program Outcomes: The measurable changes expected as a direct result of a program's strategies and implementation. Different outcomes may be expected in the short-, medium- or long-term phases of a program.

Program Strategy: A rationale or plan that explains how a program's resources will be allocated and its services will be implemented that is likely to achieve the desired program outcomes and community impacts. Additional resources can be found at datasharescc.org. Other commonly used terms: Approach, Plan

Services: The activities or actions carried out on behalf of a program. Other commonly used terms: Activities

Target Population: A group of people that an agency's services will focus on.

Reliable Information/Source: Information or sources of data whose origins and methods can be verified; or is produced by an entity with a history of producing accurate information related to social services and policy.

CORE Vision

Santa Cruz County is an equitable, thriving, resilient community where everyone shares responsibility for ensuring the health and well-being of all people, at every stage of life.

CORE Mission

To inspire and ignite collective action to ensure Santa Cruz County is a safe, healthy community with equitable opportunities for all to thrive.

CORE Values

Equity—We uncover the root causes of inequities and disrupt individual, organizational, and systemic practices and structures that perpetuate inequities in opportunities and outcomes.

Compassion—We ground our work with each other and the community in a human-centered, empathic approach to ensure that all can reach their potential.

Voice—We seek out, listen, and respond to the perspectives of those most affected by current and historical adversities and inequities.

Inclusion—We create authentic opportunities for people with diverse backgrounds and life experiences to share their perspectives and co-create solutions.

Collaboration— We work across sectors and organizational boundaries for the common good and contribute our individual talents and resources to achieve collective impact.

Transparency —We openly share our data, results, successes, and challenges to build trust, foster dialogue, and create a countywide culture of continuous improvement.

Innovation—We encourage creative strategies and approaches to solve the complex, inter-related social, economic and environmental challenges that undermine equitable health and well-being.

Accountability—We hold ourselves responsible for **setting** shared goals and measurable outcomes, **investing** public and private resources efficiently and effectively in data-driven, evidence-based and evidence-informed programs and practices, **evaluating** our efforts and progress, and **demonstrating** our collective impact.

CORE Conditions for Health & Well-Being

Fulfilling the CORE vision and mission requires investing in programs, practices, policies, and transformational systems changes that create equitable opportunities to experience these eight interconnected CORE Conditions for Health & Well-being across the life span, throughout the community.
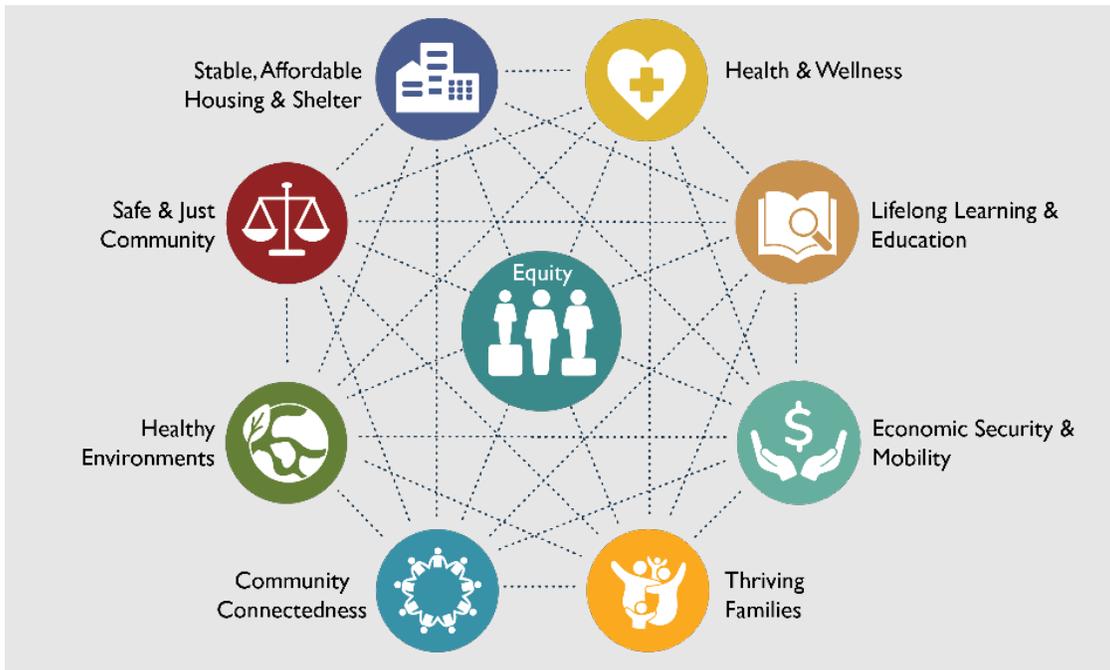
1. **Health and Wellness:** Optimal physical, mental, social-emotional, behavioral, and spiritual health across the life span.

2. **Lifelong Learning & Education:** High-quality education and learning opportunities from birth to the end of life.

3. **Economic Security & Mobility:** Stable employment, livable wages, food security, ability to afford basic needs, wealth accumulation, and prosperity.

4. **Thriving Families:** Safe, nurturing relationships and environments that promote optimal health and well-being of all family members across generations.

5. **Community Connectedness:** A sense of belonging, diverse and inclusive neighborhoods and institutions, vibrant arts and cultural life, and civic engagement.

6. **Healthy Environments:** Clean, safe, resilient natural environment and a built environment and infrastructure that support health and well-being.

7. **A Safe and Just Community:** Fair, humane approaches to ensuring personal, public, and workplace safety that foster trust, respect, and dignity.

8. **Stable, Affordable Housing & Shelter:** An adequate supply of housing and shelter that is safe, healthy, affordable, and accessible.

9 Example Non-Collusion Attestation

Below serves as an example of expected attestation:

The party making the foregoing Application attests that the Application is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the Application is genuine and not collusive or sham; that the applicant has not directly or indirectly induced or solicited any other applicant to put in a false or sham Application; and has not directly or indirectly colluded, conspired, connived, or agreed with any applicant or anyone else to put in a sham Application, or that anyone shall refrain from bidding; that the applicant has not in any manner directly or indirectly, sought by agreement, communication, or conference with anyone to fix the bid price of the applicant or any other applicant, or to fix any overhead, profit, or cost element of the bid price, or of that of any other applicant, or to secure any advantage against the public body awarding the contract of anyone interested in the proposed contract; that all statements contained in the Application are true; and, further, that the applicant has not, directly or indirectly, submitted his or her bid price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, bid depository, or to any member or agent thereof to effectuate a collusive or sham bid.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

10 Example Questions on Population Served

Below are questions on target population

Estimate the total Unique Individuals served cumulatively in 3-year grant period (Fiscal Year (FY) 22-23, FY 23-24 and FY 24-25) _____

Estimate the total Unique Individuals served in FY 22-23 _____

And estimate the demographics of individuals served in FY 22-23

Age	Number	Percentage
0-5		%
6-18		%
19-59		%
60 and over		%
Total		%

Ethnicity	Number	Percentage
African American		%
Asian		%
Latino		%
Multi-racial		%
Native American/Alaskan		%
Native Hawaiian/Pacific Islander		%
White		%
Other:		%
Total		%

Gender	Number	Percentage
Female		%
Male		%
Transgender – Female		%
Transgender - Male		%
Other:		%
Total		%

Primary Language	Number	Percentage
English		%
Spanish		%
Other:		%
Total		%

Area	Number	Percentage
City of Capitola		%
City of Santa Cruz		%
City of Scotts Valley		%
City of Watsonville		%

Unincorporated Mid-County (e.g., Live Oak, Soquel, Aptos)			%
Unincorporated North County (e.g., Davenport)			%
Unincorporated San Lorenzo Valley (e.g., Ben Lomond)			%
Unincorporated South County (e.g., Freedom)			%
Other:			%
Other:			%
Other:			%
Total			%

What percentage of individuals served in FY 22-23 are estimated to have household income below the federal poverty level? (Please use the 2021 Federal Poverty Level Guidelines below.)

U.S. Federal Poverty Guidelines		
	2021 Guidelines	
Size of Family Unit	**100% of Poverty**	**200% of Poverty**
1 Member	$12,880	$25,760
2 Members	$17,420	$34,840
3 Members	$21,960	$43,920
4 Members	$26,500	$53,000
5 Members	$31,040	$62,080
6 Members	$35,580	$71,160
7 Members	$40,120	$80,240
8 Members	$44,660	$89,320
For each additional member, add	$4,540	$9,080

U.S. Department of Health & Human Services 2021

Household Income	**Number**	**Percentage**
Less than 100% federal poverty level (FPL)		%
100%-200% FPL		%
Above 200% FPL		%
Total		%

11 Example Service Categories in Application

General Area	Specific Area
Health	Substance use disorders
Health	Mental Health & Mental Disorders
Health	Maternal, Fetal & Infant Health
Health	Oral health
Health	Fitness & physical activity
Health	Food & Nutrition
Health	Chronic disease & stroke
Health	Disability services
Health	Health Care Access & Quality
Health	Health education & advocacy
Education	Childcare & Early Childhood Education
Education	Literacy
Education	K-12 education
Education	Post-secondary education
Education	School Environment
Education	Professional development
Community & Human Services	Mentoring & life skills
Community & Human Services	Legal advocacy & assistance
Community & Human Services	Arts & cultural programs
Community & Human Services	Senior advocacy
Community & Human Services	Family support & education
Community & Human Services	Public safety
Community & Human Services	Agriculture/gardening
Community & Human Services	Racial reconciliation & healing
Community & Human Services	Transportation
Community & Human Services	Domestic Violence & Abuse
Economy & Housing	Employment & job preparation
Economy & Housing	Income assistance & benefits
Economy & Housing	Housing & shelter
Economy & Housing	Personal finance & taxes
Environmental Health	Clean air & water
Environmental Health	Wildlife conservation
Environmental Health	Water conservation
Environmental Health	Waste & recycling
Environmental Health	Environmental Justice
Environmental Health	Energy & Sustainability
Environmental Health	Fire safety

12 Example Budget

Program Name   **Agency Name:**

PERSONNEL	Year 1			Year 2			Year 3			
POSITION TITLE	FTE	Requested Budget (benefits Included)	Total Program Budget (including requested amount)	FTE	Requested Budget (benefits Included)	Total Program Budget (including requested amount)	FTE	Requested Budget (benefits Included)	Total Program Budget (including requested amount)	Budget Narrative (please identify if personnel are bilingual)
PERSONNEL SUBTOTAL		$0	$0		$0	$0		$0	$0	
		Requested Budget	Total Program Budget (including requested amount)		Requested Budget	Total Program Budget (including requested amount)		Requested Budget	Total Program Budget (including requested amount)	Budget Narrative
NON-PERSONNEL										
ADMIN AND NON-PERSONNEL SUBTOTAL	$0		$0	$0		$0	$0		$0	
ADMIN OVERHEAD										
TOTAL	$0		$0	$0		$0	$0		$0	

CORE Investments: Continuum of Results and Evidence (aligned with the definitions of Promising Practices on DataShare)

	Emerging	Good Idea	Effective Practice	Evidence-based Practice
CORE's Definition	A program, practice, or policy that has **not been evaluated** yet, but anecdotal feedback is positive.	A program, practice or policy that has been **informally evaluated** and shows **early signs of progress** toward improving at least one outcome.	A program, practice, or policy that has been **formally evaluated** and demonstrated **at least one positive outcome.** Results may or may not be statistically significant.	A program, practice, or policy that has been studied in one or more rigorous research studies, often with a comparison group, and demonstrated **statistically significant improvements in at least one outcome.**
Promising Practices Definitions	This definition is <u>not included</u> in the Promising Practices database, but an Emerging practice could be submitted for consideration as a Local practice.	The program evaluation is limited to **descriptive measure(s) of success/accomplishment** (i.e., program participation rates, number of services/education sessions/radio messages provided, etc.). Note: oftentimes, the program has been newly implemented and a program evaluation has not yet been conducted. Programs that have not yet been evaluated, but which show promise in improving health or quality of life, are classified as Good Ideas until an evaluation is conducted.	The results from an evaluation of the program include **quantitative measures of improvement in the outcome of interest** (i.e., increase in voter registration, not just delivery of voter registration drive) and/or the **outcome measure is increased or improved** compared to the baseline measurement or the control group, **but the difference is not statistically significant.**	The results from an evaluation of the program: • include **quantitative measures showing improvement in the outcome(s) of interest** after the implementation of the program; • are **compared at relevant time periods** before and after the intervention (or between intervention control groups). The **study is of peer-review quality and presents data in a scientific manner** • Includes measurements of precision and reliability • Results from statistical tests show a significant difference or change in the outcome measure(s), and relevant point estimates and p-values are presented.
Evidence (data) is typically gathered through one or more methods, such as:	☐ Observations ☐ Anecdotal feedback ☐ Other methods	☐ Observations ☐ Anecdotal feedback ☐ Forms/tools to track outputs (# activities, # participants, participation rates, etc) ☐ Other methods	☐ Observations ☐ Anecdotal feedback ☐ Case studies ☐ Interviews ☐ Focus groups ☐ Forms/tools to track outputs ☐ Pre/Post surveys ☐ Administrative data ☐ Other methods	☐ Observations ☐ Anecdotal feedback ☐ Case studies ☐ Interviews ☐ Focus groups ☐ Forms/tools to track outputs ☐ Pre/Post surveys ☐ Administrative data ☐ Randomized Control Trials ☐ Meta-analysis ☐ Other methods

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CORE Investments: Continuum of Results and Evidence (aligned with the definitions of Promising Practices on DataShare)

	Emerging	Good Idea	Effective Practice	Evidence-based Practice
CORE's Definition	A program, practice, or policy that has **not been evaluated** yet, but anecdotal feedback is positive.	A program, practice or policy that has been **informally evaluated** and shows **early signs of progress** toward improving at least one outcome.	A program, practice, or policy that has been **formally evaluated** and demonstrated **at least one positive outcome.** Results may or may not be statistically significant.	A program, practice, or policy that has been studied in one or more rigorous research studies, often with a comparison group, and demonstrated **statistically significant improvements in at least one outcome.**
Promising Practices Definitions	This definition is <u>not included</u> in the Promising Practices database, but an Emerging practice could be submitted for consideration as a Local practice.	The program evaluation is limited to **descriptive measure(s) of success/accomplishment** (i.e., program participation rates, number of services/education sessions/radio messages provided, etc.). Note: oftentimes, the program has been newly implemented and a program evaluation has not yet been conducted. Programs that have not yet been evaluated, but which show promise in improving health or quality of life, are classified as Good Ideas until an evaluation is conducted.	The results from an evaluation of the program include **quantitative measures of improvement in the outcome of interest** (i.e., increase in voter registration, not just delivery of voter registration drive) and/or the **outcome measure is increased or improved** compared to the baseline measurement or the control group, **but the difference is not statistically significant.**	The results from an evaluation of the program: • include **quantitative measures showing improvement in the outcome(s) of interest** after the implementation of the program; • are **compared at relevant time periods** before and after the intervention (or between intervention control groups). The **study is of peer-review quality and presents data in a scientific manner** • Includes measurements of precision and reliability • Results from statistical tests show a significant difference or change in the outcome measure(s), and relevant point estimates and p-values are presented.
Evidence (data) is typically gathered through one or more methods, such as:	☐ Observations ☐ Anecdotal feedback ☐ Other methods	☐ Observations ☐ Anecdotal feedback ☐ Forms/tools to track outputs (# activities, # participants, participation rates, etc) ☐ Other methods	☐ Observations ☐ Anecdotal feedback ☐ Case studies ☐ Interviews ☐ Focus groups ☐ Forms/tools to track outputs ☐ Pre/Post surveys ☐ Administrative data ☐ Other methods	☐ Observations ☐ Anecdotal feedback ☐ Case studies ☐ Interviews ☐ Focus groups ☐ Forms/tools to track outputs ☐ Pre/Post surveys ☐ Administrative data ☐ Randomized Control Trials ☐ Meta-analysis ☐ Other methods

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14 Additional Terms and Conditions

14.1. Applications

14.1.1. Notification of Withdrawals of Applications

Any agency or applicant may modify or withdraw entirely their applications prior to the date and time specified for submission by an authorized representative of the applicant or by formal written notice. All applications not withdrawn prior to the application due date will become the property of the County of Santa Cruz and/or the City of Santa Cruz.

14.1.2. Interpretation

Should any discrepancies or omissions be found in the RFP, or doubt as to its meaning, the applicant shall notify the County in writing utilizing the email address in Section 5.3 - Point of Contact. The County will issue written instructions or addenda to all participants in this RFP process to address said discrepancies or omissions. No oral statement of interpretation by County staff shall be binding. Questions must be received by question deadline stated in Section 5.4 - Timeline. All addenda issued shall be incorporated into the Contract.

14.1.3. Applicant Responsibility

It is the responsibility of applicants to read and understand relevant sections, based on tiers that applicants are applying for, of this RFP prior to submitting an application.

Failure to comply with the RFP requirements provided herein could result in disqualification.

County or City may at its sole discretion elect to not reject an application due to an error, omission, or deviation in the application. Such an election by County or City will neither modify the RFP nor excuse Applicant from full compliance with the specifications of the RFP or any contract awarded pursuant to the RFP.

County and City will consider applicant to be the sole point of contact with regard to all contractual matters. Applicant shall provide the services of one (1) or more qualified and dedicated contract manager(s) who will ensure that the services provided under the awarded contract are satisfactory.

In multi-agency collaborative applications, County and City will consider the lead applicant to be the sole point of contact with regard to all contractual matters.

14.1.4. Addenda

These documents may not be changed by any oral statement. Any changes to these documents will be by written addenda issued by County and City. Addenda will be posted on the Human Services website . If/when necessary, the County will email written addenda to all known applicants of record and known potential applicants only.

Applicants shall be responsible for ensuring that their applications reflect any and all addenda issued prior to the deadline for applications regardless of when the applications are submitted. All addenda issued shall be incorporated into the contract awarded as a result of this RFP.

14.1.5. Non-Collusion Declaration

Applicants shall execute a Non-Collusion Declaration on the form furnished by the County in Section 9 of this RFP.

14.1.6. Proprietary Information

All applications will be subject to public inspection in accordance with the California Public Records Act (CPRA). To protect proprietary information, if any, applicant must clearly mark proprietary information as such, submit it in a separate sealed envelope and only reference it within the body of the application. Applicant should not include in the application any material that applicant considers confidential but that may not meet CPRA disclosure exemption requirements. Applicant shall be responsible to defend and indemnify the County and City from any claims or liability to compel disclosure of any part of its application claimed to be exempt from disclosure.

14.1.7. Cost Liability for Preparation

Applicant is solely responsible for all costs incurred in preparing for or submitting the application.

14.1.8. Other

The County and City reserves the right to exercise the following:
- Reject all incomplete applications. Incomplete is defined as not responding to all necessary questions and not including all required attachments based on funding tiers;
- Waive or correct any minor or inadvertent defect, irregularity or technical error in the RFP or any RFP procedure or any subsequent negotiation process;
- Reject all applications that do not meet the following parameters:
    - Agencies may not apply for the same program or project or same collaborative program or project in more than one tier or application.
    - Agencies may apply for up to, but not more than, 25% of total funding available, or $1,469,750, across all tiers. For agencies applying for collaborative programs or projects or Targeted Impact funding, only the part of the budget request going directly to the agency will be counted towards the 25%.
- Extend any or all deadlines specified in the RFP by issuance of an addendum at any time prior to the deadline;
- Disqualify any applicant on the basis of any real or perceived conflict of interest or evidence of collusion that is disclosed by the application or by other means or other information available to County/City;
- Reject the application of any applicant that is in breach of or in default under any other agreement with County/City;
- Reject any applicant County/City deems to be unreliable or unqualified;
- Terminate the RFP and issue a new RFP anytime thereafter;
- Accept all or a portion of an applicant's application;
- Negotiate with any or no applicants;
- Terminate failed negotiations with any applicants without liability and negotiate with other Applicants; and
- Procure any services specified in the RFP by other means.

14.2.   Awards and Agreements

14.2.1.   Licenses, Permits and Certifications

Applicants and their employees shall possess all applicable licenses, permits and certifications required by Federal, State and/or County and City codes and regulations at the time of execution of the agreements and shall provide such licenses, permits and certifications to County/City upon request. 1.1.

14.2.2.   Public Applications

There will be NO public opening for this RFP. Applications will be available to the public for review only after the award of the contract.

14.2.3.   Pre-Award Conference

If requested by County and City representee (s), applicant shall meet with County and City representatives prior to the Award of Contract to review specifications and finalize the initiation of the proposed agreement.

14.2.4.   Execution of Agreement

County and City may conduct reference checks and request further documentation to support the agreement before the agreement is executed by both parties.

15 Protest and Appeals Procedures

Protests and Appeals to the County General Services Director

Protests and appeals in connection with this solicitation are to be submitted to the Santa Cruz County General Services Director, who will coordinate and consult as needed with the Santa Cruz County Human Services Director, City of Santa Cruz Manager and/or Assistant and jurisdictional legal counsel.

Protests and appeals are to be submitted within five (5) working days after the date of the decision being protested/appealed. Protests and appeals shall state the reason for such action and note as applicable, any of the following

- A determination or interpretation is not in accord with the solicitation
- There was an error or abuse of discretion.
- The record includes inaccurate information, or a decision is not supported by the record.

Protests and appeals are to be submitted in writing to:

General Services Department
Purchasing Division, Attn: CORE RFP
701 Ocean Street, Suite 330
Santa Cruz, CA 95060

Upon receipt of a protest and following consultation with those named above, the General Services Director shall issue a final, written decision within ten (10) working days after receipt of the protest. The decision shall:

a. State the reason for the action taken; and

b. Inform the protesting party that a request for appeal of an adverse decision may be submitted as described below.

Appeals to the Santa Cruz County Board of Supervisors and/or City Council

The protesting party may request an appeal of the decision to the Board of Supervisors and/or City Council. These requests are to be submitted within ten (10) working days after the date of the decision being protested and shall state the reason for request and as applicable, any of the following:
- A determination or interpretation is not in accord with the solicitation
- There was an error or abuse of discretion
- The record includes inaccurate information, or a decision is not supported by the record.

As applicable, requests for an appeal are to be directed to:

Santa Cruz County Board of Supervisors	Santa Cruz City Council
Clerk of the Board	Clerk Administrator
Attn: CORE RFP	Attn: CORE RFP
701 Ocean Street, Room 500	809 Center Street, Room 9
Santa Cruz, CA 95060	Santa Cruz, California 95060

In the event of a timely submission of a request, the County or City shall not proceed further with the solicitation until the appeal is resolved, unless the following occurs within the respective jurisdictions:

- *County:* County Administrative Officer, County Counsel, the General Services Director, and the Human Services Department Director determine that the award without delay is necessary to protect a substantial interest of the County.
- *City:* City Manager, in consultation with City Attorney, determine that the award without delay is necessary to protect a substantial interest of the City.

At the public budget hearings regarding CORE funding, held in June, the Board and/or City shall review the record of the process and/or decision and hear oral explanations from the protestor and any other interested party.

At this budget hearing, the Board or Council shall affirm, modify, or revise the original decision. When a decision is modified or reversed, the Board or Council shall state the specific reasons for modification or reversal.

16 Standard Terms and Conditions for Agreements Resulting from this RFP

The following provisions are some of the terms and conditions expected to form the basis for any agreement (either in the form of a contract for services or a purchase order) between the County/City and successful applicant(s).

Termination

Any party to the agreement may terminate the agreement with thirty (30) days written notice prior to the effective date of termination.

Indemnification

CONTRACTOR shall exonerate, indemnify, defend, and hold harmless COUNTY/CITY (which shall include, without limitation, its officers, agents, employees and volunteers) from and against:

Any and all claims, demands, losses, damages, defense costs, or liability of any kind or nature which COUNTY/CITY may sustain or incur, or which may be imposed upon it for injury to or death of persons, or damage to property as a result of, arising out of, or in any manner connected with the CONTRACTOR'S performance under the terms of this Contract, excepting any liability arising out of the sole negligence of the COUNTY/CITY. Such indemnification includes any damage to the person(s), or property(ies) of CONTRACTOR and third persons.

 Any and all Federal, State, and Local taxes, charges, fees, or contributions required to be paid with respect to CONTRACTOR and CONTRACTOR'S officers, employees and agents engaged in the performance of this Contract (including, without limitation, unemployment insurance, social security and payroll tax withholding).

Insurance Requirements

Contractor shall provide Certificates of Insurance for Liability, Automobile, and Workers' Compensation to County or City before Contract is signed. Insurance as specified must remain in effect throughout the entire term of Contract.

Equal Employment Opportunity

During and in relation to the performance of Contract, Contractor agrees as follows:

Contractor shall not discriminate against any employee or applicant for employment because of race, color, religion, national origin, ancestry, physical or mental disability, medical condition (cancer related), marital status, sexual orientation, age (over 18), veteran status, gender, pregnancy, or any other non-merit factor unrelated to job duties. Such action shall include, but not be limited to: recruitment; advertising, layoff or termination; rates of pay or other forms of compensation; and selection for training (including apprenticeship), employment, upgrading, demotion, or transfer. Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notice setting forth the provisions of this non-discrimination clause.

If Contract provides compensation in excess of $50,000 to Contractor and if Contractor employs fifteen (15) or more employees, the following requirements shall apply:

Contractor shall, in all solicitations or advertisements for employees placed by or on behalf of Contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, national origin, ancestry, physical or mental disability, medical condition (cancer related), marital status, sexual orientation, age (over 18), veteran status, gender, pregnancy, or any other non-merit factor unrelated to job duties. Such action shall include, but not be limited to: recruitment; advertising, layoff or termination; rates of

pay or other forms of compensation; and selection for training (including apprenticeship), employment, upgrading, demotion, or transfer. In addition, Contractor shall make a good faith effort to consider Minority/Women/Disabled-Owned Business Enterprises in Contractor's solicitation of goods and services.

Contractor may be declared ineligible for further agreements with County/City in the event of non-compliance with the non-discrimination clauses of Contract or with any of said rules, regulations or orders.

Contractor shall cause the foregoing provisions of this subparagraph to be inserted in all subcontracts for any work covered under Contract by a subcontractor compensated more than $50,000 and employing more than fifteen (15) employees, provided that the foregoing provisions shall not apply to contracts or subcontracts for standard commercial supplies or raw materials.

Independent Contractor Status

Contractor and County/City have reviewed and considered the principal test and secondary factors below and agree that Contractor is an independent contractor and not an employee of County. Contractor is responsible for all insurance (workers' compensation, unemployment, etc.) and all payroll related taxes. Contractor is not entitled to any employee benefits. County agrees that Contractor shall have the right to control the manner and means of accomplishing the result contracted for herein. It is recognized that it is not necessary that all secondary factors support creation of an independent contractor relationship, but rather that overall, there are significant secondary factors that indicate that Contractor is an independent contractor.

Principal Test:

Contractor rather than County/City has the right to control the manner and means of accomplishing the result contracted for.

Secondary Factors:

(a) The extent of control which, by agreement, County/City may exercise over the details of the work is slight rather than substantial; (b) Contractor is engaged in a distinct occupation or business; (c) In the locality, the work to be done by Contractor is usually done by a specialist without supervision, rather than under the direction of an employer; (d) The skill required in the particular occupation is substantial rather than slight; (e) The Contractor rather than the County/City supplies the instrumentalities, tools and work place; (f) The length of time for which Contractor is engaged is of limited duration rather than indefinite; (g) The method of payment of Contractor is by the job rather than by the time; (h) The work is part of a special or permissive activity, program, or project, rather than part of the regular business of County/City; (i) Contractor and County/City believe they are creating an independent contractor relationship not an employer-employee relationship; and (10) County/City conducts public business.

Non-Assignment

Contractor shall not assign contract without the prior written consent of County/City.

Retention and Audit of Records

Contractor shall retain records pertinent to Contract for a period of not less than five (5) years after final payment under Contract or until a final audit report is accepted by County/City, whichever occurs first. Contractor hereby agrees to be subject to the examination and audit by the County/City Auditor-Controller, the Auditor General of the State of California, or the designee of either for a period of five (5) years after final payment under Contract.

Modifications

Amendment to or modification of the terms and conditions of the agreement shall be effective only upon the written, mutual consent of the parties to the agreement.

Severability

Should any part of Contract be held to be invalid, illegal, or unenforceable in any respect, such invalidity, illegality, or unenforceability shall not affect the validity of the remainder of Contract, which shall continue in full force and effect; provided that the remainder of Contract can, absent the excised portion, be reasonably interpreted to give the effect to the intentions of the parties.

Controlling Law

Contract shall only be governed and construed in accordance with the laws of the State of California and the County, and the proper venue for legal action regarding Contract shall only be in the County of Santa Cruz.

Force Majeure

Contractor shall not be liable for any delays with respect to Contract due to causes beyond its reasonable control, such as acts of God, epidemics, war, terrorism or riots.

Compliance with Laws

Contractor shall comply with all Federal, State and local rules, regulations and laws.

Data Security and Privacy – Protected Information

Contractor acknowledges that its performance of services or activities under Contract may involve access to confidential information including, but not limited to, personally identifiable information, protected health information, or individual financial information (collectively, "Protected Information") that is subject to Federal, State or other laws restricting the use and disclosure of such information. Contractor agrees to comply with all applicable Federal and State laws restricting the access, use and disclosure of Protected Information.

a. Contractor agrees to hold County's/City's Protected Information, and any information derived from such information, in strictest confidence. Contractor shall not access, use or disclose Protected Information except as permitted or required by Contract or as otherwise authorized in writing by County, or applicable laws.

b. Contractor agrees to protect the privacy and security of County's/City's Protected Information according to all applicable laws and regulations, by commercially acceptable standards, and no less rigorously than it protects its own confidential information, but in no case less than reasonable care. Contractor shall implement, maintain and use appropriate administrative, technical and physical security measures to preserve the confidentiality, integrity and availability of County's Protected Information.

c. Within 30 days of the termination, cancellation, expiration or other conclusion of Contract, Contractor shall return the Protected Information to County/City unless County/City requests in writing that such data be destroyed. Contractor shall certify in writing to County/City that such return or destruction has been completed.