

COUNTY AND CITY OF SANTA CRUZ

Request for Proposals #2017HSD03

Collective of Results and Evidence-Based (CORE)
Investments

Due:

February 6, 2017 at 5:00 PM, PST

Submit all required application documents to:

COREInvestments@santacruzcounty.us

County of Santa Cruz, Human Services Department

Centralized Contracts Unit

1000 Emeline Avenue, Santa Cruz, California 95060

Any changes and related forms will be posted:

www.santacruzhumanservices.org

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Section A: CORE INVESTMENTS KEY COMPONENTS

The County and City of Santa Cruz, California seek to fund community based organizations to provide evidence-based safety net services that will collectively impact the well-being of the community's most vulnerable people. As a result of this Request for Proposal (RFP), three-year contracts will be awarded in support of a new model termed "Collective of Results and Evidence-Based" Investments, also known as CORE Investments, beginning in Fiscal Year (FY) 2017-18.

CORE Investments represents a new approach for the County and City to fund safety net services in the community. Potential respondents to the RFP are advised to thoroughly review the RFP and application, and to avail themselves of the technical assistance available on key concepts. The key points applicants will find within this RFP are summarized below.

- CORE Investments will make competitively awarded funding available to community based organizations to implement Evidenced-Based Programs or Practices (EBPs) that achieve measurable positive outcomes impacting the well-being of the County and City's most vulnerable. In addition to proposals for direct services, proposals that build capacity and/or support non-profits to implement EBPs will also be considered.
- This RFP solicits proposals that address prioritized results stated in nine local community Strategic Plans. Applicants shall target their requests to one or more of these result areas.
- Santa Cruz County intends to award up to \$4.1 million per year, and the City of Santa Cruz will award approximately \$960,000-1.2 million per year for CORE Investments. All funding is contingent upon availability of annually budgeted funds.
- Applicants applying for both County and City funding need submit only one application for their proposed program. However, the County and City will contract separately with grantees.
- Agencies requesting funding for multiple programs must submit one application for each program.
- Funding requests will be considered for annual budgets at or above \$15,000.
- Electronic forms are provided to respond to this RFP and they are available at <http://santacruzhumanservices.org/HSDHome/RequestforProposals.aspx>
- Applications in response to this RFP must be emailed to COREInvestments@santacruzcounty.us by 5:00 PM on Monday, February 6, 2017. Applicants may also submit the proposal on a flash drive or on paper.
- Late and/or incomplete applications will not be accepted.

The CORE Investments model is organized by six critical actions which are detailed in the following sections. These include:

Collaborate for Collective Impact	Focus on our Community Needs & Results	Use Evidence-Based Practices	Provide Support on Key Concepts	Monitor Outcomes & Results	Use Clear & Effective Review Processes
Funders collaborate and align with local stakeholders and initiatives	Community established Strategic Plans define needs, disparities and shared results	Programs provide evidence of effectiveness as Model, Promising or Innovative	Technical assistance on key concepts provided to applicants	Outcomes identified, monitored and evaluated at program and community level	Review applications and award grants in a clear and transparent manner

1. COLLABORATE FOR COLLECTIVE IMPACT

CORE Investments is a results-based collective impact funding model where funders and service providers use data, evaluation and research about “what works” to identify and address community need. The effort has gained momentum, with input from the County, local cities, and the United Way of Santa Cruz County. The overall intention of these funders is to join together to direct monies towards evidence-based programs and practices that are linked to specific desired result areas, which are measured by community level indicators. Over the past year, local funders worked collaboratively to develop this new model. In this process, national, state, and other local collective impact models were examined and community input was garnered from service providers, strategic plan representatives and the County’s Human Services Commission. Although other funders have joined in the discussion and are exploring incorporating the model, this RFP is only for funding provided by the County of Santa Cruz and the City of Santa Cruz. The other cities and the United Way will be administering their contracts for Community Programs in the same manner as before for FY 2017-18 and currently funded organizations will be advised at a later date, by these funders, if and when there will be any changes to their funding procedures.

2. FOCUS ON COMMUNITY NEEDS AND RESULTS

CORE Investments will target services to needs and disparities as defined in established community-wide Strategic Plans. Nine existing Strategic Plans, which were developed by a multitude of stakeholders, were utilized to determine the community’s needs and prioritized results. County staff worked with Strategic Plan representatives to identify two prioritized results from each plan for a total of eighteen (18) Result Areas that are most likely to be influenced by CORE Investments. It is acknowledged that individual programs contribute to community level Result Areas, but are not individually responsible for them. Furthermore, CORE Investments recognizes that these Result Areas will be collectively impacted by a variety of community efforts and will not be attributable solely to the County’s and City’s CORE Investments.

In order to be considered for funding, the proposed services must target at least one Strategic Plan Result Area. If the proposed services target more than one Result Area, the applicant is to select a primary (1), secondary (2) and tertiary (3) result area, if applicable. Identifying more than one Result Area will not increase or decrease the score of an application.

a) Funding

The County and City are providing funding for three-year CORE Investments contracts. Funding requests should be the same for each of the three years, although the applicant is encouraged to anticipate increasing staffing costs during this period and plan accordingly. In the proposal budget, annual adjustments may include line item changes, as well as, changes in proposed activities and scope of work. The County intends to allocate to CORE Investments up to \$4.1 million per year for three years from the County’s General Fund across all nine Strategic Plans. The City intends to allocate approximately \$960,000-1.2 million per year for three years on a subset of Result Areas. All funding is contingent upon availability of annual funds. Funders will only consider requests of \$15,000 or more per year. See Table 1.

Only one application per program is required to apply to the County and City. There is no need to specify different allocations for the County and the City. All proposals for jointly funded results areas will be reviewed by the review panels.

The table below summarizes the strategic plans and corresponding result areas. The funding available from the City and County are listed in the last two columns. The funding levels are approximate amounts and are subject to change at the discretion of the Board and/or Council. Please see Appendix 1 for further information on the City’s prioritized Result Areas.

Table 1: Results Areas and Approximate Allocations

Strategic Plan			Result Area	City Amount	County Amount
1	Community Roadmap to Collective Mental Health Wellness	A	Increase the availability of a full spectrum of services from prevention and early intervention to episodic and ongoing treatment services, including best practice models	\$160,000 - \$200,000	± \$ 1,425,000
		B	Improve public understanding of mental health and mental wellness	\$0	
2	Substance Use Disorder (SUD) Prevention & Treatment Plan	A	Community members, family members and professionals have informed and compassionate responses to substance use disorders	\$0	
		B	Admission to an appropriate Substance Use Disorder treatment is available upon client request for services	\$120,000 - \$150,000	
3	Health Improvement Partnership	A	All low-income Santa Cruz County residents have access to medical homes with integrated behavioral health, dental and social services, and access to food and food resources	\$90,000 - \$112,500	
		B	Providers use shared metrics, knowledge of Substance Use Disorder treatment resources, and SBIRT (screening, brief intervention and	\$0	

			referral to treatment) is routinely used in health care and other setting. Other screening and assessment tools can be used as appropriate		
Health Subtotal:				\$370,000 - \$462,500	± \$1,425,000
4	All In: Toward A Home For Every County Resident	A	Increase prevention & diversion resources to reduce the number of households falling into homelessness	\$15,000 - \$18,750	± \$525,000
		B	Improve access to all housing and service types for all homeless populations	\$180,000 - \$225,000	
Homelessness Subtotal:				\$195,000 - 243,750	± \$525,000
5	Area Plan on Aging	A	Promote health and independence for seniors	\$40,000 - \$50,000	± \$950,000
		B	Ensure Seniors access to information, benefits, and protective rights for seniors and their caregivers	\$35,000 - \$43,750	
Seniors Subtotal:				\$75,000 - \$93,750	± \$950,000
6	Youth Violence Prevention Plan	A	Youth are supported by caring adults	\$0	± \$1,200,000
		B	Youth are life, college and career ready	\$160,000 - \$200,000	
7	First 5 Santa Cruz County	A	Improve parent/caregiver practices supporting socio/emotional development 0-5 years	\$0	
		B	Increase number of children reaching developmental milestones (including cognitive, social-emotional, and physical)	\$0	
8	Child Welfare Systems Improvement Plan	A	Reduce recurrent child abuse/neglect	\$0	
		B	Children who have been removed from their homes reunify as quickly as possible	\$0	
9	Santa Cruz County Master Plan for Early Care and Education	A	Increase access and capacity for quality child care for children 0-12	\$160,000 - \$200,000	
		B	Strengthen the early care and education workforce through professional growth and career development	\$0	
Children/Youth Subtotal				\$320,000 - 400,000	± \$1,200,000
Total				\$960,000 - \$1,200,000	≤ \$4,100,000

3. USE EVIDENCE-BASED PRACTICES

CORE Investments will fund programs that implement practices with evidence of effectiveness and programs that support the implementation of such practices. Evidence-Based Practices (EBPs) offer proven ways to improve outcomes for the target populations. EBPs focus on approaches demonstrated to be effective through empirical research rather than through anecdote or individual experience alone.

a) Level of Evidence Framework

Practices that have a high level of evidence from repeated rigorous evaluations are commonly referred to as “EBPs.” However, the EBP framework for CORE Investments is broader and includes varying levels of evidence because the most rigorous levels of evidence are often not available in a timely manner to address the wide range of community needs. Table 2 describes the criteria and required info for three levels of evidence adopted by CORE Investments: Model, Promising or Innovative. In the proposal, applicants must identify the level of their EBP based on the criteria and provide the required information.

Table 2: Level of Evidence Criteria

Level of Evidence	Criteria
MODEL	<p>MODEL practices have the highest level of scientific evidence demonstrating that they are effective. For practices to be considered MODEL, they must meet the following criterion:</p> <ul style="list-style-type: none"> Listed in a credible EBP clearinghouse at the highest level.
PROMISING	<p>PROMISING practices have valid scientific evidence demonstrating effectiveness. Often these practices can be listed in an EBP clearinghouse as the second highest level of evidence. For practices to be considered PROMISING, they must meet the following criterion:</p> <ul style="list-style-type: none"> Demonstrated at least one evaluation by an independent researcher using experimental or quasi-experimental research methods showing a statistically significant positive impact.
INNOVATIVE	<p>INNOVATIVE practices allow for local innovation and provide some evidence that the intervention is effective. For practices to be considered INNOVATIVE, they must have:</p> <ul style="list-style-type: none"> Demonstrated positive outcomes through previously collected data.

b) Demonstration of Evidence

Applicants will need to identify a clearinghouse or summarize and reference the evidence, which could be published studies or locally developed program reports. Applicants are encouraged to consult EBP clearinghouses to identify the evidence for practices they are considering or to identify new practices or programs. EBP Clearinghouses gather the research literature into one place and have defined criteria on the strength of the evidence. Appendix 2 shows some credible clearinghouses and crosswalks the clearinghouse rating with the Level of Evidence. Practices not found in clearinghouses may fit the criteria of a Promising or Innovative EBP, depending on the level of evidence available. Please note, for proposals that seek to build capacity and/or support the implementation of EBPs by other organizations, evidence must be provided that demonstrates effectiveness of the proposed approach. Examples of this include: 1) if the program is providing training to non-profits on implementing EBPs regarding senior health, the applicant would show evidence that training in this EBP leads to increased capacity to implement EBPs; or 2) if a program is funding other agencies to use particular EBPs, the applicant would document evidence of those EBPs.

Fidelity is the extent to which a practice is implemented in a way that adheres to the protocol of the evaluated practice. Practices that are implemented with fidelity demonstrate that critical elements including the type, amount, and quality of the services are provided. Fidelity applies to practices or programs at each level in the framework: Model, Promising and Innovative. Model and Promising EBPs often have guidance provided on what adaptations are considered low risk. Innovative EBPs may also implement the program “to fidelity” by implementing the established program as evaluated. In all programs, adaptations to the services may be made; however, it is strongly encouraged that adaptations be considered *low risk* adaptations. Low risk adaptations do not change how critical program elements are provided. In response to this RFP, applicants must describe what adaptations they propose. Examples of potentially low risk and high risk adaptations are noted in Table 3.

Table 3: Examples of Low Risk and High Risk Adaptations to Fidelity

Low Risk	High Risk
Changing language – translating and/or modifying vocabulary	Omitting key content by reducing the number or length of sessions
Replacing images to show youth and families that look like the target audience	Eliminating key messages or skills learned
Adding culturally relevant examples to make the program more appealing to diverse participants	Using staff or volunteers who are not adequately trained or qualified

4. SUPPORT PROGRAMS ON KEY CONCEPTS

Technical assistance provided to applicants will focus on Strategic Plan Result Areas, Evidence Based Practices and development of a measurable Scope of Work. These activities will be provided by an independent consultant, Nicole Young of Optimal Solutions Consulting, who has expertise in EBP, program design and familiarity with local non-profit organizations. This support is encouraged but **optional**. Opportunities for technical assistance and how to register are listed below:

Half-Day Group Workshops: Four hours of training will be provided on developing a program scope of work, understanding evidence-based practices, and maintaining and measuring fidelity to the model. To sign up, please follow the link associated with the workshop date below:

1. Friday, December 16, 2016, 8:30 AM-12:30 PM, United Way of Santa Cruz County
Sign up at Eventbrite: <https://core-ta-workshop1.eventbrite.com>
2. Monday, December 19, 2016, 1:00 PM-5:00 PM, Watsonville Civic Plaza, Community Room A
Sign up at Eventbrite: <https://core-ta-workshop2.eventbrite.com>
3. Friday, January 6, 2017, 1:00 PM-5:00 PM, United Way of Santa Cruz County
Sign up at Eventbrite: <https://core-ta-workshop3.eventbrite.com>
4. Monday, January 9, 2017, 8:30 AM-12:30 PM, 18 W. Beach, Watsonville, Training Rooms 2 & 3
Sign up at Eventbrite: <https://core-ta-workshop4.eventbrite.com>

Individualized technical assistance (TA): The technical assistance consultant will meet for up to 90 minutes with an individual or a team from the applicant agency to provide further assistance identifying, developing or implementing evidence based practices and designing a measurable Scope of Work. Interested applicants will be provided the registration information for the individualized TA sessions after attending a group workshop. Please review the training handouts from the group workshop with your team members prior to attending the TA session. In order to receive individualized TA, at least one team member must have already attended a workshop.

5. MONITOR PROGRAM OUTCOMES AND COMMUNITY-WIDE RESULTS

In order to measure progress, CORE Investments will monitor program outcomes as well as community level indicators that represent Result Areas.

a) Measuring and Reporting on Program Outcomes

Program outcomes are the benefits for clients or systems that result from the program's activities. A program outcome is defined as the specific changes in program participants' behavior, knowledge, attitude, skills, or condition. Outcomes of Model and Promising EBPs are usually defined by the developers of the EBP. Applicants shall identify the outcome(s) of the proposed program and how they will be measured in the Scope of Work section of the application. Awarded contractors will be responsible for monitoring program outcomes, and reporting on them twice a year to the funder(s). For programs that are building capacity and/or supporting the implementation of EBPs by other organizations, they may report on the organizational changes such as increase in implementation of EBPs by the participating organizations.

b) Measuring Strategic Plan Result Areas with Community-wide Indicators

Making progress on a community-wide indicator reflects a change for entire groups of people beyond outcomes for participants in specific programs. Community-wide indicators for CORE Investments will assist in understanding the collective impact on the Strategic Plan Result Areas. Indicators have been selected by the representatives of the Strategic Plans in consultation with academic experts and County and City staff. While the community-wide indicators will represent the state of the community as a whole, changes will not be attributable to any single CORE Investments program. Moreover, CORE Investments is only a fraction of the funding and effort being made locally to address these critical Result Areas. Changes on a massive scale usually require a broad-based concerted effort taken over a significant period of time. The current list of community level indicators may be found in Appendix 3 as well as the criteria used to select them. Applicants will not be responsible for monitoring these indicators.

6. USE CLEAR AND EFFECTIVE REVIEW PROCESSES

Proposals will initially be reviewed for completeness by County staff. All applicants will be notified whether their applications are considered responsive, which is defined as timely, containing required complete documents and from an eligible applicant. Applicants whose submissions are considered non-responsive will have an opportunity to protest. See Appendix 4 for details on these procedures. All responsive applications will be submitted to one panel made of individuals with specific expertise who will review, score and make preliminary funding recommendations.

The review panels will be made up of combinations of qualified researchers and practitioners with content expertise in the Strategic Plan area, individuals from the community with lived experience in the Strategic Plan area, Strategic Plan representatives and community leaders who are not applicants for CORE Investments funding and County and City staff. There will be four panels: Children/Youth, Homelessness, Seniors, and Health. The Children/Youth and Health panels will each have representative experts from multiple strategic plan areas.

After the panels complete their review process, the scored proposals and preliminary funding recommendations will be forwarded to funder staff. County and City staff will jointly review the recommendations and will summarize the funding recommendations for the Board of Supervisors and Santa Cruz Community Programs Committee and City Council.

Table 4: Evaluation Criteria

RFP Evaluation Criteria	
Review Criteria	Points
<p>Scope of Work: The scope of work delineates measurable activities, quality measures and outcomes and the follow criteria are met:</p> <ul style="list-style-type: none"> • Scope of work is clearly linked to implementation of the EBP identified • Activities are quantified, clearly described and the number of recipients is delineated • Measure of the quality of the program will reasonably determine how well the program is being implemented, including measurements of fidelity as appropriate • Outcomes identified are reasonable to expect from the services provided and the measurement(s) of the outcome(s) is appropriate to determine the impact of the program 	35
<p>Program Capacity: Applicant demonstrates capacity that the program:</p> <ul style="list-style-type: none"> • Has a history of providing similar or equivalent service delivery for at least one year in the service area for which funding is sought or a related service area • Can reasonably achieve the proposed outcomes • Can collect, analyze and report on implementation and outcomes achieved • Will implement with linguistic and cultural competency 	20
<p>Evidence Based Program or Practice - Demonstration of Evidence: The degree to which the applicant has provided evidence for the EBP. For example:</p> <ul style="list-style-type: none"> • Extent to which EBP is likely to impact a Strategic Plan result area • If a Model program, a reputable EBP clearinghouse is cited • If a Promising program, a reputable EBP clearinghouse is cited and/or research presented provides experimental or quasi-experimental evidence of effectiveness • If an Innovative program, data demonstrating positive outcomes is provided 	20
<p>Program Budget: The budget request and total program budget is reasonable and is sufficient to achieve the proposed outcomes.</p>	15
<p>Partnerships: The program identifies partnerships and the total proposed budget cites matching funds.</p>	10
<p>Bonus - Local Vendor</p>	5
<p>Total</p>	105

Section B: INSTRUCTIONS FOR APPLICANTS

1. APPLICATION INSTRUCTIONS

In the response to this RFP, applicants are required to submit the CORE Investments Application (Form A) and Budget (Form B) for three years of funding (FY 2017-18 through FY 2019-20). The electronic forms may be found at: <http://santacruzhumanservices.org/HSDHome/RequestforProposals.aspx>.

If the applicant desires to be considered a local vendor, they must submit an affidavit to this effect (Form C). Lastly, to be considered a complete proposal the applicant must submit a copy of a current Agency Budget.

A single application should be submitted per distinct program.

a) Summary and Contact Information

Applicants are to provide agency name, Federal Tax ID, Application ID and contact information for head of organization, primary contact person, and if applicable a program address. Please also indicate the total program funding amount requested.

Please note that an application ID is required on the application form (A), budget (B) and Locally Operated Business Affidavit (C). Please use the last four digits of the agency phone number and first two letters of the program name (for example, 1234AB).

b) Program Background and Capacity

Applicants are to answer the questions listed in this section of the application in order to describe the program's history of providing similar services, capacity to track and report on outcomes, and capacity to implement services in a linguistically and/or culturally responsive manner.

c) Strategic Plans & Result Areas

In order to be considered for funding, the proposed program must align with at least one Strategic Plan Result Area. The program may align with a maximum of three Result Areas and they may be from different Strategic Plans. If selecting more than one Result Area, please select the primary (1), secondary (2) and tertiary (3) result area. Please note your proposal may be reviewed by any panel addressing your selected results or a panel reviewing similar programs.

d) Demonstration of Evidence-Based Practices

Demonstration of evidence regarding at least one EBP is required. Applicants may demonstrate evidence for more than one EBP. (Please note that the EBP should be addressed in the Scope of Work). The three levels of evidence are listed below, followed by the requirements for demonstrating effectiveness of the EBP.

- **Model:** For the proposed EBP to be considered a Model practice, the applicant must cite the EBP clearinghouse that identifies the practice or program at first level of evidence or as Model.

- **Promising:** For the proposed EBP to be considered a Promising practice, the applicant can either cite the EBP clearinghouse where it appears at the second level or submit one research article that uses an experimental or quasi-experimental design that shows significant positive impact. The research must be conducted by an independent researcher. An experimental research methodology relies on random assignment to either a control group or one that receives the intervention. A quasi-experimental design is a study that uses a comparison group rather than a randomly assigned control group to show differences. Comparison groups are comprised of people who did not get the intervention (e.g., before the new program started or individuals who could not participate for some reason). The article(s) cited must be attached to the application.
- **Innovative:** To be considered an Innovative practice, the applicant must submit a summary of collected data that shows positive outcomes. The data may have been collected by the agency, a researcher or another party. The applicant must cite the outcomes(s), the tool used to measure the outcomes, the sample size and the time period in which data were collected. Also, the outcome(s) the applicant identifies in their proposed scope of work must match the evidenced outcome(s). Examples of collected data that could be used to demonstrate positive outcomes in the Innovative level could include a) findings from a program developed study, b) evaluation results shared at a conference, or c) articles or research that demonstrate positive evidence of the practice that did not have a comparison group.

For all EBP levels, applicants are asked to note if they plan to make any changes to the EBP and if so, what changes will be made. In addition, please briefly describe the EBP(s) and how it/they will be implemented over the three-year period. Please note if there is an initial start up or training period for staff or if there are any key differences in implementation over the three-year span.

e) Target Population

Applicants are required to describe the target population of the proposed program. If applying for direct services, applicants must identify the estimated number of unduplicated individuals served in the first fiscal year during which the program expects to be at full capacity; for most programs, this will be FY 2017-18, but new programs (not yet implemented) may estimate reaching full capacity in a different fiscal year. Demographics include age group, gender, language, location, and poverty status if available. Applicants are also to identify any specific eligibility requirements for program services. If applying for capacity building and not direct service, the applicant is to describe the non-profit target population such as the number and if known, the names of non-profits it will serve.

f) Scope of Work

The Scope of Work delineates the Number and Type of Activities, Number and Type of Participants, Quality of Service, Outcome(s) and Result Area(s). In the application, a measurable Scope of Work is required for each of the three years; however, this information may be the same for all three years.

If the applicant is requesting funding for one program (e.g. set of services) with multiple evidence-based practices, ensure that all the EBPs are addressed in the Scope of Work.

Each Scope of Work answers the following three questions:

- How much do we do?
- How well do we implement service?
- Are people better off?

The key requirements of the Scope of Work are listed below and it is suggested that applicants think of their programs conceptually in terms of outcomes first and then work back through each section, identifying how well service is implemented and how much service is provided.

Please note the items in the Scope of Work are intended to be the primary components of the program and will be required to be reported on semi-annually for all awarded applicants.

How Much Do We Do?

This section includes both activities and participants. In these components of the Scope of Work, please describe the number and type of activities and participants that are anticipated to be funded by CORE Investments and the number of activities and participants anticipated to be funded by other sources of revenue. It is understood that the split of activities between the revenue is a general estimate. If CORE Investments will fund the entire program, then information related to other revenue is not needed. This concept is further described below.

Number and Type of Activities: Propose the number of activities (e.g. services) that will occur with the CORE funding request as well as with other funding if applicable. Please indicate only the main/primary activity or activities. It is understood that smaller activities also occur to achieve the outcome.

Number and Type of Activities Examples:	
Funded by CORE:	10 weekly XYZ model support groups
Funded by other sources:	20 weekly XYZ model support groups

Number of Participants: Propose the number of participants; this may be individuals, families, or agencies depending on whether the funding request is for direct services or capacity building. Please propose the number of participants served by the CORE funding request AND by other funding, if applicable.

Number and Type of Participants Examples:	
Funded by CORE:	25 youth ages 12-17
Funded by other sources:	50 youth ages 12-17

Activities associated with different participants: Larger scale programs may have specific activities that only serve a subset of the target population. If needed, this can be shown by using numbers in the Scope of Work activities and participants.

Number and Type of Activities Examples:	
Funded by CORE:	1) 10 weekly XYZ model support groups 2) 5 XYZ model parent classes
Funded by other sources:	1) 20 weekly XYZ model support groups 2) 10 XYZ model parent classes

Number and Type of Participants Examples:	
Funded by CORE:	1) 25 youth ages 12-17 2) 10 parents of youth in support groups
Funded by other sources:	1) 50 youth ages 12-17 2) 25 parents of youth in support groups

How Well Do We Implement Service?

Quality of Service: Quality of a service may be demonstrated in a number of ways, such as engagement rate, timeliness of services, satisfaction rate, or adherence to fidelity using an EBP designed tool. Each scope of work must identify at least one measurement of the quality of the program. The measurement of quality may be on the entire population the program serves not just the amount the funding request will support. Please see examples below:

Quality Measurement Examples:
65% of youth who start the program will complete the program.
80% of non-profits serving homelessness will be certified in XYZ EBP.
80% of individuals will receive treatment within thirty days of referral.

Are People Better Off?

Outcome: Each scope of work must identify at least one outcome that will assess the benefit of the program or practice by showing the change that will occur in the target population as a result of participating in the activities. An outcome is a change in at least one of the following areas: knowledge, attitude, skill, behavior or condition. In the Scope of Work, the outcome should be expressed as a percentage and the measurement should be cited in the statement. The outcome measurement may be on the entire population the program serves not just the amount the funding request will support. Please see examples below:

Outcome Examples:
60% of youth who complete the XYZ Support Group Program will demonstrate more pro-social attitudes and behaviors as measured by the XYZ Program Pre/Post Survey.
75% of seniors will demonstrate less depression, as measured by the Beck Depression Inventory.

Community Result Area(s): In this box, identify the Strategic Plan Result Area(s) that the applicant proposes to impact. Please list the number of the Strategic Plan Result Area as listed in Table 1, for example 1A. If you have more than one, please list all. It is acknowledged that individual programs contribute to community level Result Areas, but are not individually responsible for them.

g) Partnerships

The purpose of this section is for the program to describe how it utilizes partnerships to deliver services. In this section, if applicable, list up to three partnerships with other organizations and describe the nature of the partnership in relation to the proposed EBP(s). Partnerships do not need to be of a fiscal nature.

Those applicants planning to use the CORE Investments funding request to match other funding from Federal/State governments or foundations must complete the table in question 2. Match funding is defined as the portion of the program's funding that is required in order to receive additional funding.

For the last two questions in the partnerships section, please describe the use of volunteers or other in-kind resources that support the program, and the use of any subcontractors.

Collaborative Proposals: Please note collaborative proposals will be accepted by programs that are implementing cohesive services through multiple organizations. Collaborative proposals must have a lead agency responsible for any awarded contract.

h) Budget

Agency Budget

All applicants must submit a copy of their current Agency Budget. If the agency uses a June to July budget cycle this would be for FY 2016-17 or if the agency uses a Calendar year this would be for 2016. Federal Fiscal years will also be accepted.

Program Budget

The applicant is to complete the CORE Investments budget template form. Include the program name, Result Area(s) and the application ID (created by the applicant using the last four digits of the agency phone number and first two letters of the program name). Applicants must specify the line items for each annual budget within the three-year budget template. For some applicants the annual budgets will be identical, for others the line items may differ, but the total requested amount must be the same for each year.

For each line item in the budget form, the applicant is to identify the costs related to the funding being requested as well as the additional costs for the full program's implementation.

Budgets may include personnel and/or non-personnel line items. If requesting funding for personnel, identify each position, the full-time equivalent (FTE) amount and note the requested amount as well as total personnel cost for the program, including benefits. For each position listed, please note in the Budget Narrative column if personnel in the position are bilingual. Budgets may include direct services personnel as well as administrative personnel.

If requesting funds for non-personnel items, utilize the categories listed under non-personnel in the budget form and note the request amount and the total costs for the program. All administrative overhead rate requests must be justified in the Budget Narrative column.

i) Locally Operated Business (if applicable)

The County and City will offer a local vendor bonus of 5 points during the evaluation of proposals. For the purposes of this RFP, the County and City will define a local vendor as one that has an established business located within the boundaries of the County as defined in Santa Cruz County Code section 2.37.108. In order to be considered a local vendor, submit Form C: Locally Operated Business Preference Affidavit of Eligibility.

2. SUBMISSION INSTRUCTIONS

Submission of Proposal

Required forms for this Proposal may be found at: <http://santacruzhumanservices.org/HSDHome/RequestforProposals.aspx>
Applicants may also request forms, if needed, through the email below.

Applicants are to download required forms and submit one electronic copy of the entire proposal by 5:00 PM on February 6, 2017 to: COREInvestments@santacruzcounty.us.

A complete proposal will include:

- Application
- Budget
- Locally Operated Business (if applicable)
- Copy of Current Agency Budget – any format is acceptable

Alternatively, applicants may also submit the proposal on a flash drive and mail it to the address below. Paper proposals will also be accepted. Any mailed proposals must be received by the County by 5:00 PM on February 6, 2017.

Human Services Department
Centralized Contracting Unit- CORE Investments
1000 Emeline Avenue, Santa Cruz CA 95060

Please note that a checklist (Form D) is available for use; however it should not be submitted.

Completion of Proposal Notification

County Staff will review all documents and assess if the proposal is from an eligible applicant, the proposal was timely and if the required documents were submitted and complete. If these three factors are met, the proposal will be considered responsive. County of Santa Cruz, Human Services Department (HSD) staff will notify all applicants by February 10, 2017 regarding whether their proposal was considered responsive or not. Please see Appendix 4: CORE Investments Application Protest Procedures for detailed procedures on protesting a decision that an application was considered unresponsive. All responsive proposals will be submitted to a review panel.

RFP Process Schedule

The schedule for submittal and review of proposals and notification of applicants follows. Please note these dates may change if necessary and any update will be posted to the website.

Table 5: Key RFP dates

Activity	Due Date
Request for Proposals released	Wednesday , November 30, 2016
Applicant conference on procedures – <i>OPTIONAL</i>	Friday, December 9, 2016 2:00 - 4:00 PM
Technical assistance on key concepts workshops – <i>OPTIONAL</i>	Friday, December 16, 2016, 8:30 AM -12:30 PM Monday, December 19, 2016, 1:00 PM - 5:00 PM Friday, January 6, 2017, 1:00 PM - 5:00 PM Monday, January 9, 2017, 8:30 AM - 12:30 PM
Final date to email procedural questions	Friday, January 27, 2017 at 5:00 PM
Final posting of applicant questions/answers on procedures	Tuesday, January 31, 2017
Applications due	Monday, February 6, 2017 by 5:00 PM
Notification to applicants if proposal was considered responsive	February 10, 2017
Protest period regarding the status of a responsive applications	Protests due – February 17, 2017 Notice of Decision by February 24, 2017
Panel review	March 2017
County Board of Supervisors receives award recommendations in proposed County Budget	Tuesday May 16, 2017
City Community Programs Committee makes award recommendations	Tuesday, May 16, 2017
City Council approves CORE Investments awards	June, 2017 (Date TBD)
County Board of Supervisors approves CORE Investments awards during County budget hearings	June, 2017 (Budget Hearing Date TBD)
County Board of Supervisors – Approves CORE Investments County Contracts	August 2017

Eligible Applicants

This RFP is made available to interested applicants from non-profit organizations, educational institutions, and public agencies with direct or related experience in operating social services.

Late Proposals (will not be accepted)

Full proposals received in an email, flash drive or hard copy after February 6, 2017 at 5:00 PM PST will not be considered. Late proposals will be returned and applicant notified that their proposal did not meet the deadline.

City and County Proposals

Applicants need only submit one application per program for both County and City funding requests. There is no need to specify different allocations for the County and the City. Funders will only consider requests of \$15,000 or more per year. The City will review all completed applications that are for the primary Result Area which they are funding, and County will review all requests.

Term of Contract

Based on the response to this solicitation, the County and the City of Santa Cruz will separately contract with grantees for a three-year term from July 1, 2017 through June 30, 2020.

Program Proposals

Proposals shall be for one distinct program. Multiple proposals will be accepted from eligible applicants. For example, one agency may submit several proposals for different distinct programs. Collaborative proposals will also be considered, however a lead agency must be clearly specified and the lead agency would be entirely responsible for any awarded contract that results from this RFP.

Applicant Conference

The County and City offer to all prospective applicants an optional Applicant Conference, held at 2:00 PM on Friday, December 9, 2016 at 1400 Emeline Avenue, Santa Cruz, Rooms 206/207. The purpose of this Applicant Conference is to answer questions regarding submitting a responsive application. Final questions and answers from this conference will be posted on the HSD website by December 19, 2016.

Minutes will not be recorded for this meeting. During the Conference, County and City staff will attempt to answer questions that can be immediately answered; however, oral responses made at the conference will be considered tentative and non-binding on County and City. Conference call attendance is available; please follow these instructions to join the call:

1. Prior to the meeting start time, and no earlier than 1:50 PM, dial (866) 238-1640
2. Provide the operator with the conference ID: 23230859

Helpful keypad commands:

*0 Operator assistance

*6 Mute/unmute your line

Additional Procedural Questions

Applicants may submit any additional questions on process or procedures in writing to Tatiana.Brennan@santacruzcounty.us. An on-going “Questions and Answers” document will be posted to the HSD website each Tuesday following the release date and until the final posting of applicant questions and answers on Tuesday, January 31, 2017. However, please note there will NOT be any new postings the week of December 25-29.

The purpose of this document is to provide the same information to all applicants. Applicants are responsible for checking this website. **The deadline for submitting questions is 5:00 PM on January 27, 2017.**

RFP Addendum

As noted above, the County will issue clarifications or instructions in the form of a Questions and Answers document posted on the website. Although not anticipated, should it become necessary the County will post an RFP addendum. An addendum would be posted on the HSD site and emailed to all known applicants of record. Applicants shall be responsible for ensuring that their proposal reflects any and all addenda issued by County.

Assistance on Key Concepts

Any questions regarding key concepts in the RFP, such as EBPs, Strategic Plans, and how to design a measurable Scope of Work will be addressed in the technical assistance workshops and individual sessions administered by an independent consultant. For more information on this technical assistance please see RFP Section A-4, Support Programs on Key Concepts (pages 6 and 7).

Reservations

County and City reserve the right to do the following at any time:

- Waive or correct any minor or inadvertent defect, irregularity or technical error in the RFP or any RFP procedure or any subsequent negotiation process
- Extend any or all deadlines specified in the RFP by issuance of an addendum at any time prior to the deadline for submittals
- Reject the proposal of any applicant that is in breach of or in default under any other agreement with County
- Reject any applicant who submits verifiably false information

Notification of Modification or Withdrawal of Proposal

Applicant may modify or withdraw proposal prior to the deadline for submittals by formal written notice. All proposals (and any related materials) not withdrawn prior to the deadline for submittals will become the property of the County.

Cost Liability for Preparation

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

Awarded Contract Negotiations

Upon award of contract, County and City reserve the right to negotiate the proposed cost or Scope of Work with applicant prior to contract signing. If requested by County or City, selected applicant shall meet in person or on the phone with staff prior to the award of a contract to review the Scope of Work and/or budget.

Contract Provisions

In the event that an organization is selected for funding, additional documentation will be required in order to develop a contract for services. Copies of standard Independent Contractor Agreements (ICA) with terms and conditions for both County and City are included in the Appendix. County and City reserve the right to change these agreements as needed. All County awarded contractors will be required to submit regular invoices and semi-annual reports in a new shared contracts database.

Points of Contact

Applicants shall direct all procedural questions to Tatiana.Brennan@santacruzcounty.us. Written questions are preferred. Questions will be answered in the weekly update to the HSD Website so all applicants may view the same consistent information. However, if needed phone calls may be directed to the following HSD staff:

Tatiana Brennan, Contracts Analyst, (831) 454-4465 Tatiana.Brennan@santacruzcounty.us

Sherra Clinton, Contracts Manager, (831) 454-4054 Sherra.Clinton@santacruzcounty.us

APPENDIX

1. City of Santa Cruz Funding Priorities
2. Evidence Based Clearinghouses
3. Community Indicators
4. CORE Investments Application Protest Procedures
5. Independent Contractor Agreement – County of Santa Cruz
6. City of Santa Cruz Contract Agreement (Draft)

1. CITY OF SANTA CRUZ FUNDING PRIORITIES

The City of Santa Cruz will invest a significant portion of their annual CORE Investment budget to Strategic Plan result areas aligned with recommendations from the 2013 Public Safety Citizen Task Force Final Report and 2015 City Council Strategic Plan. The result areas demonstrating this strong nexus with public safety and Council priorities include improved access to mental health treatment, substance use disorder treatment, housing and homelessness services, and youth/childcare services.

Applicants are strongly encouraged to consider the 2013 Public Safety Citizen Task Force Final Report and 2015 City Council Strategic Plan when developing proposals for City CORE Investment funding. Those reports can be found at:

<http://www.cityofsantacruz.com/city-government/council-committees/public-safety-committee/public-safety-citizen-task-force>

<http://www.cityofsantacruz.com/city-government/city-council/city-council-strategic-goals>

2. EVIDENCE BASED CLEARINGHOUSES

This list is not an exhaustive list of all credible clearinghouses that can be cited. Credible clearinghouses tend to have the following characteristics:

- Maintained by a government, philanthropic or non-profit entity who does not receive financial benefit from the practices listed therein being implemented
- Updated on a regular basis to add practices and information as evidence develops
- Provide references to additional information and sources

Agency	Website	Corresponding Level
Results First Clearinghouse Database* *The PEW Charitable Trusts compiles data from eight national research clearinghouses	http://www.pewtrusts.org/en/multimedia/data-visualizations/2015/results-first-clearinghouse-database .	Level 1: Highest rated (Green Dot) Level 2: Second Highest Rated (Yellow dot)
Administration on Aging	http://www.acl.gov/Programs/CPE/OPE/ADEPP.aspx .	Level 1: All Programs listed on website as "Aging & Disability Evidence-Based Programs and Practices"
Guide to Community Preventive Services	http://www.thecommunityguide.org	Level 1: Programs listed as "recommended" under the heading "Task Force Findings"
Oregon AMH Approved Evidence Based Practices	http://www.oregon.gov/oha/amh/Pages/ebp-practices.aspx	Level 1: Programs and practices on the approved EBP list
American Diabetes Association Education Recognition Program	www.diabetes.org	Level 1: Any program listed in Education Recognition Program
California Evidence-Based Clearinghouse for Child Welfare Programs	www.cebc4cw.org/	Level 1: Well Supported, Supported
Center for the Study and Prevention of Violence Blueprints	www.blueprintsprograms.com/	Level 1: Model Program Level 2: Promising Program
Child Trends LINKS Database	www.childtrends.org/Links/	Level 1: Any program
Coalition for Evidence-Based Policy, Social Programs that Work	www.coalition4evidence.org	Level 1: Top Level or Near Top Level
Cochrane Collaboration Library of Systematic Reviews	www.thecochranelibrary.com/view/0/index.html	Level 1: High quality evidence for outcomes targeted by applicant program
Crime Solutions	www.crimesolutions.gov/	Level 1: Effective Programs
Diffusion of Effective Behavioral Interventions	www.effectiveinterventions.org/en/home.aspx	Level 1: Any program
Guide to Community Preventive Services	www.thecommunityguide.org	Level 1: Recommended
SAMHSA National Registry of Evidence-Based Programs and Practices (NREPP)	www.nrepp.samhsa.gov/	Level 1: Program must have an overall rating of 2.5 or higher for all outcomes in all 6 Quality of Research criteria and all 3 Readiness for Dissemination criteria
Toolkit on Evidence-Based Programming for Seniors	http://www.evidencetoprograms.com/section/2/3	
What Works Clearinghouse	www.ies.ed.gov/ncee/wwc/	Level 1: Any program with Positive or Potentially Positive Rating of Effectiveness for all outcomes.
Washington State Institute for Public Policy	http://www.wsipp.wa.gov/Reports	Level 1: Evidence-based Level 2: Research-based Level 3: Promising

3. COMMUNITY INDICATORS

Strategic plan representatives and academic experts worked with HSD staff to select and cull community-level indicators that measure the selected Result Areas from each plan. The following criteria were used to select indicators:

- Public confidence that indicator is related to the result area
- Reflects a demonstrated problem or has been trending negatively
- Is from a reliable data source
- Measurement occurs on a regular basis
- Data is relatively recent
- Data is published publicly
- Data is available for other counties for comparison

Comparisons to Santa Cruz County are provided by Monterey County, San Luis Obispo County, Santa Barbara County and Sonoma County. These counties were selected because they represent coastal California counties with a mix of economic industry centered in agriculture and tourism. The table below presents data on how the counties compare demographically.

	Santa Cruz	Monterey	San Luis Obispo	Santa Barbara	Sonoma
Total Population	274,146	433,898	281,401	444,769	502,146
Median household income	\$66,923	\$58,582	\$59,454	\$63,409	\$63,799
Percent persons in poverty	16.1%	17.0%	14.5%	17.4%	11.3%
Percent of persons 25 or older who are high school graduates	85.5%	71.2%	89.6%	79.3%	86.8%
Percent Hispanic or Latino	33.3%	57.8%	22.2%	44.8%	26.3%
Percentage of persons 5 or older with a language other than English spoken at home	31.6%	52.8%	18.1%	39.6%	25.7%

HSD will track the twenty-two community-level indicators listed below and will monitor annually and data will be presented to the community near the end of every three-year funding cycle. Indicators represent the impact of the collective efforts of CORE Investments and will not be attributable to any one funded service provider or program. In fact, by definition CORE Investments is about the collaborative efforts of community based organizations, public agencies, foundations and others in improving outcomes. In addition, there are many variables that could have an influence on these indicators (e.g., the unemployment rate and housing costs). CORE Investments stakeholders will work together to discuss the changes in the indicators and identify changes in the surrounding context.

Strategic Plan	Strategic Plan Result	Community Level Indicator	Source	Santa Cruz	Monterey	San Luis Obispo	Santa Barbara	Sonoma	Notes	URL
A Community Roadmap to Collective Mental Health Wellness	Increase the availability of a full spectrum of services from prevention and early intervention to episodic and ongoing treatment services, including best practice models.	Percent of who saw healthcare provider for emotional, mental health and/or substance abuse in past year	CHIS 2014	20.70%	5.3%	8.5%	12.7%	12.0%	"In the past 12 months have you seen your primary care physician for problems with your mental health, emotions, nerves or your use of alcohol or drugs?" and "In the past 12 months have you seen any other professional, such as a counselor, psychiatrist, or social worker for problems with your mental health, emotions, nerves or your use of alcohol or drugs?"	http://ask.chis.ucla.edu/
A Community Roadmap to Collective Mental Health Wellness	Increase the availability of a full spectrum of services from prevention and early intervention to episodic and ongoing treatment services, including best practice models.	Average number of days from initial contact to first psychiatric appointment	California EQRO	12 days for adults, 20 days for children.	59.5 days, 78.4 days for children's services		49 days	20.03 days for adults		http://www.caleqro.com/#reports_and_presentations/2015_Reports_and_Summaries/2015_Reports_and_Summaries__MHP_Reports
Substance Use Disorder Prevention and Treatment Plan	Admission to an appropriate Substance Use Disorder treatment is available upon client request for services	Percent who saw healthcare provider for emotional, mental health and/or substance abuse in past year of those needed help for emotional, mental health and/or substance abuse	CHIS 2014	76.4%	50.0%	51.5%	81.6%	79.3%	"In the past 12 months have you seen your primary care physician for problems with your mental health, emotions, nerves or your use of alcohol or drugs?" and "In the past 12 months have you seen any other professional, such as a counselor, psychiatrist, or social worker for problems with your mental health, emotions, nerves or your use of alcohol or drugs?" out of "Was there ever a time during the past 12 months when you felt that you might need to see a professional because of problems with your mental health emotions or nerves or your use of alcohol or drugs?"	http://ask.chis.ucla.edu/

Strategic Plan	Strategic Plan Result	Community Level Indicator	Source	Santa Cruz	Monterey	San Luis Obispo	Santa Barbara	Sonoma	Notes	URL
Substance Use Disorder Prevention and Treatment Plan	Admission to an appropriate Substance Use Disorder treatment is available upon client request for services	Average number of days from first request to intake appointment offered		n/a	n/a	n/a	n/a	n/a	Currently not available but will be available from EQRO and UCLA study being developed as part of Drug Medi-Cal Expansion	
Health Improvement Partnership	All low-income Santa Cruz residents have access to medical homes with integrated behavioral health, dental and social services access to food and food resources.	Percent whose income is less than 200% of the Federal Poverty Level that were Food Secure	CHIS 2014	64.7%	66.1%	73.1%	52.1%	61.0%	<p>Respondents were asked various questions related to food security.</p> <ul style="list-style-type: none"> •"The food that {I/we} bought just didn't last, and {I/we} didn't have money to get more." •"{I/We} couldn't afford to eat balanced meals." •In the last 12 months, did you or other adults in your household ever cut the size of your meals or skip meals because there wasn't enough money for food? •In the last 12 months, did you ever eat less than you felt you should because there wasn't enough money to buy food? •In the last 12 months, were you ever hungry but didn't eat because you couldn't afford enough food? 	http://ask.chis.ucla.edu/
Health Improvement Partnership	All low-income Santa Cruz residents have access to medical homes with integrated behavioral health, dental and social services access to food and food resources.	Percent delayed or didn't get medical care	CHIS 2014	17.4%	12.9%	11.8%	5.0%	15.4%	<p>"During the past 12 months, did you delay or not get other medical care you felt you needed-- such as seeing a doctor, a specialist, or other health professional?"</p> <p>Other refers to that it is asked after "During the past 12 months, did you delay or not get a medicine that a doctor prescribed for you?"</p>	http://ask.chis.ucla.edu/

Strategic Plan	Strategic Plan Result	Community Level Indicator	Source	Santa Cruz	Monterey	San Luis Obispo	Santa Barbara	Sonoma	Notes	URL
Health Improvement Partnership	All low-income Santa Cruz residents have access to medical homes with integrated behavioral health, dental and social services access to food and food resources.	Percent of people with dental care in past 12 months	CHIS 2014	64.9%	69.9%	72.8%	79.2%	74.7%	"About how long has it been since you visited a dentist or dental clinic? Include hygienists and all types of dental specialists."	http://ask.chis.ucla.edu/
All In: Toward A Home For Every County Resident	Increased prevention & diversion resources to reduce the number of households falling into homelessness	Percentage of public school enrollees who were recorded as being homeless at any point during the school year.	KidsData	6.8%	9.6%	8.0%	13.6%	2.4%	Special Tabulation by the Homeless Education Program in the School Turnaround Office at the California Department of Education (Jan. 2015) Students are designated as homeless if their primary nighttime residence is: a shelter, hotel or motel; shared housing with others due to loss of housing, economic hardship, or similar reason; or no shelter. These data may include duplicate counts of homeless students. As homeless students frequently move from district to district, it is possible that the same student will be reported by multiple districts.	http://www.kidsdata.org/topic/230/homeless-students/table#fmt=356&loc=370,320&tf=79&sortType=asc
All In: Toward A Home For Every County Resident	Improve access to all housing and service types for all homeless populations.	Number of homeless people and percent that were unsheltered homeless	CAP 2015	1,964 homeless individuals with 68.9% unsheltered					(biennial PIT homeless census)	

Strategic Plan	Strategic Plan Result	Community Level Indicator	Source	Santa Cruz	Monterey	San Luis Obispo	Santa Barbara	Sonoma	Notes	URL
All In: Toward A Home For Every County Resident	Improve access to all housing and service types for all homeless populations.	Number of homeless persons who are experiencing homelessness for the first time.	Systems performance report submitted to HUD Indicator #5.2	1166					Of the persons above, count those who did not have entries in ES, SH, TH or any PH in the previous 24 months. (Number of persons experiencing homelessness for the first time.)	
Area Plan on Aging	Promote health and independence for seniors	Functional Dependence scale	Senior Survey 2015	n/a	n/a	n/a	n/a	n/a		
Area Plan on Aging	Promote health and independence for seniors	Financial Hardship Scale	Senior Survey 2016	n/a	n/a	n/a	n/a	n/a		
Area Plan on Aging	Promote health and independence for seniors	Percent of seniors (65+) with independent living difficulty	ACS, 2011-13 3 year estimate	13.1%	16.7%	12.8%	15.1%	14.1%	14.1%	https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_13_3YR_C18107&prodType=table
Youth Violence Prevention Plan	Youth are supported by caring adults	Percentage of students with a "high" level of community caring relationships in 11th grade	California Healthy Kids Survey via CAP, 2015,	59.7%	58.4%	69.8%	63.3%	66.1%	Percentage of public school students reporting each level of agreement (high, medium, and low) that adults in their neighborhood or community care about them. The 2011-2013 time period reflects data from school years 2011-12 and 2012-13. District- and county-level figures are weighted proportions from the 2011-13 California Healthy Kids Survey. This is a summary measure based on student reports of whether there is an adult outside of their home and school who really cares about them, who notices when they are upset, and whom they trust. See the guidebooks for the "Core" or "Resilience and Youth Development" survey modules at http://chks.wested.org/about for more information.	http://www.kidsdata.org/topic/647/caring-community-grade/table#fmt=926&loc=370&tf=81&ch=69,305,306,431,1142,768,769,770&sortColumnId=0&sortType=asc

Strategic Plan	Strategic Plan Result	Community Level Indicator	Source	Santa Cruz	Monterey	San Luis Obispo	Santa Barbara	Sonoma	Notes	URL
Youth Violence Prevention Plan	Youth are life, college and career ready	Percent of socioeconomically disadvantaged High School cohort that graduate	CDE CALPAD S 2014-2015	83.4%	82.3%	86.1%	84.3%	75.4%	Based on the four-year cohort graduation rate (e.g., % of the students who started high school in 2010 statewide graduated with their class in 2014	http://www.ed-data.org/county/Santa-Cruz http://dq.cde.ca.gov/dataquest/cohortrates/CRbyProgram.aspx?cds=44000000000000&TheYear=2014-15&Agg=O&Topic=Graduates&RC=County&SubGroup=Ethnic/Racial
Youth Violence Prevention Plan	Youth are life, college and career ready	Rate of students suspended or expelled per 1000 students	CDE CALPAD S 2014-2015	22.5	64.3	66.7	65.7	78.6		http://www.ed-data.org/county/Santa-Cruz
First 5 Santa Cruz County	Improve parent / caregiver practices that support socio/emotional development	Rate of referrals to child welfare and substantiations	UC Berkeley CWS Dynamic Reporting System, CY 2015	46.8 per 1,000 and 6.8 per 1,000 were substantiated	27.8 and 3.7	82.6 and 11.3	56.2 and 5.5	31.6 and 4.6		http://cssr.berkeley.edu/ucb_childwelfare/RefRates.aspx
First 5 Santa Cruz County	Increase number of children reaching developmental milestones (including cognitive, social-emotional, and physical)	reading met or exceeded standards at 3rd grade among economically disadvantaged students	California Department of ED	17%	20%	33%	24%	28%	Note currently no universal kindergarten readiness assessment is used in the county nor is there a comprehensive developmental screening program for all young children. Third grade standards are one of the earliest measures for the large majority of the population.	http://caaspp.cde.ca.gov/SB2016/ViewReport?ps=true&lstTestYear=2016&lstTestType=B&lstCounty=44&lstDistrict=&lstSchool=&lstGroup=1&lstSubGroup=1

Strategic Plan	Strategic Plan Result	Community Level Indicator	Source	Santa Cruz	Monterey	San Luis Obispo	Santa Barbara	Sonoma	Notes	URL
Child Welfare Systems Improvement Plan	Reduce recurrent child abuse/neglect	Recurrence of Children with Abuse Allegations/Substantiated within 12 months (substantiated + inconclusive numbers)	UC Berkeley CW Dynamic Reporting System	22.7%	7.6%	21.2%	15.6%	13.5%	Recurrence of Allegations Children with allegations during 6-month base period: Recurrence within 12 months Federal Restriction on Disposition Dates Not Applied Risk Allegations Excluded Base Disposition = Substantiated January 1, 2015 - June 30, 2015	http://cssr.berkeley.edu/ucb_childwelfare/RecurAllegExit.aspx
Child Welfare Systems Improvement Plan	Reunify as quickly as possible	Median number of months in Foster Care	UC Berkeley 2012 via Kidsdata	17.8	19.5	12.9	15.3	17.9	Length of stay in foster care is calculated based on an unduplicated count of children under the supervision of county welfare departments and excludes children under the supervision of county probation departments, out-of-state agencies, state adoptions district offices, and Indian child welfare departments.	http://www.kidsdata.org/topic/348/fostercare-length-time/table#fmt=2327&loc=320,361,273,370,338&tf=67&sortType=asc
Santa Cruz County Master Plan for Early Care and Education	Increase access and capacity for quality child care for children 0-12	% of children for whom licensed care is available	Resource and Referral via KidsData	32%	23.0%	32.0%	29.0%	24.0%	Estimated percentage of children with parents in the labor force for whom licensed child care is available and unavailable for children ages 0-12. Data are calculated using California Child Care Resource & Referral Network data and state Dept. of Finance population estimates and projections. This indicator uses a broad estimate of child care demand. Not all children with working parents need licensed care; some may be cared for by family members, nannies, friends, or unlicensed care.	http://www.kidsdata.org/topic/99/childcare-availability/table#fmt=262&loc=361,320,370,273,338&tf=79&ch=1247,1248&sortColumnId=0&sortType=asc
Santa Cruz County Master Plan for Early Care and Education	Strengthen the early care and education workforce through professional growth and career development	# of new and renewal child development permits (all levels)	CA Commission on Teacher Credentialing	121	195	42	129	95		http://www.ctc.ca.gov/reports/data/edu-supl-child-dev.html

4. CORE INVESTMENTS APPLICATION PROTEST PROCEDURES

County Staff will review all application documents and assess if the proposal is from an eligible applicant, the proposal is complete and if the proposal is timely. If these three factors are met, the proposal will be considered responsive. HSD staff will notify all applicants by February 10, 2017 regarding whether their proposal was considered responsive or not.

For applicants considered non-responsive, a protest may be submitted by February 17, 2017. The protest must cite and provide evidence regarding any protested procedures. Protests must be sent by an authorized representative of the organization. All letters of protest may be dropped off or sent by certified mail to the centralized location below.

The County will issue a written decision within five working days of receipt of the protest. The Human Services Director or designee and the City Manager or designee (as applicable) will provide the final decision.

Please send protests to:

Human Services Department
Centralized Contracts Unit
CORE Investments
1000 Emeline Ave, Santa Cruz, CA 95060

5. INDEPENDENT CONTRACTOR AGREEMENT – COUNTY OF SANTA CRUZ

This Contract, which is effective on the date it is fully executed, is between the COUNTY OF SANTA CRUZ, hereinafter called COUNTY, and (enter contractor name), hereinafter called CONTRACTOR. The parties agree as follows:

1. **DUTIES.** CONTRACTOR agrees to exercise special skill to accomplish the following results: (enter scope of work) for the County of Santa Cruz (enter department name) Department (hereinafter “the project”).

2. **COMPENSATION.** In consideration for CONTRACTOR accomplishing said result, COUNTY agrees to pay CONTRACTOR as follows: Payment not to exceed \$(enter amount of contract), processed for payment in full after completion of the project, receipt of invoice, and approval of project manager [OR] after receipt and project manager approval of monthly invoices based upon the amount of actual progress achieved on the project during the preceding month.

3. **TERM.** The term of this Contract shall be: (first date of contract) through (last date of contract). If this Contract is placed on the County’s Continuing Agreement List before the Contract term expires, the parties agree to extend the terms and conditions of the Contract as set forth herein, and as reflected in any executed amendment hereto, until the Contract is thereafter terminated.

4. **EARLY TERMINATION.** Either party hereto may terminate this Contract at any time by giving thirty (30) days’ written notice to the other party.

5. **INDEMNIFICATION FOR DAMAGES, TAXES AND CONTRIBUTIONS.** CONTRACTOR shall exonerate, indemnify, defend, and hold harmless COUNTY (which for the purpose of paragraphs 5 and 6 shall include, without limitation, its officers, agents, employees and volunteers) from and against:

A. Any and all claims, demands, losses, damages, defense costs, or liability of any kind or nature which COUNTY 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. Such indemnification includes any damage to the person(s), or property(ies) of CONTRACTOR and third persons.

B. 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).

6. **INSURANCE.** CONTRACTOR, at its sole cost and expense, for the full term of this Contract (and any extensions thereof), shall obtain and maintain, at minimum, compliance with all of the following insurance coverage(s) and requirements. Such insurance coverage shall be primary coverage as respects COUNTY and any insurance or self-insurance maintained by COUNTY shall be considered in excess of CONTRACTOR'S insurance coverage and shall not contribute to it. If CONTRACTOR normally carries insurance in an amount greater than the minimum amount required by the COUNTY for this Contract, that greater amount shall become the minimum required amount of insurance for purposes of this Contract. Therefore, CONTRACTOR hereby acknowledges and agrees that any and all insurances carried by it shall be deemed liability coverage for any and all actions it performs in connection with this Contract.

If CONTRACTOR utilizes one or more subcontractors in the performance of this Contract, CONTRACTOR shall obtain and maintain Contractor's Protective Liability insurance as to each subcontractor or otherwise provide evidence of insurance coverage from each subcontractor equivalent to that required of CONTRACTOR in this Contract, unless CONTRACTOR and COUNTY both initial here ____ / ____.

A. Types of Insurance and Minimum Limits

(1) Workers' Compensation Insurance in the minimum statutorily required coverage amounts. This insurance coverage shall be required unless the CONTRACTOR has no employees and certifies to this fact by initialing here _____.

(2) Automobile Liability Insurance for each of CONTRACTOR'S vehicles used in the performance of this Contract, including owned, non-owned (e.g. owned by CONTRACTOR'S employees), leased or hired vehicles, in the minimum amount of \$500,000 combined single limit per occurrence for bodily injury and property damage. This insurance coverage is required unless the CONTRACTOR does not drive a vehicle in conjunction with any part of the performance of this Contract and CONTRACTOR and COUNTY both certify to this fact by initialing here ____ / ____.

(3) Comprehensive or Commercial General Liability Insurance coverage at least as broad as the most recent ISO Form CG 00 01 with a minimum limit of \$1,000,000 per occurrence, and \$2,000,000 in the aggregate, including coverage for: (a) products and completed operations, (b) bodily and personal injury, (c) broad form property damage, (d) contractual liability, and (e) cross-liability.

(4) Professional Liability Insurance in the minimum amount of \$_____ combined single limit, if, and only if, this Subparagraph is initialed by CONTRACTOR and COUNTY ____ / ____.

B. Other Insurance Provisions

(1) If any insurance coverage required in this Contract is provided on a "Claims Made" rather than "Occurrence" form, CONTRACTOR agrees that the retroactive date thereof shall be no later than the date first written above (in the first paragraph on page 1), and that it shall maintain the required

coverage for a period of three (3) years after the expiration of this Contract (hereinafter “post Contract coverage”) and any extensions thereof. CONTRACTOR may maintain the required post Contract coverage by renewal or purchase of prior acts or tail coverage. This provision is contingent upon post Contract coverage being both available and reasonably affordable in relation to the coverage provided during the term of this Contract. For purposes of interpreting this requirement, a cost not exceeding 100% of the last annual policy premium during the term of this Contract in order to purchase prior acts or tail coverage for post Contract coverage shall be deemed to be reasonable.

(2) All policies of Comprehensive or Commercial General Liability Insurance shall be endorsed to cover the County of Santa Cruz, its officials, employees, agents and volunteers as additional insureds with respect to liability arising out of the work or operations and activities performed by or on behalf of CONTRACTOR, including materials, parts or equipment furnished in connection with such work or operations. Endorsements shall be at least as broad as ISO Form CG 20 10 11 85, or both CG 20 10 10 01 and CG 20 37 10 01, covering both ongoing operations and products and completed operations.

(3) All required insurance policies shall be endorsed to contain the following clause: “This insurance shall not be canceled until after thirty (30) days’ prior written notice (10 days for nonpayment of premium) has been given to:

Santa Cruz County
[Enter Department Name]
Attn: [Enter Department Contact]

Should CONTRACTOR fail to obtain such an endorsement to any policy required hereunder, CONTRACTOR shall be responsible to provide at least thirty (30) days’ notice (10 days for nonpayment of premium) of cancellation of such policy to the COUNTY as a material term of this Contract.

(4) CONTRACTOR agrees to provide its insurance broker(s) with a full copy of these insurance provisions and provide COUNTY on or before the effective date of this Contract with Certificates of Insurance and endorsements for all required coverages. However, failure to obtain the required documents prior to the work beginning shall not waive the CONTRACTOR’s obligation to provide them. All Certificates of Insurance and endorsements shall be delivered or sent to:

Santa Cruz County
[Enter Department Name]
[Enter address]
Santa Cruz, CA 95060

(5) CONTRACTOR hereby grants to COUNTY a waiver of any right of subrogation which any insurer of said CONTRACTOR may acquire against the COUNTY by virtue of the payment of any loss under such insurance. CONTRACTOR agrees to obtain any endorsement that may be necessary to affect this waiver of subrogation, but this provision applies regardless of whether or not the COUNTY has received a waiver of subrogation endorsement from the insurer.

7. EQUAL EMPLOYMENT OPPORTUNITY. During and in relation to the performance of this Contract, CONTRACTOR agrees as follows:

A. The CONTRACTOR shall not discriminate against any employee or applicant for employment because of race, color, creed, religion, national origin, ancestry, physical or mental disability, medical condition (including cancer-related and genetic characteristics), 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, the following: recruitment, advertising, layoff or termination, rates of pay or other forms of compensation, selection for training (including apprenticeship), employment, upgrading, demotion, or transfer. The CONTRACTOR agrees to post in conspicuous places, available to employees and applicants for employment, notice setting forth the provisions of this non-discrimination clause.

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

(1) The CONTRACTOR shall, in all solicitations or advertisements for employees placed by or on behalf of the CONTRACTOR, state that all qualified applicants will receive consideration for employment without regard to race, color, creed, religion, national origin, ancestry, physical or mental disability, medical condition (including cancer-related and genetic characteristics), 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, the following: recruitment; advertising, layoff or termination, rates of pay or other forms of compensation, selection for training (including apprenticeship), employment, upgrading, demotion, or transfer. In addition, the CONTRACTOR shall make a good faith effort to consider Minority/Women/Disabled Owned Business Enterprises in CONTRACTOR'S solicitation of goods and services. Definitions for Minority/Women/Disabled Owned Business Enterprises are available from the COUNTY General Services Purchasing Division.

(2) In the event of the CONTRACTOR'S non-compliance with the non-discrimination clauses of this Contract or with any of the said rules, regulations, or orders said CONTRACTOR may be declared ineligible for further contracts with the COUNTY.

(3) The CONTRACTOR shall cause the foregoing provisions of subparagraphs 7B(1) and 7B(2) to be inserted in all subcontracts for any work covered under this 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.

8. INDEPENDENT CONTRACTOR STATUS. CONTRACTOR and COUNTY 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.

PRINCIPAL TEST: The CONTRACTOR rather than COUNTY 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 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 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; (i) CONTRACTOR and COUNTY believe they are creating an independent contractor relationship rather than an employer-employee relationship; and (j) The COUNTY conducts public business.

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.

By their signatures on this Contract, each of the undersigned certifies that it is his or her considered judgment that the CONTRACTOR engaged under this Contract is in fact an independent contractor.

9. NONASSIGNMENT. CONTRACTOR shall not assign the Contract without the prior written consent of the COUNTY.

10. ACKNOWLEDGMENT. CONTRACTOR shall acknowledge in all reports and literature that the Santa Cruz County Board of Supervisors has provided funding to the CONTRACTOR.

11. RETENTION AND AUDIT OF RECORDS. CONTRACTOR shall retain records pertinent to this Contract for a period of not less than five (5) years after final payment under this Contract or until a final audit report is accepted by COUNTY, whichever occurs first. CONTRACTOR hereby agrees to be subject to the examination and audit by the Santa Cruz County Auditor-Controller-Treasurer-Tax Collector, the Auditor General of the State of California, or the designee of either for a period of five (5) years after final payment under this Contract.

12. PRESENTATION OF CLAIMS. Presentation and processing of any or all claims arising out of or related to this Contract shall be made in accordance with the provisions contained in Chapter 1.05 of the Santa Cruz County Code, which by this reference is incorporated herein

13. ATTACHMENTS. Should a conflict arise between the language in the body of this Contract and any attachment to this Contract, the language in the body of this Contract controls. This Contract includes the following attachments:

TBD

14. LIVING WAGE. This Contract is covered under Living Wage provisions if this section is initialed by COUNTY_____.

If Item # 14 above is initialed by COUNTY, then this Contract is subject to the provisions of Santa Cruz County Code Chapter 2.122, which requires payment of a living wage to covered employees (per County Code Chapter 2.122.050, non-profit contractors are exempt from the living wage rate requirement of this chapter, but are not exempt from, and must adhere to, the “non-wage” related requirements of County Code Chapter 2.122.100, 2.122.130, and 2.122.140, as well as all other applicable portions of County Code Chapter 2.122). Non-compliance with these Living Wage provisions during the term of the Contract will be considered a material breach, and may result in termination of the Contract and/or pursuit of other legal or administrative remedies.

CONTRACTOR agrees to comply with Santa Cruz County Code section 2.122.140, if applicable.

15. NON-PROFIT CONTRACTOR MISCELLANEOUS REQUIREMENTS. The following requirements shall be met, in addition to any other requirements of this Contract:

A. **WEB LINKS** – If a non-profit CONTRACTOR has an organizational web site, it shall be a requirement of this Contract to provide links to Santa Cruz County Government (www.co.santa-cruz.ca.us), and Workforce Santa Cruz County (www.workforcescc.com) web sites.

16. MONITORING PROGRAM FOR 501(c)(3) NONPROFIT AGENCIES. Each of the following requirements shall be met, in addition to any other requirements of this Contract.

A. Within 180 days of the end of each of the CONTRACTOR’S fiscal years occurring during the term of this Contract, the CONTRACTOR shall provide the Contract Administrator with two copies of Financial Statements relating to the entirety of the CONTRACTOR’S operations. 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. The Contract Administrator will forward one copy of the financial statements to the Santa Cruz County Auditor-Controller-Treasurer-Tax Collector (“ACTTC”).

(1) For the purposes of this paragraph, “CONTRACTOR’S fiscal year” shall be that period the CONTRACTOR utilizes for its annual budget cycle.

(2) The Contract Administrator with concurrence of the ACTTC may agree to extend the deadline for the Financial Statements required by this paragraph.

- B. In the sole discretion of the County, the requirements of this paragraph may be exempted where the Contract Administrator and the ACTTC ascertain that such reporting is not essential, and both certify to its inapplicability by initialing here ____ (Aud); ____ (CA).
- C. The CONTRACTOR shall make a good faith effort to provide the Contract Administrator with timely notice of any event or circumstance that materially impairs the CONTRACTOR'S financial position or substantially interferes with the CONTRACTOR'S ability to offer the services it has agreed to provide as set forth in this Contract. The Contract Administrator shall notify the ACTTC of any impairment upon being notified by the contractor.
- D. For audit authority of the ACCTC refer to the paragraph on "Retention and Audit of Records."

17. NON-BINDING UNTIL APPROVED. Regardless of whether this Contract has been signed by all parties, if the total compensation identified in Paragraph 2 of this Contract is greater than \$15,000, this Contract is not binding on any party until the Contract has been approved by the Santa Cruz County Board of Supervisors.

18. MISCELLANEOUS. This written Contract, along with any attachments, is the full and complete integration of the parties' agreement forming the basis for this Contract. The parties agree that this written Contract supersedes any previous written or oral agreements between the parties, and any modifications to this Contract must be made in a written document signed by all parties. The unenforceability, invalidity or illegality of any provision(s) of this Contract shall not render the other provisions unenforceable, invalid or illegal. Waiver by any party of any portion of this Contract shall not constitute a waiver of any other portion thereof. Any arbitration, mediation, or litigation arising out of this Contract shall occur only in the County of Santa Cruz, notwithstanding the fact that one of the contracting parties may reside outside of the County of Santa Cruz. This Contract shall be governed by, and interpreted in accordance with, California law.

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SIGNATURE PAGE

IN WITNESS WHEREOF, the parties hereto have set their hands the day and year first above written.

2. **(ENTER CONTRACTOR NAME)**

4. **COUNTY OF SANTA CRUZ**

By: _____
SIGNED

By: _____
SIGNED

PRINTED

PRINTED

Company Name: _____

Address: _____

Telephone: _____

Fax: _____

Email: _____

3. **APPROVED AS TO INSURANCE:**

1. **APPROVED AS TO FORM:**

Risk Management

Office of the County Counsel

DISTRIBUTION:

- [Enter Initiating Department Name]
- Auditor-Controller-Treasurer-Tax Collector
- Risk Management
- Contractor

6. CITY OF SANTA CRUZ CONTRACT AGREEMENT (DRAFT)

THIS AGREEMENT, made and entered into this 1st day of July, 20XX, by and between the City of Santa Cruz, hereinafter known as "City" and _____ hereinafter known as "Grantee".

WHEREAS, City desires to expend funds for a public purpose; and

WHEREAS, City received from Grantee a project proposal specifying the purpose for which such funds shall be utilized (see Exhibit "B": Contract Scope of Work); and

WHEREAS, Grantee's project proposal generally outlines a program serving the type of public purpose for which the City wishes, in its sole discretion, to expend public funds; and

WHEREAS, Grantee and the City both acknowledge that the public trust requires the City to closely monitor Grantee's administration of the program for which public funds are being expended, as well as the publicly funded activities being undertaken in the program itself, in order to assure that the public purposes for which the funds were appropriated are being advanced; and

WHEREAS, Grantee and City both acknowledge the City's right to assure that public funds appropriated by the City to advance those public purposes are indeed being achieved by the program throughout the fiscal years for which funds were appropriated; and

WHEREAS, Grantee and City acknowledge the City's right to withdraw funding should the program, at any time during said fiscal years, fail or cease to advance the public purpose for which public funds were appropriated; and

WHEREAS, City has therefore appropriated and authorized the expenditure of funds for and by Grantee as delineated in budget attached hereto as Exhibit "A": FY 20XX-20XX Contract Budget.

NOW, THEREFORE, the City and Grantee agree as follows:

I. The Grantee shall:

- A. Maintain, during the term of this Agreement, standard commercial general liability form coverage in an amount not less than \$1,000,000 per occurrence, and comprehensive automobile liability insurance in an amount not less than \$500,000 per occurrence. Such insurance shall name the City as an additional insured and include cross liability in favor of City as required by the Community Programs Contract Guidelines. Such insurance shall not be subject to cancellation, reduction in coverage, or refusal to renew with less than thirty (30) (and preferably sixty) days advance written notice to the City. A certificate of such insurance shall be furnished to the City prior to any payment being made under terms of this Agreement. The Grantee shall be exempted from the automobile liability insurance requirement only upon signing a written declaration stating it will neither use, own,

nor operate, nor allow anyone to use, own, or operate an automobile in connection with any of the functions of the Grantee.

- B. Maintain, during the term of this Agreement, Workers' Compensation insurance in conformance with the Workers' Compensation laws of the State of California. A certificate of such insurance shall be furnished to the City prior to any payments being made under terms of this Agreement.
- C. Submit a claim request on a City-approved form for advance payments consisting of half of each year's grant award on a semi-annual schedule to be provided by the City throughout the duration of the two-year contract for a total of four (4) payments. Funds must be expended in accordance with Exhibit "B" (Contract Scope of Work). Claims for funds awarded by this agreement that fall within a fiscal year (July 1 through June 30) must be submitted no later than May 31 of the fiscal year. Funds for which claims are not submitted prior to this date will be deemed forfeited by Grantee and will therefore be immediately reprogrammed in the sole discretion of City. The funding awarded for the second and third year of the three-year contract (FY 20XX) is presumed to equal that of the first year's funding (FY 20XX) upon grantee's satisfactory delivery of the objectives outlined in Exhibit "B" for the first year. However, as the City budgets on an annual cycle and is influenced by the prevailing economic conditions and other factors that may be beyond its control, the City reserves the right to make modifications to the second and third year of funding. Any and all changes will be communicated to the grantee in advance of July 1, 20XX.
- D. Via hard copy format, submit semi-annual progress reports providing concise measurable data (in numerical terms) quantifying the degree to which the Grantee is accomplishing its program goals, objectives and the percentage of completion of each objective to date, as outlined in Exhibit "B". The first semi-annual report covers the period of July 1 through December 31. The second semi-annual report covers the period of January 1 through June 30. and should, in addition to the recent past six-month objectives, report and summarize figures met for the entire fiscal year. The City may require additional reporting at the conclusion of the first year beyond the standard reporting elements. Grantee will be notified of any additional information requests. Said reports shall be submitted within thirty (30) days after the conclusion of each six-month period, and shall be in a format acceptable to the City. Failure to submit reports shall give the City cause to withhold payments under terms of this Agreement. All claims for the preceding fiscal year must be submitted by May 31.
- E. Between the hours of 9 a.m. and 5 p.m., Monday through Friday except for holidays, upon reasonable notice of not less than twenty-four hours, permit any duly authorized representative of the City to

examine all property of Grantee, and to examine and copy any and all records kept or maintained by the Grantee or under its control which deal with the operations, affairs, transactions or property of Grantee. Said examination shall be limited, as necessary, to comply with applicable law when the documents in question are confidential pursuant to law or the Attorney's Canon of Ethics and/or Code of Professional Responsibility.

- F. At any time during the fiscal year, upon reasonable notice, permit any City Council subcommittee, or any other body or person appointed by the City Council, including Santa Cruz County program auditors, to review, examine, observe and audit Grantee's program and/or Grantee's administration of that program in order to assure that the public purpose for which public funds were appropriated has been, and continues to be, advanced by that program. Should it be determined that the program is not achieving that public purpose, or that the public funds are not being used in a cost-effective manner to achieve that purpose, the body or person reviewing the program may recommend changes designed to assure that remaining public fund appropriations are used to achieve that public purpose. The City, in its discretion, may withdraw public funding.
- G. If, at any time during the fiscal year, there is a "material change" in the program, including, but not limited to a new Executive Director, a change of 10 percent or more in the program budget, expenses or revenues, a change in service level with respect to contract Exhibit B, Contract Scope of Work, a name change, a site move, etc., notify City in writing within thirty (30) days of the change.
- H. Be an equal opportunity employer, as defined by Title VII of the Civil Rights Act of 1964 and the California Fair Employment and Housing Act of 1980, and as such, shall not discriminate against any person on the basis of race, religious creed, color, national origin, ancestry, physical disability, medical condition, marital status, age or sex with respect to hiring, application for employment, tenure or terms and conditions of employment. In addition, the City of Santa Cruz, as defined in Resolution NS-20,137 and Ordinance 92-11, further prohibits discrimination on the basis of sexual orientation, height, weight and physical characteristics.
- I. Not discharge, reduce the compensation of, discriminate or otherwise retaliate against or intimidate any employee for making a complaint to the City, or for participating in any legal or administrative proceedings or using any civil remedies to enforce his or her rights conferred by Santa Cruz Municipal Code Chapter 5.10 (Living Wage Ordinance) or for otherwise asserting any rights under Chapter 5.10. Community Programs funding recipients shall also comply with federal, state and all other applicable law proscribing retaliation for union organizing.
- J. Not hinder or further collective bargaining organization or other collective bargaining activities by or on behalf of their employees. However, this restriction shall not apply to any expenditure made by

the Community Programs funding recipient in the course of good faith collective bargaining or to any expenditure made by the Community Programs funding recipient pursuant to obligations incurred under a bona fide collective bargaining agreement.

- K. Not assign this Agreement, without prior written consent of City.
- L. Between the hours of 9 a.m. to 5 p.m., Monday through Friday except for holidays, upon reasonable notice of not less than twenty-four hours, provide the City access to and the City shall have the right to examine such books, documents, papers or records as may be reasonably required for the purpose of auditing the Grantee's expenditure of funds.

II. The City shall:

- A. Establish an account on behalf of Grantee from which semi-annual advances shall be disbursed.
- B. At its discretion, review the project and the Grantee's expenditures of the funds paid under the provisions of the Agreement. If such a review reveals funds are not being expended or have not been expended in accordance with the Grantee's project proposal, the Grantee shall forfeit the unexpended portion of the grant funds, and shall repay the City for any improperly expended monies. Said examination shall be limited, as necessary, to comply with applicable law when the documents in question are confidential pursuant to law or the Attorney's Canon of Ethics and/or Code of Professional Responsibility.

III. Any equipment (property) purchase must be used for the purposes of the program; and upon dissolution of the program, the City must approve disposition of the property, and if the City deems that circumstances warrant, then the City may take possession of the property.

IV. This Agreement shall be effective the 1st day of July, 20XX, and shall terminate on June 30, 20XX. Either party to this Agreement may terminate it upon thirty (30) days written notice of termination to the other.

V. All required forms described in I.A. and I.B. of this contract and claims requests for payment shall be delivered via electronic mail whenever possible. In the alternative, delivery is acceptable in person or sent by mail, postage prepaid to the address as follows:

Finance Department
Community Programs
809 Center Street, Room 101
Santa Cruz, CA 95060

VI. Audited financial statements and living wage reports should be submitted via the CMC whenever possible. Delivery via electronic mail, in person or through the mail is acceptable.

- VII. The City Council of the City of Santa Cruz endorses the MacBride Principles and the Peace Charter and encourages all companies doing business with Northern Ireland to abide by the MacBride Principles.
- VIII. Due to the uncertain condition of the State and City budgets or any other unforeseen development which might adversely affect the City, the City, at its option, may reopen this contract at any time during the contract term to restate the terms and conditions of the subject grant including, but not limited to, revising the grant amount, or terminating this contract, thereby eliminating the City's obligation to disburse grant funding.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the day and year first above written.

CITY: CITY OF SANTA CRUZ,
a Municipal Corporation

By: _____
Martín Bernal, City Manager

GRANTEE: By: _____

Printed Name: _____

Title: _____

APPROVED AS TO FORM:

City