



COUNTY OF SANTA CRUZ
General Services Department

Purchasing Division

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Request for Proposal (RFP) #2024HSD01

FOR

*Collective of Results and Evidence-based (CORE) Investments
Funding Cycle Fiscal Year 2025-28*

Virtual Applicant Conference	June 21, 2024; 10 am-12 pm Pacific time https://bit.ly/CORE-RFP-06-21-2024
Question Deadline	5:00 PM; Pacific time, July 1, 2024 Submit questions to Corefunding@santacruzcountyca.gov
Submittal Deadline	5:00 PM, Pacific time, August 2, 2024 Proposal must be submitted by this Deadline.
Submittal Location	Proposals will be submitted through the online portal: http://my.reviewr.com/site/core_investments_rfp2024
Contact Person	Kimberly Petersen, Deputy Director Human Services Department Email Corefunding@santacruzcountyca.gov Fax (831) 454-2710

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SECTION I. INVITATION

The County of Santa Cruz (County) invites sealed proposals for the **Collective of Results and Evidence-based (CORE) Investments** funding opportunity. This opportunity aims to uncover and address the root causes of inequities to advance the **CORE Conditions of Health and Well-Being** for all residents of the County. Proposals will be accepted from non-profit 501(c)(3) entities, federally recognized Tribal entities, and tax-exempt education entities. Nonprofit 501(c)(3) acting as fiscal sponsors or a lead fiscal agency are eligible to apply for the program(s) for which they provide fiscal oversight.

CORE Investments is a funding model and a movement to achieve equitable health and well-being in Santa Cruz County using a collective impact, results-based approach that is responsive to community needs. CORE Investments funds are largely derived from the County's General Fund, with a portion of the CORE funding also being allocated from the City of Santa Cruz (City). The City will focus their funding on programs serving primarily City residents. The funding will be awarded to local, eligible agencies that provide a variety of services for individuals who are most impacted by systemic inequities such as racism and poverty. In order to capture evidence-based services linked to specific community-level results, all awardees will be required to use the **Results Based Accountability™ (RBA)¹ framework** to track and monitor program indicators and metrics:

- How much are programs/services able to achieve:
 - Activities- How many services are provided.
 - Unduplicated Participants- The number of people served and their demographics.
- How well are programs/services provided:
 - Quality Survey- All programs will conduct a participant survey asking how satisfied individuals are with the services they received.
- Is anyone better off as a result of the program/services:
 - Outcome Indicators- All programs are required to collect data on whether individuals are better off due to the services received.

Equity has been identified by both the City and the County as central to CORE Investments, and awarded programs focus on identifying inequities and addressing their root causes to advance the interconnected **CORE Conditions of Health and Well-Being (Core Condition)**. The **CORE Conditions of Health and Well-Being** are the following service areas:

- Health & Wellness
- Lifelong Learning & Education
- Economic Security & Social Mobility
- Thriving Families
- Community Connectedness
- Healthy Environments
- Safe & Just Community
- Stable, Affordable Housing & Shelter

There is significant need in all areas of the **CORE Conditions of Health and Well-Being** in Santa Cruz County, but due to funding limitations services must be prioritized. As a result, for

¹ <https://clearimpact.com/results-based-accountability/>

the Fiscal Year (FY)2025-28 award cycle the Board of Supervisors and Santa Cruz City Council directed Proposals be requested for the following categories:

- Lifelong Learning & Education
- Thriving Families
- Healthy Environments
- Stable, Affordable Housing and Shelter

To best align with the Homelessness Action Plan² created by the local Continuum of Care (CoC, known locally as the Housing for Health Partnership³), “Stable, Affordable Housing and Shelter” awards will be determined in a separate process, and announced in accordance with County Policies.

All submissions in response to this RFP will become the property of the County and may be subject to the California Public Records Act, with limited exceptions.

SECTION 2.	INSTRUCTIONS TO RESPONDENTS
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2.1 Preparation of Proposal

Respondents shall submit the completed Request for Proposals (RFP) with appropriate attachments or explanatory materials through the online Proposal portal. No paper, oral, telegraph, telephone, facsimile, emailed, or photocopied Proposals will be accepted. Proposals must be completed online in the portal.

2.2 RFP Process Schedule

The anticipated RFP Process and Engagement Schedule follows. The County may change these dates and/or the RFP process if deemed necessary. If necessary, the County will publish such changes accordingly.

Activity	Date
Advertise RFP – Sentinel & San Jose Mercury News	6/3/24 & 6/10/24
Release RFP	6/3/24 by 5:00pm
Applicant Conference (virtual on Zoom)	6/21/24 (10 am-12 pm)
Applicant Question Deadline	7/1/24 by 5:00 pm
Deadline for Submittals	8/2/24 by 5:00 pm
Online Portal Technical Assistance Session	6/26/24 (11:00 am-12 pm) https://bit.ly/CORE-RFP-Training-June26
Individualized Online Portal Support Offered	Email: Corefunding@santacruzcountyca.gov
1st Question and Response Posting	6/21/24 by 5:00 pm
2nd Question and Response Posting	7/8/24 by 5:00 pm

² <https://housingforhealthpartnership.org/About/HousingforaHealthySantaCruzCounty.aspx>

³ <https://housingforhealthpartnership.org/>

Training and TA	Various dates offered sign up on the CORE website: www.santacruzhumanservices.org/Home/FundingOpportunities/COREInvestments
Proposals Due	Friday, 8/2/24 by 5:00 PM
Applicants informed if their Proposal is considered incomplete or does not meet parameters	Tuesday, 8/13/24 by 5:00 pm
Panel Review	August-October 2024
County Board and City Council status update	September/October 2024
County Board and City Council approve the list of proposed awards and notices of intent to award are submitted to awardees	November 2024
County Board and City Council adopt (and finalize) awards	December 2024
Contracts approved	January 2025- May 2025

2.3 Submission of Proposal

- a. Respondent Agency shall submit Proposal via an online portal: my.reviewr.com/site/core_investments_rfp2024
- b. The Proposal portal is a web/cloud-based digital tool for collecting, managing, and reviewing online Proposal submissions. Technical assistance on use of the Proposal portal is available. All respondents are required to utilize the online Proposal portal.
- c. The deadline to submit Proposals is **8/2/24 at 5:00 PM PST**.

2.4 Multiple Proposals

If awarded, CORE Investments intends to fund the entire budget in a proposal, dependent on funding availability, though minor reductions of up to 5% of the proposal budget may be made to ensure all CORE funds are expended through recommended awards. In Section 3, Statement of Work Specifications on the available funding tiers and CORE Conditions are defined. While there is no limit to the number of Proposals submitted per agency, there are three key Proposal parameters related to budgeting with regard to multiple Proposals:

1. Agencies may not submit a Proposal for a program or project to more than one funding tier or more than one CORE Condition. The County reserves the right to interpret program repetition in Proposals regardless of program name, metrics, or demographic targets.
2. Agency Proposals submitted must not have an aggregate total of more than 25% of the total CORE award funding available across all funding tiers. For collaborative Proposals including multiple agencies, only the agency's specific portion will be counted toward the aggregate total.
3. If a Respondent Agency's total revenue (as per the agency's Statement of Activities or Statement of Revenues and Expenses or other similar documentation) exceeds \$7.5 million, the agency may not submit a Proposal for the Tier 3 funding category.
4. The County and City reserves the right to disallow one or more of Proposals due to any of the above criteria.

2.5 Late Responses

All responses to the RFP must be submitted to the online portal no later than **8/2/24, at 5:00 PM PST**. Respondent Agency will be solely responsible for the timely delivery of their Proposal. Proposals will not be accepted after the deadline.

2.6 Conflict of Interest

No employee, officer, or agent may participate in the selection, award, or administration of a contract supported by an award if they have a real or apparent conflict of interest. Such a conflict of interest would arise when the employee, officer, or agent, and member of their immediate family, partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other interest in or a tangible personal benefit from a firm considered for a contract.

2.7 Point of Contact

All questions regarding this RFP shall be submitted in writing via email to COREFunding@santacruzcountyca.gov. No other contact has the authority to respond to any questions on behalf of the County. Failure to adhere to this process may disqualify the Respondent Agency.

2.8 Non-Collusion Declaration

Respondent Agency shall execute a Non-Collusion Declaration on the form furnished by the County as Exhibit D.

2.9 References

Due to this RFP being for a non-specified service, the possibility of a wide awardee pool across many service areas, and the potential of significant cross-over in local Respondent Agencies, references will not be completed for this RFP.

2.10 Proposal Evaluation Criteria

A. It is the County's intent to select the most responsive and responsible Respondent Agency (s) that offer(s) the County the greatest value based on an analysis involving several criteria, including but not necessarily limited to the following:

Evaluation Criteria		Points
1.	Statement of Needs and Strengths: Why do it?	20
2.	Proposed Approach: What should be done?	35
3.	Proposed Approach: Who do you intend to serve?	15
4.	Capacity to Provide Services	20
5.	Program Budget	10
Total		100
<i>Bonus Points for Leveraging Funds (Tier 1&2 only)</i>		<i>5 bonus points</i>

B. Review panels shall be comprised of individuals who are not from agencies submitting a Proposal(s) for funding. The panels may include individuals such as community leaders; staff of community agencies, local jurisdiction staff, local private funder staff;

researchers; practitioners; individuals with lived experience; and public agency staff. The intent is to create panels that reflect Santa Cruz County in terms of equity dimensions (such as race/ethnicity, geography, age and/or experience serving certain age groups).

C. The County reserves the right to reject any or all RFPs. Award of contract is contingent upon approval from the Santa Cruz County Board of Supervisors, the Santa Cruz City Council, and funding availability.

2.11 Reservations

County reserves the right to take the following actions at any time:

- a. Reject any and all Proposals without indicating any reasons for such rejection;
- b. Waive or correct any minor or inadvertent defect, irregularity or technical error in the RFP or any RFP procedure or any subsequent negotiation process;
- c. Terminate the RFP and issue a new RFP anytime thereafter;
- d. Procure any services specified in the RFP by other means;
- e. Extend any or all deadlines specified in the RFP by issuance of an addendum (addenda) at any time prior to the deadline for submittals;
- f. Disqualify any Respondent Agency on the basis of any real or perceived conflict of interest or evidence of collusion that is disclosed by the Proposal or by other means or other information available to County;
- g. Reject the Proposal of any Respondent Agency that is in breach of or in default under any other agreement with County;
- h. Reject any Respondent Agency the County deems to be non-responsive, unreliable, or unqualified;
- i. Accept all or a portion of a Respondent Agency's Proposal;
- j. Negotiate with any or no Respondents; and
- k. Terminate failed negotiations with any Respondents without liability and negotiate with other Respondents.

2.12 Notification of Withdrawal of Proposal

Respondents or authorized representatives may, by formal written notice to the Contact Person (email is preferred), modify or withdraw responses prior to the deadline to submit RFP responses. All responses not withdrawn prior to this deadline will become the property of County.

2.13 Interpretation

Should any discrepancies or omissions be found in the RFP, the questions may be submitted according to RFP instructions. The County may issue written instructions or addenda to all participants in this RFP process. No oral statement of interpretation by County staff shall be binding. Questions must be received no later than the Question Deadline. All addenda issued shall be incorporated into the Contract.

2.14 Compliance

- A. It is the responsibility of Respondent Agency to read ALL sections of this RFP prior to submitting a Proposal.
- B. Respondent Agency shall confirm compliance with all RFP specifications, requirements, terms and conditions. Respondent Agency shall provide, on company letterhead in attachment form, a detailed explanation including the RFP section and paragraph number for each instance of non-compliance.

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- C. Failure to comply with the RFP requirements provided herein could result in disqualification.
 - D. County may at its sole discretion elect to not reject a Proposal due to an error, omission, or deviation in the Proposal. Such an election by County will neither modify the RFP nor excuse Respondent Agency from full compliance with the specifications of the RFP or any contract awarded pursuant to the RFP.

2.15 Addenda

- A. These documents may not be changed by any oral statement. Changes to these documents will be by written addenda issued by the County.
- B. Addenda will be posted on the [General Services Department website](#). If/when necessary, the County will email written addenda to all known Respondents of record.
- C. Respondents shall be responsible for ensuring that their Proposals reflect any and all addenda issued by the County prior to the Deadline for Proposals regardless of when the Proposals are submitted. All addenda issued shall be incorporated into the contract awarded as a result of this RFP.

2.16 Proprietary Information

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

2.17 Cost Liability

Respondent Agency is solely responsible for all costs incurred in preparing for or submitting the Proposal.

2.18 Protests and Appeals Procedures

Refer to Exhibit C – Protest and Appeals Procedures.

SECTION 3. STATEMENT OF WORK, SPECIFICATIONS

Funding Approach

CORE awards will be prioritized within the following CORE Conditions and their definitions:

- a. **Lifelong Learning & Education:** Equitable access to high-quality education and learning opportunities
- b. **Thriving Families:** Increased resilience of children and youth
- c. **Thriving Families:** Increased resilience among older and dependent adults
- d. **Healthy Environments:** Safe, affordable, accessible recreation spaces

CORE awards will be divided into CORE Conditions and funding Tiers as shown in the table below:

Funding Tiers

Tier level	Lifelong Learning & Education	Thriving Families	Healthy Environments
<i>Tier 1</i>	\$150,001-\$500,000	\$150,001-\$500,000	Non-Applicable
<i>Tier 2</i>	\$25,001-\$150,000	\$25,001-\$150,000	\$25,001-\$150,000
<i>Tier 3</i>	Up to \$25,000	Up to \$25,000	Up to \$25,000

Requirements or Restrictions

CORE funding has the following requirement or restrictions:

- 1. If an agency’s total revenue (as per the agency’s Statement of Activities or Statement of Revenues and Expenses or other similar documentation) exceeds \$7.5 million, the agency may not apply for the Tier 3 funding category.
- 2. No one Respondent Agency can apply for more than 25% of total CORE RFP funding available.
- 3. CORE funding must be utilized to serve Santa Cruz County residents.
- 4. CORE funded agencies are required to report semi-annually on their program activities and outcomes based on the Results Based Accountability framework.
 - a. Programs are required to collect standardized client satisfaction data (survey provided by the county and made available on the county's online website) of each program participant **based solely on the CORE funding**. The data is due at the end of each FY in the Annual Progress Report to measure the quality of CORE funded services.
 - b. Programs are required to submit unduplicated program participants and their demographic data annually **based solely on the CORE funding**. The data is due at the end of each FY in the Annual Progress Report to measure the impact of CORE funded services.

5. Tier 1 & Tier 2 Proposals that use CORE funding to leverage additional non-CORE funds, other receivables, technical assistance, donated services, and other resources that have a dollar value equivalent may be granted “bonus” points.
6. Tier 3 Proposals will not be granted “bonus” points for leveraging CORE funding.

SECTION 4. Proposal Response Format

Proposal Instructions

These instructions are intended to summarize each section of the Proposal questionnaire as a courtesy to Respondent Agencies. Answers in these sections should identify participants and impacts specific to **CORE funding only**, regardless of any known or proposed leveraged funds.

Additional details can be found:

Appendix A: Proposal Application

Appendix B: Scoring Criteria

Summary and Contact Information (not scored)

This section gathers the Respondent Agency’s information including but not limited to: Legal name of agency, primary address, proposed program budget, and whether an external/internal grant writer was used for the purpose of this RFP. The resulting information will be used to develop contracts for selected awardees.

Program Background (not scored)

Questions in this section reflect the proposed program synopsis including program history and what CORE Condition is most relevant to the program.

Statement of Needs and Strengths: Why do it? (20 points total)

Questions in this section refer to how inequities contribute to the need, challenge, or issue the program will address and who does it impact. Respondents will include and identify relevant data from secondary sources and/or primary sources to explain the need, challenge, or issue. In addition, respondents will identify existing community strengths and/or assets such as community Champions, steering committees and/or local initiatives, that may support your program goal(s).

Proposed Approach: What should be done? (35 points total)

Questions in this section provide an opportunity to describe the program or service, the activities of the program or service, measuring participant satisfaction, and up to three outcome measures. These responses should refer to and build upon the inequities, needs, and strengths identified in the previous sections. Please Note:

- Question #8: Adding multiple activities does not equate to receiving more potential points. A program with one activity can score higher, the same, or lower than a program with six activities.
- Question #9: If you intend to serve people that may have reservations or are reluctant to provide demographic data, please share creative strategies and approaches your program will utilize to capture the required data.

Proposed Approach: Who do you intend to serve? (15 points total)

Questions in this section provide an opportunity to describe who the program will serve, detailing the unduplicated number of clients served and their demographics. Proposals will be scored on how they will collect client and demographic data, and the percentage of clients to be

served who live below the current Federal Poverty Level. If the intended program will use multiple funding sources, please explain how your program intends to exclusively track and sort CORE participants/funding for the purpose of submitting the required data.

Capacity to Provide Services (20 points total)

Questions in this section provide an opportunity to describe program implementation by the contract start date and the experience or qualifications of the staff overseeing the program, especially with regard to addressing the inequities and leveraging the strengths identified in previous sections.

Program Budget (10 points total)

Programs are required to use the provided budget template for this section and will describe the program budget details on the template. In the description of the budget items, Respondent Agencies should clearly explain how the budget supports the activities and outcomes that address the inequities and needs identified. There is a cap of 15% on Administrative Overhead for the proposed budget in the budget template.

Leveraging Funds (Tier 1 & 2 Proposals only, 5 “bonus” points available)

Proposals in Tiers 1 & 2 have an opportunity for “bonus” points if they demonstrate leveraging CORE funds, other receivables, technical assistance, donated services, and other resources that have a dollar value equivalent. An associated template (Exhibit G) must be completed and submitted to demonstrate leveraging as per the definition provided. Proposals in Tier 3 will not be asked about leveraging funds and will not receive bonus points for leveraging funds. Note: If a program is awarded based on being able to leverage funding, the County reserves the right to reevaluate, rescind, and amend awarded funding if the intended leveraging opportunity does not come into fruition.

SECTION 5. EXHIBITS

**Exhibit A
Non-Collusion Declaration**

TO BE EXECUTED BY RESPONDENT AGENCY AND SUBMITTED WITH
Proposal

I, _____, am the
(Name)

_____ of _____,
(Position/Title) (Company)

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

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

(Date)

Signature of Authorized Representative

Name of Respondent Agency

Title of Authorized Representative

EXHIBIT B
INSURANCE REQUIREMENTS

INSURANCE REQUIREMENTS & CERTIFICATES

Indemnification for Damages, Taxes and Contributions

In conjunction with work performed at and/or for County, to the fullest extent permitted by applicable law, Respondent Agency 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:

- i. 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 as a result of, arising out of, or in any manner connected with the RESPONDENT'S performance under the terms of this Permit, 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 RESPONDENT AGENCY and third persons.
- ii. Any and all Federal, State, and Local taxes, charges, fees, or contributions required to be paid with respect to RESPONDENT AGENCY and RESPONDENT'S officers, employees and agents engaged in the performance of this Permit (including, without limitation, unemployment insurance, social security and payroll tax withholding).

Insurance

RESPONDENT, at its sole cost and expense, for the full term of this Permit (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 RESPONDENT'S insurance coverage and shall not contribute to it. If RESPONDENT AGENCY normally carries insurance in an amount greater than the minimum amount required by the COUNTY for this Permit, that greater amount shall become the minimum required amount of insurance for purposes of this Permit. Therefore, RESPONDENT AGENCY 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 Permit. Insurance is to be obtained from insurers reasonably acceptable to the COUNTY.

If RESPONDENT AGENCY utilizes one or more subcontractors in the performance of this Permit, RESPONDENT AGENCY shall obtain and maintain RESPONDENT's Protective Liability insurance as to each subcontractor or otherwise provide evidence of insurance coverage from each subcontractor equivalent to that required of RESPONDENT AGENCY in this Permit, unless RESPONDENT AGENCY and COUNTY both agree to waive this requirement.

1. Types of Insurance and Minimum Limits

- a. Worker's Compensation in the minimum statutorily required coverage amounts. This insurance coverage shall be required unless the Respondent Agency has no employees and certifies to that fact.
- b. Automobile Liability Insurance for each of Respondent's vehicles used in the performance of Permit, including owned, non-owned (e.g., owned by Respondent'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 Respondent Agency does not drive a vehicle in conjunction with any part of the performance of Permit and Respondent Agency and County both certify to that fact.

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- c. 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 \$1,000,000 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.
 - d. Professional Liability Insurance in the minimum amount, to be determined by Respondent Agency and County as applicable, combined single limit.
2. Other Insurance Provisions
- a. As to all insurance coverage required herein any deductible or self-insured retention exceeding \$5,000 shall be disclosed to and be subject to written approval by County.
 - b. If any insurance coverage required in Permit is provided on a “Claims Made” rather than “Occurrence” form, Respondent Agency 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 Permit (hereinafter “post Permit coverage”) and any extensions thereof. Respondent Agency may maintain the required post Permit coverage by renewal or purchase of prior acts or tail coverage. This provision is contingent upon post Permit coverage being both available and reasonably affordable in relation to the coverage provided during the term of Permit. For purposes of interpreting this requirement, a cost not exceeding 100% of the last annual policy premium during the term of Permit in order to purchase prior acts or tail coverage for post Permit coverage shall be deemed to be reasonable.
 - c. 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 Respondent, 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.
 - d. All required 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 the permitting department.

Should Respondent Agency fail to obtain such an endorsement to any policy required hereunder, Respondent Agency 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 Permit.
 - e. Respondent Agency 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 Permit 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 Respondent’s obligation to provide them. All Certificates of Insurance and endorsements shall be delivered or sent to the permitting department.
 - f. Respondent Agency hereby grants to County a waiver of any right of subrogation which any insurer of said Respondent Agency may acquire against the County by virtue of the payment of any loss under such insurance. Respondent Agency 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.

EXHIBIT C
PROTESTS AND APPEALS PROCEDURES

Protests and Appeals to the County General Services Director

Protests and appeals in connection with this solicitation are to be submitted to the Santa Cruz County General Services Director, who will coordinate and consult as needed with the Santa Cruz County Human Services Director, City of Santa Cruz Manager and/or Assistant and jurisdictional legal counsel. The appeal process provided herein applies solely to decisions of the Department on this CORE RFP.

Organizations shall submit their protest and/or appeal in writing within five (5) working days from the date the notification of decision is emailed by the county. The Protest and/or appeals shall state the reason(s) for such action, stating all relevant facts, information, and evidence, and note as applicable, any of the following:

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

New or supplemental information not included in the original submission will not be considered in the protest or appeal. No applicant shall have the right to protest and/or appeal a decision related to another organization's submission.

Protests and appeals are preferred to be submitted by email to:
COREAppeal@santacruzcountyca.gov

Or by U.S.P.S or other reliable mail carrier to:

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

Upon receipt of an appeal and following consultation with those named above, the General Services Director shall issue a final, written decision within five (5) working days after receipt of the protest via e-mail or written letter with an explanation of the Director's determination.

Final Funding Decisions

At the public meetings finalizing CORE awards, held in December, the Board of Supervisors and City Council will adopt the final awards and come to a final decision on all CORE RFP award funding.

EXHIBIT D
INDEPENDENT CONTRACTOR AGREEMENT (EXAMPLE)
(NON-PROFIT)

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) as described in Exhibit A – Scope of Work, for the County of Santa Cruz Human Services 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) as outlined in Exhibit B – Budget, 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: July 1, 2023 through June 30, 2024. 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
Human Services Department
Attn: Centralized Contracts Unit
1040 Emeline Avenue
Santa Cruz, CA 95060

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
Human Services Department
Attn: Centralized Contracts Unit
1040 Emeline Avenue
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 State Auditor 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:

- Exhibit A – Scope of Work
- Exhibit B – Budget
- Exhibit C – Data Privacy and Security Confidentiality Agreement
- Exhibit D – Non-Discrimination Assurance of Compliance

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 the HelpSCC (www.helpsc.org), 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 \$100,000, 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.

SAMPLE

SIGNATURE PAGE

Contract No. 24 _____

**INDEPENDENT CONTRACTOR AGREEMENT
(NON-PROFIT)**

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

Randy Morris, Director
PRINTED

Address
Address
Phone
Email

Human Services Department

3. APPROVED AS TO INSURANCE:

1. APPROVED AS TO FORM:

Risk Management

Office of the County Counsel

DISTRIBUTION:

- Human Services Department
- Auditor-Controller-Treasurer-Tax Collector
- Risk Management
- Contractor

EXHIBIT E
CORE TERMS & CONDITIONS (EXAMPLE)

I. CONTRACTOR RESPONSIBILITIES

A. Budget and Invoicing

1. CONTRACT is for three fiscal years, FY 2025-26, FY 2026-27, and FY 2027-28. A budget is detailed for each fiscal year (FY). No unspent funds can be rolled over to the next FY, unless directed by the Board of Supervisors and documented in an approved contract amendment.
2. CONTRACTOR shall be permitted transfers between budget categories by submitting a request in writing to the COUNTY. Upon review of the request, COUNTY may execute a budget modification transferring amounts totaling 30% or less of the total budget. Transfers between budget categories totaling more than 30% of the budget may be made only upon execution of a contract amendment approved by the Board of Supervisors. Budget modification requests must be made by CONTRACTOR to COUNTY at least 15 business days prior to the proposed affected billing cycle or no later than May 1 for changes proposed for the following FY. A requested budget modification shall only be effective upon written County approval.
3. CONTRACTOR shall invoice for services quarterly on a COUNTY provided template and/or web-based database, as outlined in the CORE Contract Procedures provided by the COUNTY annually.
 - a. Unspent funds must be returned to the COUNTY via a credit memo. CONTRACTOR shall reconcile funding received against funding spent in Quarter 4 (April-June) of each FY. A Quarter 4 invoice shall be submitted timely by the CONTRACTOR to ensure that all funding received was spent.
 - b. CONTRACTORS that are non-profit, community-based organizations granted tax-exempt status under Internal Revenue Code Section 501 may request a one quarter “advance” per FY at the onset of the FY.

B. Services and Progress Reporting

1. CONTRACTOR shall submit Semi-Annual Progress Reports using a template provided by the COUNTY and as outlined in the CORE Contract Procedures provided by the COUNTY annually. Reports shall reflect progress on program activities, quality measures and outcomes as well as narrative information. CONTRACTOR is to submit the reports by January 31 and July 31 of each FY, or within 30 days of receipt of the COUNTY provided template.
 - a. Failure to submit Semi-Annual Reports by the dates due may result in the withholding of payment for invoices until the report is submitted and confirmed to be complete.
 - b. The COUNTY reserves the right to request additional reports as needed.
 - c. Information provided within the Semi-Annual Reports or other COUNTY requested reports shall not be considered confidential and may be shared by the COUNTY to other jurisdictions as deemed necessary.
 - d. The Semi-Annual Progress Report due July 31 shall include the following additional information:
 - i. CONTRACTOR shall collect age, ethnicity, gender, language, and zip code information from all program participants throughout the FY and submit this information with the report due July 31.
 - ii. CONTRACTOR shall use the following Quality of Service measure: “80% of CORE program participants will report being either “satisfied” or “very satisfied”

with program services as measured by a one-question participant survey completed by June 30th of each fiscal year.”

1. CONTRACTOR shall use the COUNTY provided quality measure form to complete the survey. CONTRACTOR may use their own form only if the survey question and response options are identical to the COUNTY quality measure form.
2. CONTRACTOR shall submit the count of how many participants completed the survey and the percentage for each response option along with the report due July 31.
2. CONTRACTOR shall submit all performance measurement tools or analysis to the COUNTY upon request.
3. CONTRACTOR shall participate in COUNTY’s monitoring of agency and program performance under the terms of this agreement. Monitoring shall include but is not limited to: review of reports or on-site visits as requested. Upon receipt of any related notices and/or recommendations from COUNTY as a result of monitoring activity, CONTRACTOR shall review and respond in writing within 10 business days. Failure to respond timely may result in the withholding of payment for invoices until a response is received.
4. CONTRACTOR shall comply with all applicable laws, ordinances and codes of the Federal, State, County and City governments in operating these programs.
5. CONTRACTOR shall participate in trainings hosted by the COUNTY at the COUNTY’s requests.
6. CONTRACTOR shall comply with site inspection of facilities which may be performed by the County and an evaluation committee to ascertain that facilities and equipment are in accordance with the requirements and intentions of the specifications.

II. COUNTY RESPONSIBILITIES

- A. This Agreement is valid and enforceable only if sufficient funds are available to the COUNTY for the fiscal year for the purposes of these services. Funding shall be confirmed during the Board of Supervisor Budget Hearings during June of each FY.
- B. COUNTY will submit annual CORE Contract Procedures to CONTRACTOR at the onset of each fiscal year which will detail key due dates, COUNTY contact information and how and where to send invoices and reports.
- C. COUNTY will provide all templates and/or a web-based databases for reporting or invoicing, as outlined in the CORE Contract Procedures provided by the COUNTY annually.

III. ADDITIONAL TERMS AND CONDITIONS

- A. Corrective Action: CONTRACTOR shall perform the agreed upon services detailed in this scope of work, submit timely invoices and reports, and work to meet agreed upon outcomes as detailed herein. CONTRACTOR failure to provide any of these agreed upon terms may result in a Corrective Action request. Corrective Action requests will specify ongoing problems in the performance of these contract terms and a deadline by which to rectify problems and will also require the CONTRACTOR to submit a brief Corrective Action Plan detailing how ongoing problems will be resolved. Failure to adequately address steps outlined in the Corrective Action Plan may result in the withholding of payment on invoices and/or termination of the contract (see Independent Contractor Agreement, section 4, Early Termination).
- B. Uninterrupted Provision of Services: In order to maintain uninterrupted services under this agreement, the CONTRACTOR shall ensure that the budgeted staffing for the contracted services are maintained,

which includes providing coverage for staff vacancies or leaves of more than two weeks. Additionally, CONTRACTOR program and direct service staff shall be replaced within 90 days of the start of staffing vacancies.

- C. Notification of Personnel Changes: In the event of key personnel changes or leaves of more than two weeks for positions funded by this agreement (e.g., executive director, manager of contracted program, direct service staff), CONTRACTOR shall report changes to the COUNTY within 10 business days of occurrence.
- D. Instruction: CONTRACTOR shall provide this Scope of Work to all of its employees who conduct activities under this contract, so that CONTRACTOR staff clearly understands expected activities per this agreement. CONTRACTOR shall train any new employees who work in any capacities related to the provisions of this contract, in the requirements of this contract.
- E. Publicity and Outreach: CONTRACTOR shall agree to obtain COUNTY approval prior to use for all contracted program marketing materials, including but not limited to flyers, brochures, written success stories, social media posts, and website information. CONTRACTOR shall ensure that the COUNTY Human Services Department logo and name are included on all contracted program marketing materials and will obtain these directly from COUNTY authorized staff for approved uses.
- F. Media Inquiries: Should the CONTRACTOR receive press/media inquiries regarding the services provided through this contract, the CONTRACTOR shall notify HSD's Public Information Officer (PIO) of the inquiry, at 831-454-4661 or Adam.Spickler@santacruzcountyca.gov. Press/media may also be referred directly to the PIO for additional information. When communicating with press/media regarding the services provided through this contract, the CONTRACTOR shall also specify that the contracted program(s) receive(s) funding from the County of Santa Cruz, Human Services Department.
- G. For any services involving or relating to foster care youth, CONTRACTOR shall ensure all employees, volunteers, agents, and officers comply with Welfare and Institutions Code section 827 et seq. regarding the confidential nature of foster youth information, and shall inform all employees, agents, and officers that any person knowingly and intentionally violating section 827 is guilty of a misdemeanor. CONTRACTOR may receive information that is confidential as a member of a foster youth's multidisciplinary team as permitted under Welfare and Institutions Code section 827(a)(1)(K) but shall not further disclose any such information to any third party unless authorized by the juvenile court or as otherwise permitted by law. This confidentiality provision shall survive the termination, expiration, or cancellation of the Agreement.

SECTION 6. APPENDIX

**Appendix A: Proposal Application
CORE Investments RFP Application**

A. Summary and Contact information:

- a. Legal Name of Agency:
- b. Federal Tax ID:
- c. Name of Program/Project, if different from Agency:
- d. Head of Agency
- e. Primary Address
- f. Primary Telephone
- g. Website
- h. Program Address, if different from above
- i. Primary Program Contact Name:
 - i. Telephone
 - ii. Email
- j. Entity Type (501 c3 or educational entity)
- k. Total Agency Revenue
- l. Proposed Program Budget
- m. Amount of CORE Funding Requested (select one)
 - i. Up to \$25,000
 - ii. Between \$25,001 and \$150,000
 - iii. Between \$150,001 and \$500,000
- n. Provide exact amount of CORE funding requested.
- o. Does your organization have a dedicated grant writer on staff who helped respond to the RFP? Y/N
- p. Did your organization contract with an external grant writer who helped respond to this RFP? Y/N
- q. Please include the following documents: (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; (4) a Statement of Functional Expenses; and (5) W9

**Proposed Program Overview and the
Results Based Accountability (RBA) Framework**

This Proposal requires you to explain the workings of your program including your goals, equity considerations, population(s) you intend to serve, proposed activities, program outcome indicators, and organizational capacity. For programs that are selected to be funded, a **Results-Based Accountability (RBA)** framework will be used to collect and measure data on program progress focused on: activities and participants, how much programs were able to achieve, how well services were provided, and is anyone better off because of program services. You will be required to capture demographic data and to survey program participants or beneficiaries.

RBA Framework

- **How much** are programs/services able to achieve:
 - Activities- How many services are provided.
 - Unduplicated Participants- The number of people served and their demographics.
- **How well** are programs/services provided:
 - Quality Survey- All programs will conduct a participant survey asking how satisfied individuals are with the services they received.
- **Is anyone better off** as a result of the program/services:
 - Outcome Indicators- All programs are required to collect data on whether individuals are better off due to the services received.

Program Background (These answers are not scored)

1. Please provide a brief description of the program you are requesting to fund in FY 2025-28. (Character limit: 600, includes spaces)
2. Is the program for which you are applying for CORE funding a new or existing program at your agency?
 - a. New
 - b. Existing Program
 - i. How many years has your agency provided this program? (Character limit: 25, includes spaces)
3. Please select one CORE Condition for Health and Well-being and associated Impact Statement that the program will primarily impact. Although all CORE Conditions are interconnected, please select the condition that is most relevant to your work.
 - a. Lifelong Learning & Education: Equitable access to high-quality education and learning opportunities. For more information on this Impact Statement [click here](#).
 - b. Thriving Families: Increased resilience of children and youth. For more information on this Impact Statement [click here](#).
 - c. Thriving Families: Increased resilience among older and dependent adults. For more information on this Impact Statement [click here](#).
 - d. Healthy Environments: Safe, affordable, accessible recreation spaces. For more information on this Impact Statement [click here](#).

Statement of Needs and Strengths: Why do it?

(This section is worth 20 points; see individual question totals)

In your responses, please consider both the CORE information on equity provided in the RFP and the County of Santa Cruz's Equity Statement, which is as follows:

“Equity in action in Santa Cruz County is a transformative process that embraces individuals of every status, providing unwavering support, dignity, and compassion.”

Through this commitment, the County ensures intentional opportunities and access, fostering an environment where everyone can thrive and belong.”

4. How do inequities contribute to the need, challenge, or issue the program will address and who does it impact. Include and identify relevant data from secondary sources (such those listed on DataShare <https://www.datasharescc.org> or other websites) and/or primary sources (such as staff or participant surveys, town halls, or focus groups). Be sure the needs, challenges, or issues you describe are related to the CORE Condition and Impact Statement you selected above. (15 points; Character limit: 3,000, includes spaces)
5. Describe the community strengths or assets that can be leveraged by your program to help address the inequities described in Question 4. (5 points; Character limit: 1,000, includes spaces)

Proposed Approach: What should be done?

(This section is worth 35 points; see individual question totals)

6. Describe in detail the program or service you are proposing that will address the inequities contributing to the need, challenge, or issue described above and relates to your selected CORE Condition and Impact Statement. (10 points; Character limit: 2,000, includes spaces).
7. Please choose your program’s place on the [CORE Investments Continuum of Results and Evidence](#) (This answer not scored.):
 - a. Emerging
 - b. Good Idea
 - c. Effective Practice
 - d. Evidence-based Practice
8. Explain the key activities you will provide as part of your proposed program. The activities should align to the Program Description and Statement of Needs and Strengths. The program should include at least one activity but may include up to six activities. (10 points total)
 - a. Describe each activity or service and how it will make an impact on the needs and strengths (Character limit: 1,000 per activity, includes spaces)
 - b. Provide the total number of activities or services during the contract term of FY 25-28. These should be stated “in counts” (e.g., 100 counseling sessions) (Character limit of 100, includes spaces)
 - c. Fiscal year (FY) implementation of activity or service (choose one):
 - i. FY 2025-26
 - ii. FY 2026-27
 - iii. FY 2027-28
9. Programs are required to collect standardized client satisfaction data (survey provided by the county) of each program participant **based solely on the CORE funding**. The data is due at the end of each FY in the Annual Progress Report to measure the quality of CORE

funded services. Describe how your program will provide the client satisfaction questions to the people served. (5 points; Character limit: 1,000, includes spaces)

10. Provide up to three outcome measures you will use to track that your program or services will work as intended. These should be specific measurable accomplishments you hope to achieve that link to the CORE Condition and Impact Statement you plan to address in your program. Use the [SMARTIE format](#) (Specific, Measurable, Action Oriented, Relevant, Time Bound, Inclusive, and Equitable) (10 points; Character limit for each outcome: 400, includes spaces)

Examples of how this would read are:

Expand nutrition program for older adults into three new community centers by the end of June 2026, with the consultation of community members that are representative of the community (by age, gender, race and other characteristics found in Census data) advising the expansion.

or

In FY 2025-26, the program will provide families who identify as Hispanic or Latino with financial literacy classes in Spanish and 90% of families who complete the course will open a checking or savings account with a local bank.

Proposed Approach: Who do you intend to serve?

(This section is worth 15 points, see individual question totals)

11. Please estimate the total unique number of unduplicated participants (i.e., # served) by Fiscal Year. Numbers do not need to be exact, however they should reflect the estimated unduplicated participants intended to be served by this **CORE funding request only**, not other program or grants. If your program will use multiple funding sources, please estimate the participants served through **CORE funding only**. (*This answer not scored.*)

Year	Unique # of CORE funded Participants
FY 2025-26	Click or tap here to enter text.
FY 2026-27	Click or tap here to enter text.
FY 2027-28	Click or tap here to enter text.

12. During the CORE Contract Cycle for Fiscal Year (FY) 25-28, please estimate the unduplicated participants you expect to serve by the **demographic categories** below. Demographic goals can exceed 100% for the race/ethnicity and gender because participants may select all that apply.

Please note: Answers, including estimated participants, will be used to inform the resulting contract, if an award is granted to the program. **If you are not providing direct services to community members please fill in the below sections with estimates of**

program population impact. This should be as specific as possible. (Answers to these tables not scored.)

Age	Percentage
0-5	Click or tap here to enter text.%
6-18	Click or tap here to enter text.%
19-59	Click or tap here to enter text.%
60 and over	Click or tap here to enter text.%
Total	100%

Ethnicity	Percentage
African American	Click or tap here to enter text.%
Asian	Click or tap here to enter text.%
Hispanic/Latino	Click or tap here to enter text.%
Multi-racial	Click or tap here to enter text.%
Native American/Alaskan	Click or tap here to enter text.%
Native Hawaiian/Pacific Islander	Click or tap here to enter text.%
White	Click or tap here to enter text.%
Other: Click or tap here to enter text.	Click or tap here to enter text.%
Totals May Exceed 100%	

Gender	Percentage
Female	Click or tap here to enter text.%
Male	Click or tap here to enter text.%
Transgender - Female	Click or tap here to enter text.%
Transgender - Male	Click or tap here to enter text.%
Non-Binary	Click or tap here to enter text.%
Other: Click or tap here to enter text.	Click or tap here to enter text.%
Totals May Exceed 100%	

Primary Language	Percentage
English	Click or tap here to enter text.%
Spanish	Click or tap here to enter text.%
Other: Click or tap here to enter text.	Click or tap here to enter text.%
Total	100%

Area	Percentage
City of Capitola	Click or tap here to enter text. %

City of Santa Cruz	Click or tap here to enter text. %
City of Scotts Valley	Click or tap here to enter text. %
City of Watsonville	Click or tap here to enter text. %
Unincorporated Mid-County (e.g., Live Oak, Soquel, Aptos)	Click or tap here to enter text. %
Unincorporated North County (e.g., Davenport)	Click or tap here to enter text. %
Unincorporated San Lorenzo Valley (e.g., Ben Lomond)	Click or tap here to enter text. %
Unincorporated South County (e.g., Freedom)	Click or tap here to enter text. %
Other: Click or tap here to enter text.	Click or tap here to enter text. %
Other: Click or tap here to enter text.	Click or tap here to enter text. %
Other: Click or tap here to enter text.	Click or tap here to enter text. %
Total	100%

13. Programs are required to submit unduplicated program participants and their demographic data annually **based solely on the CORE funding**. Describe how your program will collect unduplicated participant data and their demographics from the CORE funding. (10 points; Character limit: 2000, includes spaces)

14. The county and city highlight the importance of providing support to individuals who are most impacted by systemic inequities such as racism and poverty. Of the anticipated total participants (i.e., people served by **CORE funding** only) in FY 2025-26, what percentage of participants are estimated to have a household income below the federal poverty level? (Please use the 2024 Federal Poverty Level Guidelines below.) (5 points)

2024 POVERTY GUIDELINES FOR THE 48 CONTIGUOUS STATES AND THE DISTRICT OF COLUMBIA	
Persons in family/household	Poverty guideline
1	\$15,060
2	\$20,440
3	\$25,820
4	\$31,200
5	\$36,580
6	\$41,960
7	\$47,340
8	\$52,720
For families/households with more than 8 persons, add \$5,380 for each additional person.	

Capacity to Provide Services

(This section is worth 20 points, see individual question totals)

- 15. If awarded CORE funding, it will be expected for the program to meet the stated program activities and outcomes. Please explain how your agency will be ready to start the program on the contract start date of July 1, 2025. (10 points; Character limit: 2,000, includes spaces)
- 16. Describe the experience and qualifications of the individuals who will staff and oversee this program. If staff are not already in place to operate this program, describe how you intend to recruit and identify new staff. (10 points; Character limit: 2,000 includes spaces)

Program Budget

(This section is worth 10 points, see individual question totals)

- 17. Using the provided budget template, please list the Personnel, Non-Personnel, and Administrative Overhead costs of your program for each fiscal year funding. In addition, for each cost, please include a narrative description describing the cost and how it supports the program. There is a cap of 15% on Administrative Overhead. The budget must be the same total dollar amount for each FY. (10 points; use attached budget form)

Leveraging Funds

(This section worth 5 bonus points in Tiers 1 & 2 only, see individual question totals)

- 18. The CORE program encourages programs to use CORE funding along with in-kind or cash contributions outside of CORE to help their program grow, scale, or be augmented. This leveraging could include other funding sources, other receivables, technical assistance, donated services, and other resources that have a dollar value equivalent. If

your program plans on using in-kind or cash contributions outside of CORE to implement your program and for the entire 3-year funding cycle, please complete the provided leveraging template. *This question is optional but will grant a program 5 bonus points for Tiers 1 & 2 only.*

Appendix B: Proposal Scoring Criteria

Points Distribution by Component *

Statement of Needs and Strengths: Why do it?	20 points
Proposed Approach: What Should be done?	35 points
Proposed Approach: Who do you intend to serve?	15 points
Capacity to provide services	20 points
Program Budget	10 points
Total Points	100 points
<i>Bonus Points for Leveraging Core Funding (Tier 1 & 2 only)</i>	<i>5 Bonus Points</i>

*Panelists will have the discretion to award point values equal to or within the scoring scale indicated below.

Definitions of Scoring Scale								
COMPONENT	QUESTIONS	TOTAL POINTS	Inadequate	Incomplete	Needs Improvement	Acceptable	Good	Exemplary
General Definitions of Scoring Scale								
Item Category Being Rated	Questions to be scored	Total Points possible for the question	Does not address the question or component at all. Unable to score this component of the response.	Addresses question or component briefly or indirectly and lacks sufficient detail or clarity. More information is needed to assess the response.	Response falls between incomplete and acceptable.	Demonstrates a basic understanding of the question or component but response could be more detailed, thorough, or explicit.	Response falls between acceptable and Exemplary	Fully addresses the question or component in a clear, well-reasoned, comprehensive, and thorough response. Demonstrates deep knowledge and experience related to the question or component.

Definitions of Scoring Scale								
COMPONENT	QUESTIONS	TOTAL POINTS	Inadequate	Incomplete	Needs Improvement	Acceptable	Good	Exemplary
Statement of Needs and Strengths: Why do it?	How do inequities contribute to the need, challenge, or issue the program will address and who does it impact. Include and identify relevant data from secondary sources (such those listed on DataShare https://www.datasharescc.org or other websites) and/or primary sources (such as staff or participant surveys, town halls, or focus groups). Be sure the needs, challenges, or issues you describe are related to the CORE Condition and Impact Statement you selected above.	15	Score: 0 Does not address equity at all. Unable to score this component of the response.	Score: 3 Mentions equity briefly or indirectly but lacks sufficient detail or clarity. AND/OR Uses very little or unrelated community data, stories, and/or other types of information about existing inequities AND/OR Does not make explicit connection between the inequity and the CORE Condition Selected	Score: 6 Response falls between incomplete and acceptable.	Score 9 Provides a clear, well-reasoned description of who is experiencing the problem or need to a greater degree than others (facing inequities), based on specific equity dimension(s)— e.g., race, ethnicity, age, gender, geography, demographics, social identity, or other relevant descriptive characteristics AND Uses and cites some community data, stories, and/or other types of	Score 12 Response falls between acceptable and exemplary.	Score: 15 Provides a clear, well-reasoned, comprehensive, and thorough description of who is experiencing the problem or need to a greater degree than others (facing inequities), based on specific equity dimension(s)— e.g., race, ethnicity, age, gender, geography, demographics, social identity, or other relevant descriptive characteristics AND Uses and cites a broad array of community data, stories, and/or other types of information to demonstrate

Definitions of Scoring Scale								
COMPONENT	QUESTIONS	TOTAL POINTS	Inadequate	Incomplete	Needs Improvement	Acceptable	Good	Exemplary
						information to demonstrate a basic understanding of the existence and extent of current inequities AND Makes an explicit connection between the inequity and the CORE condition selected BUT The description of the extent of the inequities and their systemic, root causes could be more detailed, thorough, or explicit		knowledge and understanding of the systemic, root causes of inequities AND Makes an explicit and compelling connection between the inequity and the CORE Condition selected AND Tells a clear, cohesive 'story' that conveys a clear understanding of the extent of the inequities, needs, and root causes
	Describe the community strengths or assets that can be leveraged by your program to help address the inequities described in Question 4.	5	Score: 0 Does not address community	Score 1 Mentions community strengths or	Score 2 Response falls between	Score 3 Provides a clear, well-reasoned description of	Score 4 Response falls between	Score 5 Provides a clear, well-reasoned, comprehensive,

Definitions of Scoring Scale								
COMPONENT	QUESTIONS	TOTAL POINTS	Inadequate	Incomplete	Needs Improvement	Acceptable	Good	Exemplary
			strengths or assets at all. Unable to score this component of the response.	assets briefly or indirectly but lacks sufficient detail or clarity. AND/OR Strengths or assets do not align with the inequity identified AND/OR Strengths and assets do not align with the CORE Condition identified	incomplete and acceptable.	community strengths or assets and how they can be leveraged by the program AND Strengths or assets align with the inequities and CORE condition identified	acceptable and exemplary.	and thorough description of community strengths or assets and how they can be leverage by the program AND Makes an explicit and compelling connection between the strengths and assets and the inequity and the CORE Condition selected
Proposed Approach: What should be done?	Describe in detail the program or service you are proposing that addresses the inequities contributing to the need, challenge, or issue described above.	10	Score: 0 Does not address the program or service at all. Unable to score this component of the response.	Score: 2 Describes the program or service briefly or indirectly but lacks sufficient detail or clarity. AND/OR Program or service does not clearly address	Score: 4 Response is between incomplete and acceptable.	Score: 6 Presents a clear, well-described description of the program or service to be funded. AND Program or service addresses	Score: 8 Response is between acceptable and exemplary.	Score: 10 Provides a clear, well-reasoned, comprehensive, and thorough description of the program or service to be funded AND Makes an explicit and compelling

Definitions of Scoring Scale								
COMPONENT	QUESTIONS	TOTAL POINTS	Inadequate	Incomplete	Needs Improvement	Acceptable	Good	Exemplary
				the inequity identified AND/OR Program or service will not meaningfully contribute to the CORE Condition and Impact identified		the inequity identified AND Program or service will meaningfully contribute to the CORE Condition and Impact identified		connection between the program or service and the inequity identified AND Makes and explicit and compelling connection that the program or service will contribute to the CORE Condition and Impact Statement identified
	Describe the activity or service and how it will make an impact on the needs and strengths. <i>(Multiple activities will be assessed using these criteria and be given one score)</i>	10	Score 0 Does not describe any activities. Unable to score this component of the response.	Score: 2 Describes each activity briefly or indirectly but lacks sufficient detail or clarity. AND/OR Activities described will marginally impact the needs and strengths AND/OR	Score: 4 Response is between incomplete and acceptable.	Score: 6 Presents a clear, well-reasoned description of each activity to be provided. AND Most activities will impact the needs and strengths AND Most activities will contribute to	Score: 8 Response is between acceptable and exemplary.	Score: 10 Provides a clear, well-reasoned, comprehensive, and thorough description of all activities AND Makes an explicit and compelling connection that all activities will greatly impact the

Definitions of Scoring Scale								
COMPONENT	QUESTIONS	TOTAL POINTS	Inadequate	Incomplete	Needs Improvement	Acceptable	Good	Exemplary
				Activities will marginally contribute to the CORE Condition and Impact Statement identified		the CORE Condition and Impact Statement identified		needs and strengths AND Makes and explicit and compelling connection that all activities will contribute to the CORE Condition and Impact Statement identified
	Programs are required to ask standardized client satisfaction data (survey provided by the county) of each program participant. The questions are due at the end of each FY in the Annual Progress Report to measure the quality of CORE funded services. Describe how your program will provide the client satisfaction questions to the people served.	5	Score: 0 Does not describe how the survey will be provided. Unable to score this component of the response.	Score: 1 Describes how the survey will be provided briefly or indirectly but lacks sufficient detail or clarity	Score: 2 Response is between incomplete and acceptable.	Score: 3 Presents a clear, well-reasoned description of how the survey will be provided.	Score: 4 Response is between acceptable and exemplary.	Score: 5 Provides a clear, well-reasoned, comprehensive, and thorough description of how the survey will be provided. Demonstrates a deep knowledge of how the program will conduct a satisfaction survey from the people served.

Definitions of Scoring Scale								
COMPONENT	QUESTIONS	TOTAL POINTS	Inadequate	Incomplete	Needs Improvement	Acceptable	Good	Exemplary
	Provide up to three outcome measures you will use to track that your program or services will work as intended. These should be specific measurable accomplishments you hope to achieve that link to the CORE Condition and Impact Statement you plan to address in your program. Use the SMARTIE format (Specific, Measurable, Action Oriented, Relevant, Time Bound, Inclusive, and Equitable) <i>(Multiple outcomes will be assessed using this criteria and be given one score)</i>	10	Score: 0 Does not provide outcome measures. Unable to score this component of the response.	Score: 2 Describes most outcomes measures briefly or indirectly but lack sufficient detail or clarity AND/OR Most outcomes are not specific, measurable, realistic, timebound, inclusive, and equitable AND/OR Most outcomes do not link to CORE Condition and Impact Statement	Score: 4 Response is between incomplete and acceptable.	Score: 6 Provides a clear, well-reasoned description of most of the outcomes AND Most desired outcomes are specific, measurable, realistic, timebound, inclusive, and equitable BUT The relationship between most outcomes and inequities, CORE Condition and Impact Statement could be greater	Score: 8 Response is between acceptable and exemplary.	Score: 10 Provides an exemplary description of all outcomes AND All desired outcomes are specific, measurable, realistic, timebound, inclusive, and equitable AND The relationship between all outcomes and inequities, CORE Condition and Impact Statement is strong
Proposed Approach: Who do you intend to serve?	Programs are required to submit unduplicated program participants and their demographic data annually based solely on the CORE funding . Describe how	10	Score: 0 Does not describe data collection.	Score: 2 Response describes how the program will	Score: 4 Response is between	Score: 6 Presents a clear, well-reasoned description of	Score: 8 Response is between	Score: 10 Fully addresses how the program will collect

Definitions of Scoring Scale								
COMPONENT	QUESTIONS	TOTAL POINTS	Inadequate	Incomplete	Needs Improvement	Acceptable	Good	Exemplary
	your program will collect unduplicated participant data and their demographics from the CORE funding.		Unable to score this component of the response.	collect unduplicated participant and demographic data about the people served briefly or indirectly and lacks sufficient detail or clarity. More information is needed to determine if the applicant can fully comply with the data collection requirements.	incomplete and acceptable.	how the program will collect unduplicated participant and demographic data on the people served. Additional details would support response.	acceptable and exemplary.	unduplicated participant and demographic data about the people served. AND Demonstrates a deep knowledge of how the program will collect unduplicated participant and demographic data.
	The county and city highlight the importance of providing support to individuals who are most impacted by systemic inequities such as racism and poverty. Of the anticipated total participants (i.e., people served by CORE funding only) in FY 2025-26, what percentage of participants	5	Score: 0 Does not provide estimate. Unable to score this component of the response.	Score: 1 Less than 20% of the program participants live below the federal poverty level.	Score: 2 20%-39% of the program participants live below the federal poverty level.	Score: 3 40%-59% of the program participants live below the federal poverty level.	Score: 4 60%-79% of the program participants live below the federal poverty level.	Score: 5 80% or greater of the program participants live below the federal poverty level.

Definitions of Scoring Scale								
COMPONENT	QUESTIONS	TOTAL POINTS	Inadequate	Incomplete	Needs Improvement	Acceptable	Good	Exemplary
	are estimated to have a household income below the federal poverty level?							
Capacity to Provide Services	Tell us how your agency will be able to implement the program by the contract start date of July 1, 2025.	10	Score: 0 Does not provide implementation information. Unable to score this component of the response.	Score: 2 Response describes the agency's ability briefly or indirectly and lacks sufficient detail or clarity. AND/OR Agency will not be able to implement by July 1, 2025 AND More information is needed to determine if the response is acceptable.	Score: 4 Response is between incomplete and acceptable.	Score: 6 Presents a clear, well-reasoned description of how the agency will implement the program with details and/or examples AND Program is likely to be implemented by July 1, 2025 BUT Additional details would support response.	Score: 8 Response is between acceptable and exemplary.	Score: 10 Fully addresses and demonstrates an exemplary knowledge of how the program will implement the program with clear details or examples AND Program is likely to be implemented by July 1, 2025
	Describe the experience and qualifications of the individuals who will staff and oversee this program. If staff are not already in place to operate this program,	10	Score: 0 Does not provide experience or qualification of	Score: 2 Response describes the experience and qualifications or	Score: 4 Response is between incomplete and acceptable.	Score: 6 Response demonstrates the experience and qualifications or	Score: 8 Response is between acceptable and exemplary.	Score: 10 The experience and qualifications of the individuals is exemplary, or

Definitions of Scoring Scale								
COMPONENT	QUESTIONS	TOTAL POINTS	Inadequate	Incomplete	Needs Improvement	Acceptable	Good	Exemplary
	describe how you intend to recruit and identify new staff.		staff or a recruiting plan. Unable to score this component of the response.	recruiting plan briefly or indirectly and lacks sufficient detail or clarity. More information is needed to determine if the response is acceptable.		a recruiting plan, but additional details would support response.		the recruiting plan is well considered and will lead to highly qualified and experienced staff to oversee the program. AND Staff have the experience and qualifications to address the inequities and leverage the strengths identified in the proposal.
Program Budget	Attached	10	Score: 0 Does not provide budget information. Unable to score this component of the response.	Score: 2 Budget form lacks sufficient detail or clarity. AND/OR Budget is not equal amounts each year AND/OR Narrative description is not sufficiently detailed to show	Score: 4 Response is between incomplete and acceptable.	Score: 6 Budget uses proper format AND Spans 3 years and is of an equal amount each year AND Budget is clear, free of major errors, and the narrative is	Score: 8 Response is between acceptable and exemplary. Budget is clear, free of major errors, and the narrative is well detailed to show how project funds will be spent.	Score: 10 Budget uses proper format AND spans 3 years and is of an equal amount each year AND Budget is clear, free of major errors and the narrative does an exemplary job showing how

Definitions of Scoring Scale								
COMPONENT	QUESTIONS	TOTAL POINTS	Inadequate	Incomplete	Needs Improvement	Acceptable	Good	Exemplary
				how program funds will be spent.		sufficiently detailed to show how program funds will be spent.		program funds will be spent AND Budget and budget descriptions are clearly linked to program activities and outcomes to address community inequities and needs identified in the proposal AND Administrative Overhead does not exceed 15%.
Leveraging Funds	The CORE program encourages programs to use CORE funding along with in-kind or cash contributions outside of CORE to help their program grow, scale, or be augmented. This leveraging could include other funding sources, other receivables, technical assistance, donated services, and other resources that have a dollar value equivalent. If your program plans on using in-kind or cash contributions outside	5	Score: 0 Does not provide leveraging information AND/OR Does not provide leveraging information for all three years					Score:5 Program completes leveraging template AND Program describes leveraged funding source(s) for each year of the funding source.

Definitions of Scoring Scale								
COMPONENT	QUESTIONS	TOTAL POINTS	Inadequate	Incomplete	Needs Improvement	Acceptable	Good	Exemplary
	of CORE to implement your program and for the entire 3-year funding cycle, please complete the provided leveraging template. <i>This question is optional but will grant a program 5 bonus points.</i>		of the funding period AND/OR Description of leveraging is incomplete.					

Appendix C: CORE Overview

The Collective of Results and Evidence-based (CORE) Investments is both a specific funding model and a broader movement to achieve equitable health and well-being for everyone in Santa Cruz County, across the lifespan. CORE's **mission**, developed with input from many partners, is to inspire and ignite collective action to ensure Santa Cruz County is a safe, healthy community with equitable opportunities for all to thrive.

The City and County of Santa Cruz contribute to the CORE funding model through a competitive RFP process that is now in its third cycle for Fiscal Years 2025-28, incorporating lessons learned from the previous cycles in a spirit of continuous improvement. The CORE RFP is **aligned** with other initiatives to achieve the **vision** of Santa Cruz County as an equitable, thriving, resilient community where everyone shares responsibility for ensuring the health and well-being of all people, at every stage of life. The funding stream reflected in this RFP is one element that contributes to achieving the broader mission and vision but is not designed to create these impacts alone.

To help align CORE funding with other initiatives across the County, the broader CORE Investments framework includes a set of eight interconnected [CORE Conditions for Health and Well-being](#). They are:

- Health & Wellness
- **Lifelong Learning & Education**
- Economic Security & Mobility
- **Thriving Families**
- Community Connectedness
- **Healthy Environments**
- Safe & Just Community
- **Stable, Affordable Housing & Shelter**

These CORE Conditions, based on a national set of “vital conditions” in the federal plan for [Equitable Long-term Recovery and Resilience](#), are linked to sets of community-level impacts and indicators included in the CORE Results Menu housed on the DataShare platform. As described in more detail in the RFP, the four CORE Conditions highlighted in **bold** are the focus of the current funding cycle. However, an important feature of the CORE Conditions is that all eight CORE Conditions are connected to one another and bound by a common emphasis on equity.

The CORE vision, mission, and CORE Conditions share a focus on equity to highlight the unfinished but necessary work of examining the individual, organizational, and systemic beliefs, practices, and structures that perpetuate the inequities that undermine opportunities for health and well-being. The equity dimensions of CORE Investments, reflected in the RFP, also are aligned with other County initiatives, including the recently developed County equity statement.

To help align and amplify the impact of CORE Investments funding with related work across the CORE Conditions for Health and Well-being, the CORE Investments approach includes a learning arm, the CORE Institute for Innovation & Impact. The CORE Institute will be the conduit for a variety of training and technical assistance (TA) specific to the RFP (see Appendix E) and also offers a variety of learning opportunities year-round to help people across sectors

build the knowledge, skills, and systems needed to fulfill our collective vision of an equitable, thriving, resilient community.

More detailed information about the CORE Investments framework, related tools such as the CORE Results Menu, the CORE Institute for Innovation & Impact, and lessons learned from prior funding cycles are available at the [HSD CORE website](#).

Appendix D: Glossary of Terms

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

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

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

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

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

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

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

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

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

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

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

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

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

Fiscal Statement: Financial statements normally include: (1) a Statement of Financial Position or Balance Sheet; (2) a Statement of Activities or Statement of Revenues and Expenses; (3) a Cash Flow Statement; and (4) a Statement of Functional Expenses. (5) W9

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

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

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

Leveraging Funds: Using one source of funds to get a commitment from another funding source.

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

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

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

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

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

Population: A group of people.

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

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

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

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

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

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

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

Appendix E: CORE Training and Technical Assistance Plan

Applicants' Conference

A virtual Applicants' Conference will take place on **June 21, 2024 from 10am-12pm**. The purpose is to review the RFP, gather questions, and respond to initial questions regarding the RFP document. Not all questions may be responded to due to needing time for consideration. Registration details and the recording of the conference may be found on the HSD web page: [CORE Investments \(santacruzhumanservices.org\)](https://www.santacruzhumanservices.org)

Online Portal Support

One virtual training will be offered on how to navigate the online portal. These trainings are optional. Registration details and the recording of the conference will be found on the HSD web page: <http://www.santacruzhumanservices.org/Home/FundingOpportunities/COREInvestments>.

June 26, 2024 from 11am-12pm via registration online at
<http://www.santacruzhumanservices.org/Home/FundingOpportunities/COREInvestments>

Individualized support will also be available by contacting
COREFunding@santacruzcountyca.gov

Further assistance may be requested by e-mailing COREFunding@santacruzcountyca.gov. Follow up on a request for online portal assistance may take up to 3 business days. Please plan accordingly to ensure timely submission.

Questions and Responses

Questions: Applicants are encouraged to submit questions related to the RFP process, documents, or application content via email to COREFunding@santacruzcountyca.gov

Responses: County will collate and post question and responses, rather than answering questions individually. The purpose is to ensure consistent, transparent responses are provided to all applicants.

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

- **June 21, 2024 by 5:00 pm**
- **July 8, 2024 by 5:00 pm**

All questions submitted by the close of business the Monday prior to these dates will be included in posting. All responses are intended to be addressed in the final posting to allow enough time for application completion.

Please submit questions no later than July 1, 2024 at 5pm. No further questions will be answered after that date.

Training and Technical Assistance

The CORE consultants (Optimal Solutions Consulting and subcontractors) will provide training and technical assistance (TA) on topics related to the RFP, including but not limited to:

- Developing a theory of change and logic model with an equity lens
- Using the CORE framework and tools to prepare your proposal
- Preparing a Statement of Needs and Strengths
- Describing your Proposed Approach: What should be done, and for whom?
- Developing your Scope of Work
- Developing your Data Collection and Evaluation Plan
- Preparing your Budget and Budget Narrative

Training and TA will be provided through a combination of

- Virtual, structured workshops on the topics listed above
- 4 open office hours by CORE Condition/Impact Statement
- Individual TA sessions for applicants (up to 2 sessions per applicant)

Participation in training and TA is not required, but applicants are strongly encouraged to use this assistance. Advance registration is required for all training and TA sessions. Registration details, recordings of group workshops, and materials from group workshops may be found on the HSD web page noted above.

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

Appendix F: Budget Template Example and FY 24-25

Exhibit B - Budget, FY2024-25

EXAMPLE BUDGET
Camp Make a Difference
Summer Camp Program

Background description	Notes/Instructions
<p>Although the camp program runs for summer months only, staff activity occurs throughout the entire calendar year including tasks such as planning curricula and logistics, outreach and advertising, camper application review, and recruiting and training volunteers. Month-to-month levels of effort vary from 10% to 100% depending on the time of the year; historic time and level of effort tracking shows an average rate of 50% FTE across the calendar year. The proposed budget also includes some startup costs (e.g., laptop for grant-required data collection) that are incurred only in YR1; subsequent years include a cost-of-living increase of 3% for staff salaries and similar projected increases in travel and rents.</p>	<p>Use this space to describe any overarching assumptions or information that help explain costs including variation between program years. Please limit your response to 1,000 characters</p>

LINE-ITEM EXPENDITURES	PROGRAM COSTS FY 2024-26	Narrative Description	Notes/Instructions
PERSONNEL COSTS - SALARIES & BENEFITS			
Program Director, .5 FTE	\$40,000	Program director oversees all operations and hiring of admin support and all volunteers. Program director also participates in camp sessions, providing on-site facilitation and ongoing support of staff and campers. Includes 35% fringe benefit rate on base salary.	<p>Include the amount of FTE that is funded by and devoted to the proposed program.</p> <p>Include entire personnel costs in each line, including benefits. Note fringe benefit rate.</p>

Program Social Worker, .5 FTE	\$40,000	Program social worker oversees all camper applications/selections, camper/counselor matching, providing support through the program and is a resource through the year. Includes 35% fringe benefit rate on base salary.	If using hourly staff, include number of hours and rate funded by and devoted to the proposed program.
Administrative Support, .5 FTE	\$20,000	Admin support assists director and social worker in maintaining database of volunteers/campers, maintaining volunteer and camper records, assists in program planning/coordination, attending meetings, keeping notes, etc.; current admin aide is bilingual (priority to hire bilingual when director and/or social worker is not). Includes 35% fringe benefit rate on base salary.	
Temporary Camp Counselors	\$10,000	Temporary bi-lingual camp counselors who will supplement volunteers during camp sessions. Assumes 200 hours of support at \$50/hour. This covers all camp sessions.	
TOTAL PERSONNEL COSTS	\$110,000		
NON-PERSONNEL COSTS			
Equipment, maintenance & technology	\$7,500	Purchase of a dedicated laptop (\$2,000) to allow staff to collect grant-required program participation and demographic data and to facilitate camp programming such as presentations and multimedia events. This also includes the cost of internet service for the campground to allow for camp activities, presentations, and e-mails. (\$120/month * 4 months)	Include why each cost is necessary for the program.
Travel & Training	\$2,573	Travel budget for staff since the camp is located outside of the City of Santa Cruz. Assumes an average of 60 miles per week (6 round trips to camp location from agency location), for 16 weeks (4 weeks per month), for 4 staff. Uses IRS approved mileage rate of \$0.67/mile. (60 miles * 16 weeks * \$0.67/mile * 4 staff).	Include any assumptions about costs calculations that help understand the appropriateness of the proposed budget amount (e.g., unit cost and number of units needed).

Rent & Utilities	\$35,000	Campground rental which includes meals. The rental cost is \$8,750 per month for four months and covers 3 meals a day for counselors and campers for up to 1,000 people.	
Marketing & Outreach			
Misc. Operating Expenses (e.g., supplies)			
Professional Services	\$5,000	Liability Insurance for camp activities. Assumes \$1,250 / month for 4 months.	
Other - (please specify)			
Participant Subsidies (housing, employment wages, etc.)			
Participant Incentives	\$5,000	Camp welcome pack which includes blankets, pillows, etc. Assumes \$50/pack for 1,000 campers.	
Participant Supplies, Supportive Services & Transportation	\$7,500	Program supplies for program activities (includes purchase of arts & crafts, sports equipment, pool equipment, and photography \$5,000), health/medical (i.e.: first aid supplies \$1,500), and program capstone project (including camper log/memory books and photographs \$1,000)	
TOTAL NON-PERSONNEL COSTS	\$62,573		
ADMINISTRATIVE OVERHEAD	\$8,000	Funding to maintain and sustain organization. Covers non-direct program costs such a portion of overall agency rent and utilities, leadership and support staff salaries, general office supplies, furniture, etc. Admin rate is 4.6% of combined direct personnel and non-personnel costs.	Include the administrative overhead cost rate represented in this budget and the description of those costs. The % of this cost to the total budget will be calculated.

% Cost of ADMINISTRATIVE OVERHEAD	4.6%		
GRAND TOTAL	\$180,573		

Budget, FY2024-25 (EXAMPLE)

VENDOR NAME
PROGRAM NAME

Background description	Notes/Instructions
	Use this space to describe any overarching assumptions or information that help explain costs including variation between program years. Please limit your response to 1,000 characters

LINE-ITEM EXPENDITURES	PROGRAM COSTS FY 2023-24	Narrative Description	Notes/Instructions
PERSONNEL COSTS - SALARIES & BENEFITS			Include the amount of FTE that is funded by and devoted to the proposed program. Include entire personnel costs in each line, including benefits. Note fringe benefit rate. If using hourly staff, include number of hours and rate funded by and devoted to the proposed program.
(Position Title and FTE here, no personnel name included)			
(Position Title and FTE here, no personnel name included)			
(Position Title and FTE here, no personnel name included)			
TOTAL PERSONNEL COSTS	\$0		
NON-PERSONNEL COSTS			
Equipment, maintenance & technology			Include why each cost is necessary for the program.
Travel & Training			

Rent & Utilities			Include any assumptions about costs calculations that help understand the appropriateness of the proposed budget amount (e.g., unit cost and number of units needed).
Marketing & Outreach			
Misc. Operating Expenses (e.g., supplies)			
Professional Services			
Other - (please specify)			
Participant Subsidies (housing, employment wages, etc.)			
Participant Incentives			
Participant Supplies, Supportive Services & Transportation			
TOTAL NON-PERSONNEL COSTS	\$0		
ADMINISTRATIVE OVERHEAD	\$0		Include the administrative overhead cost rate represented in this budget and the description of those costs. The % of this cost to the total budget will be calculated
% Cost of ADMINISTRATIVE OVERHEAD			
GRAND TOTAL	\$0		

Appendix G: Leveraging Template Example and FY 24-25

Leveraging Example FY 2024-25

Camp Make a Difference
Summer Camp Program

Budget Items	Dollar Amount	Narrative Description	Notes/Instructions
Total Budget	\$180,573		Please include a description of non-CORE in-kind or cash contributions including the source of those contributions. If multiple sources are included in one category, please list all sources and amounts in the description. For any non-cash contribution please include the dollar value equivalent.
CORE Contribution	\$100,000		
Other Funding Sources	\$35,000	\$20,000 from Community Grants Inc and \$15,000 from State of California Wellness Initiative Funding.	
Other Receivables	\$5,000	Community donated camping equipment, including sleeping bags, cots, and food valuing \$5,000.	
Technical Assistance	n/a		
Donated Services	\$40,573	2,536 volunteer hours paid at California minimum wage of \$16 an hour provided by community members.	
Other Resources	n/a		

Leveraging Description FY 2024-25

Vendor Name

Program Name

	Budget Items	Narrative Description	Notes/Instructions
Total Budget			Please include a description of non-CORE in-kind or cash contributions including the source of those contributions. If multiple sources are included in one category, please list all sources and amounts in the description. For any non-cash contribution please include the dollar value equivalent.
CORE Contribution			
Other Funding Sources			
Other Receivables			
Technical Assistance			
Donated Services			
Other Resources			