

**City of Madison
Community Development Division**



REQUEST FOR PROPOSALS (RFP) Guidelines

RFP #12301-2023

**Building Human Capital:
School-Age Child and Youth Programs**

Due: May 15, 2023 at 4:30 p.m. (CDT)

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RFP SUMMARY

RFP NUMBER and TITLE	RFP # 12301-2023 - Building Human Capital: School-Age Child and Youth Development Programs																								
DEADLINE FOR BID SUBMISSIONS	4:30 P.M. (CDT), Tuesday, May 15, 2023 Proposals received after the deadline will not be considered.																								
SCOPE	The City of Madison is seeking proposals from qualified entities to provide: <ul style="list-style-type: none"> Affordable, stable, quality neighborhood-based elementary school-age care for low-income children, children of color, and homeless children; and Programs that complement in-school learning and development during out-of-school time for Middle and high school-age low-income youth and youth of color. 																								
FUNDS AVAILABLE:	The City of Madison Community Development Division anticipates having at least \$1.6 million for allocation pending finalization of the 2024 City of Madison Budget.																								
Application Form and Guidelines	Available at: Community Development Division Funding Opportunities Website																								
E-MAIL PROPOSAL TO:	CDDapplications@cityofmadison.com All proposals must be submitted electronically in at least three documents, the Program Narrative (Word or PDF) and the Organization Overview (Word or PDF) and Budget Workbook (Excel or PDF). Please put CDD School-Age Child & Youth in email subject line.																								
DIRECT ALL INQUIRES TO:	Yolanda Shelton-Morris, Community Resources Manager Email: yshelton-morris@cityofmadison.com Mary O'Donnell, Community Development Specialist Email: modonnell@cityofmadison.com																								
	<p>Please Note: These dates are for planning purposes. They represent the City's desired timeline for implementing this project. Any revision to the Due Date for submission of proposals will be made by addendum. All other dates may be adjusted without notice, as needs and circumstances dictate.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #e1f5fe;">Date</th> <th style="background-color: #e1f5fe;">Request for Proposals (RFP) Activity</th> </tr> </thead> <tbody> <tr> <td>April 19, 2023 – 10:00 a.m. Register</td> <td>Application Workshops – Select one</td> </tr> <tr> <td>April 21, 2023 – 1:00 p.m. Register</td> <td></td> </tr> <tr> <td>April 27, 2023 4:30 p.m. (CDT)</td> <td>Letter of Intent to Apply Form DUE * Required to qualify to apply</td> </tr> <tr> <td>May 15, 2023 - 4:30 p.m. (CDT)</td> <td>DEADLINE FOR SUBMISSION OF PROPOSALS</td> </tr> <tr> <td>May 31 or June 7, 2023 – 5:30 p.m.</td> <td>Applicant Presentations</td> </tr> <tr> <td>June 14, 2023</td> <td>Community Services Committee Finalize Funding Recommendations</td> </tr> <tr> <td>June 20, 2023</td> <td>Resolution with Funding Recommendations Introduced to Common Council</td> </tr> <tr> <td>June 26, 2023</td> <td>Finance Committee Action</td> </tr> <tr> <td>July 11, 2023</td> <td>Common Council Action</td> </tr> <tr> <td>July 14, 2023</td> <td>Applicants notified of Funding Allocations</td> </tr> <tr> <td>January 1, 2024</td> <td>Anticipated contract start date</td> </tr> </tbody> </table>	Date	Request for Proposals (RFP) Activity	April 19, 2023 – 10:00 a.m. Register	Application Workshops – Select one	April 21, 2023 – 1:00 p.m. Register		April 27, 2023 4:30 p.m. (CDT)	Letter of Intent to Apply Form DUE * Required to qualify to apply	May 15, 2023 - 4:30 p.m. (CDT)	DEADLINE FOR SUBMISSION OF PROPOSALS	May 31 or June 7, 2023 – 5:30 p.m.	Applicant Presentations	June 14, 2023	Community Services Committee Finalize Funding Recommendations	June 20, 2023	Resolution with Funding Recommendations Introduced to Common Council	June 26, 2023	Finance Committee Action	July 11, 2023	Common Council Action	July 14, 2023	Applicants notified of Funding Allocations	January 1, 2024	Anticipated contract start date
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SECTION 1: SCOPE OF WORK

1.1 Purpose

The Community Development Division (CDD) of the City of Madison seeks to create the necessary conditions for Madison residents to realize their full potential through the building of human capital and economic development. Encompassed in the goal of *Shared Prosperity through Building Human Capital* is the assurance that school-age children and youth are prepared for lifelong success.

In 2019 the City of Madison adopted the goal to ensure: “A continuum of quality, affordable early childhood education and care, elementary school-age care and programs that support positive youth development for middle and high school aged youth during out-of-school time is available for low-income and children and youth, especially those of color”.¹

In 2023, the City of Madison is reaffirming our desire to:

- Provide for the availability of affordable, stable, quality neighborhood-based elementary school-age care for low-income children (5 to 12 years), children of color, and children experiencing homelessness.
- Provide low-income middle and high school age youth and youth of color access to programs that complement in-school learning or support positive youth development during out-of-school time (OST).

CDD seeks to create opportunities for persons in historically or currently marginalized populations who are living in poverty. With this intention, the City strongly encourages responses from organizations that are connected to, or have a history of success working with, low-income households, women, and those that are Black, Indigenous, People of Color (BIPOC), immigrants, and/or individuals who identify as Lesbian, Gay, Bisexual, Transgender, and Queer + (LGBTQ+).

1.2 Background

The COVID-19 pandemic has been recognized as “an emergency of an unprecedented scale”². Countries all over the world closed their schools in response to the emergency and to stop the spread of the virus. Millions of people, particularly children and teenagers, have experienced significant life disruption as a result of the COVID-19 pandemic. This disconnect from OST programs has had a severe impact on young. Youth were no longer connected to crucial settings like school, the workplace, and youth organizations, places where they develop and uphold social connections with both peers and adults, receive support, and learn and grow. The effects of this disconnection and isolation impacted family environments, mental health circumstances, and the capacity of those supportive organizations to provide connection. One of the main strategies for fostering positive youth development is through youth programming, which helps to create happy, healthy

¹ Forward Community Investments, “Community Development Division Funding Process Study,” March 31, 2016, page 18.

² INEE (Inter-agency Network for Education in Emergencies). 2020a. Technical Note: Education during the COVID-19 Pandemic. New York: INEE. <https://inee.org/sites/default/files/resources/INEE%20Technical%20Note%20on%20COVID-19%20EN%202020-04-23.pdf>

individuals who make positive contributions to society³. As we emerge from the pandemic, the issue arises of how to best support youth with limited resources and, more specifically, how to better support OST providers and developmentally focused forms of youth programming after this time of crisis.

In 2019, CDD conducted an extensive review and public input process regarding the City's funding framework for school-age child and youth programs. City staff and elected officials consulted with the Funding Process Study completed by Forward Community Investments (FCI), Imagine Madison, the Madison Out-of-School-Time (MOST) Initiative, Dane County Youth Assessment and as well as proven models from other communities. Staff gathered input through conversations with neighborhood center directors, stakeholders, policy makers, and center users. In seeking resident input, CDD staff made a concerted effort to use settings and locations accessible to low-income individuals and families and people of color. This community input process included in-person discussions and polling of over 1000 youth and adult, 200 on-line surveys, and work with more than 40 city OST providers, municipal government staff and elected officials, school representatives, youth, their families, and City committee members. The results of this input were summarized and presented at ten public listening sessions prior to finalizing the new requirements for City-funded school-age child and youth programming.

In 2023, CDD staff engaged the Madison community through discussions and an online survey regarding Child and Youth Programming to assess changing needs as we emerge from the COVID-19 pandemic. Throughout February and March 2023, CDD held discussions/focus groups representing eleven different organizations or specific populations in Madison⁴, and collected more than 175 online survey responses⁵. The survey was distributed to more than a dozen adult provider and parent groups, as well as participants attending programs for youth experiencing homelessness, LGBTQ+ and specific neighborhoods and BIPOC groups. The survey tool was administered in four languages, Arabic, Chinese, English and Spanish and requested input from participants regarding meaningful and needed programming along with an opportunity to share how needs have changed since COVID-19. This community feedback builds off of the foundation of themes identified in 2019 that continue to be mentioned across multiple youth and adult public input sources. These themes include, the importance of youth voice in and ownership of programs and activities; increased evening hours for middle and high school age youth, especially on Friday and Saturday night; program activities based on the interest of the participants; and the availability of both unstructured and structured program time that includes youth-choice.

Analysis of 2023 community input from both youth and adults, showed a strong desire for more activities that support wellness and social emotional learning to address the increased mental health needs of youth program participants⁶. Support for program staff well-being and the importance of retention of youth program staff were also noted as common concerns. These

³ Ettekal, A. V., & Agans, J. P. (2020). Positive youth development through leisure: Confronting the COVID-19 pandemic. *Journal of Youth Development*, 15(2), 1-20

⁴ Discussion Groups: Dane County Juvenile Detention Center-Youth, Neighborhood Intervention Program – 6th grade group, MOST fellows, Transition Academy High School Youth, MLK Day Youth Call to Service-Middle School Youth, Madison Community Foundation, United Way, MMSD, BYFY participants, City staff, the City's Disability Resource Committee, and Dane Co. Human Services

⁵ Respondents of the online survey consisted of Child and Youth program providers, parents, youth, community members, out-of-school Time (OST) funders/partners, and elected officials.

⁶ Detailed information regarding the community input results is available in the policy paper, [Building Human Capital: School-Age Child and Youth Development](#) (accepted by the Common Council on June 11, 2019 and revised in 2023).

trends are in line with those reported within the Dane County Youth assessment and Governor Evers State of the State address. This feedback has informed the development of the policy paper and, in turn, the City's priorities for school-age children and youth programming.

1.3 Program Structure and Elements

The [Building Human Capital: School-Age Child and Youth Development](#) policy paper includes the scope of services required for all school-age child and youth programs receiving City funding. Elements of these requirements described in detail in this policy paper include, the continuum of service, program structure and schedule, [Madison Out-of-School Time Effective Practices](#), and measures of success. School-age child and youth programs that meet these requirements will help our community provide the care and resources needed to support social emotional learning, physical and mental health, cognitive development and strong relationships with family and the community necessary for positive child and youth development.

The care and resources needed to support positive child and youth development include many facets of physical and mental health, social emotional learning, cognitive development and strong relationships with family and the community. The City of Madison has identified the following elements of the out-of-school time (OST) system as the areas of focus for City support.

1. City of Madison School-Age Child and Youth Development Program Continuum

- Multi-activity afterschool and summer programs serving elementary, middle and high school age children and youth.
- Topic or skill focused small group programs such as leadership, culturally focused, affinity groups (i.e. race/ethnic specific, gender specific, LGBTQ+), STEM or life/independent living readiness programs serving elementary, middle and high school age children and youth.
- Late-evening programs on weekends during the school year and/or on various nights in the summer serving large groups of high school and middle school age youth.
 - Program design should prioritize intentional time/space for unstructured leisure/social time but may also include structured activities.

Applicants may apply for funding to perform work within one or more age groups and program types. However, each program should be distinct and separate, not simply an activity or choice within a program. An activity that occurs as part of a program, for example an art club during an afterschool program, should be described within the activities of the overarching afterschool program rather than as a separate program.

The City of Madison Community Development Division uses the MOST Effective Practices, which were developed and endorsed by local youth program providers, as a foundation of shared high-quality program quality components.

All City-funded programs serving school-age children and youth with contracts managed by CDD will be required to collect attendance and other data through use of the MOST Information System (MIS).

In addition to seeking to fund each of the three program types described in the School-Age Child and Youth Development Program continuum, this funding process seeks to fund a set of programs that as a group provide OST opportunities to high-needs neighborhoods and diverse child and youth populations across the City of Madison.

1. Required Program Structure

Age Group	Program Type	MINIMUM REQUIREMENTS				
		Program Frequency	Program Hours	Annual Duration	Adult to Youth Ratios	Average Attendance
Elementary or Middle School	Afterschool Multi-focus	4 days per week	1.5 hrs per program day	38 weeks	1 to 15	10
	Summer Multi-focus	4 days per week	1.5 hrs per program day	8 weeks	1 to 15	10
Elementary Middle or High School	Topic, Skill or Population focus	2 times per month	2 hrs per program day	9 months	1 to 10	10
Middle and/or High School	Summer Evening	2 days per week	2 hrs per program day	8 weeks	Variable	20
	Weekend Evenings	1 time per month	2 hrs per program day	10 months	Variable	20
High School	Afterschool Multi-focus	2 days per week	1.5 hrs per program day	38 weeks	1 to 20	10

In addition to direct program hours, the City expects that administrative and program staff be given sufficient time for program planning, professional development, collaboration, supervision and contact with families, other individuals or organizations that play an important role in the lives of children and youth.

For example, a daily afterschool program would typically require at least one of the direct service staff to have a minimum of 20 hours per week for planning, pre/post-program staff check-ins, collaboration, supervision, program evaluation, relationship building with families and other stakeholders, and space/supply/equipment preparation. Larger programs with greater attendance levels or intensive social-emotional learning expectations would need more than one direct service staff person to have these additional non-program hours. In addition, every staff person with direct service program responsibilities must have at least 30 minutes of paid work time both before and after the program beginning and ending time. Program size, participants, type and content of activities, goals, and the intensity of the social-emotional learning or academic expectations have a direct correlation to non-program staff hours. Program structure, expectations, and appropriate

allocation of non-program staff hours should also be considered as factors that impact staff retention and job satisfaction.

Please note: **The City of Madison Community Development Division prioritizes in-person program activities and views virtual programming as a tool to be used as supplemental opportunities or as needed based on public health recommendations and should not be a significant part of planned activities on a regular basis.**

3. Cost of Quality and [Madison Out-of-School Time Effective Practices \(MOST\)](#)

The City of Madison Community Development Division's approach to out-of-school time, supported by research, is that engagement in high-quality programs is directly linked to positive outcomes for children and youth. In 2009 with updates in 2021, the Wallace Foundation completed a [detailed examination](#) of 111 high-quality afterschool and summer programs in six cities. The resulting report provides information about developing program models, recruiting and retaining strong staff, establishing standards that promote quality, building necessary management and administrative infrastructure and measuring the effects and effectiveness of initiatives. The research further highlights how the quality and [cost of programs](#) and programming will vary depending on the demographics and population of children and youth being served. Additional aspects such as the location of programs and services, staffing structure, hours of operation, and necessary supports such as transportation must also be considered.⁷

From 2015-2017, dozens of stakeholders from Madison's OST community came together to examine and select the research-based program attributes that would form the foundation for our local OST programs to have the greatest positive impact for participants. Based on community feedback and examples of proven practice guidelines from other communities and national organizations, the [MOST Effective Practices](#) were developed and adopted by the Madison OST community. The MOST Effective Practices include seven building blocks for quality programs. Following the lead of MOST, the CDD has embraced these building blocks as the quality program elements for City funded school-age child and youth programs.

Although there is richness in a diversity of approaches to child and youth development services, there are common elements that all young people deserve in all out-of-school time opportunities. How each practice is implemented is dependent on the program type and age of the participant. The seven basic elements that build high-quality programs identified in the [MOST Effective Practices](#) include:

Intentional Program Design - Programs are more likely to achieve desired youth outcomes if they use a deliberate process to design, implement and evaluate activities.

Supportive Relationships with Youth - Program staff take action to foster strong, supportive, and sustained relationships with youth. These relationships create an emotionally safe place where youth have a sense of security, belonging, and ownership.

⁷ <https://www.wallacefoundation.org/knowledge-center/Documents/The-Cost-of-Quality-of-Out-of-School-Time-Programs.pdf>

Youth Voice & Leadership - Programs authentically partner with youth to build their leadership skills and support youth in leadership roles. Young people are involved in meaningful opportunities to plan, implement, and evaluate program activities.

Racial & Cultural Inclusion - Organizations create a safe and inclusive environment which recognizes that race and culture are core to youth and staff identity.

Family & Community Engagement - Programs support and strengthen relationships with and amongst the families and community stakeholders that have an impact on the lives of school-age children and youth.

Organizational Management & Staff Support - Quality programs are part of a sustainable, well-run organization that develops highly competent staff through professional development and training.

Environment & Safety - Out-of-school time programs provide developmentally appropriate environments that enhance the safety, health, and nutrition of all youth. Quality programs attend to the physical and emotional health of their participants, families, and staff.

4. Coordination and Resource Linkage

The City of Madison supports efforts to build a comprehensive child and youth out-of-school time system amongst service providers. OST programs must develop and maintain strong collaborative relationships with schools, post-secondary educational institutions, private business, MOST, municipal court, juvenile justice, human services systems, and other relevant stakeholders. In addition, successful OST programs help connect children, youth, and their families to appropriate resources and coordinate needed services with community based organizations and other child and youth program providers.

As resources are limited and needs are expansive, CDD encourages applicants to explore potential relationships with other funding sources that could provide additive services to address the needs of children, youth and families that go beyond the services offered you school-age child or youth program. For example, mental health service funded through the State of Wisconsin Comprehensive Community Support Services (CCS) or other programs available through the State or Federal government.

5. Target Population

All programs and services should focus on lower-income children or youth, and those that are Black, Indigenous, People of Color (BIPOC), immigrants, and/or individuals who identify as Lesbian, Gay, Bisexual, Transgender, and Queer + (LGBTQ+). CDD recognizes the intersectionality of these aspects of identity and expects agencies to do the same. Additionally, CDD places a high priority on ensuring that funded programs and activities are culturally and linguistically responsive to all residents.

6. Theory of Change or Logic Model

Applicant responses in Part 1 – Program Narrative will together provide a theory of change or logic model (i.e. need, inputs, outputs and outcomes). Applicant responses must clearly link the need

for the program, resources to address the need, program activities, outputs and identify clear and measurable outcomes .

1.4 MEASUREMENTS OF SUCCESS

1. Program Outcomes

The City of Madison has a goal of having standardized outcomes for similar program models, using standardized measures. Funded programs will establish clear and measurable outcomes appropriate to the program models. Outcomes listed are not exhaustive, and are meant to demonstrate the effectiveness of the program towards building human capital. Proposed program outcomes should include changes in at least one of the following measurable skills, behaviors, knowledge or perception:

- Social-emotional competency and enhanced life skills
- Sense of belonging to community and/or school
- Academic achievement
- Involvement in risky behaviors

1.5 FUNDS AVAILABLE

1. Anticipated Funds

It is expected that at least \$1.6 million will be available for allocation to School-Age Child and Youth multi-focus, topical/skill/population-focused and evening programs in 2024. Final allocations will be determined in the City of Madison budget process to be completed in November 2023. **Prior city funding of programs should not be considered a guarantee of future funding.**

This Building Human Capital: School-Age Child and Youth Programs funding process does NOT address or include City funds for the following child and youth program areas: early childhood, restorative justice, youth employment, mentoring, or youth crisis services. These program areas are part of separate request for proposal processes.

Please note: **On average, City funding for School-Age Child and Youth programs accounts for 20% of total program costs. Strong proposals will bring other funding resources to support their program. Although City funding may start at a higher percent of the total program cost, funded organizations may be expected to increase the percentage of program cost supported by other funding sources over the contract period.**

2. 2023 City of Madison CDD School-Age Child and Youth Development Program Funding

Currently, the City funds 20 non-profit organizations that provide 13 programs serving elementary school-age children for a total of \$745,596 and 30 programs serving middle/high school-age youth for a total of \$884,931 per year. The average funding allocation for elementary programs is ~\$50,000 and middle/high programs is ~\$30,000.

1.6 ALLOCATION RECOMMENDATIONS

1. An Equitable Holistic Approach to Funding Recommendations

The Community Development Divisions RFP process is a competitive process in which community based organizations vie for limited funds within specific service area funding cycles. This open call for applications ensures equal access to any and all non-profit agencies interested in receiving funds from the City. Moreover, the RFP process supports CDDs mission to provide high quality services to all residents through its partnerships with CBOs, to administer equitable accountability measures, and to ensure transparency within funding processes. However, the nature of an open call RFP process places smaller, newer, and/or under-resourced organizations at a disadvantage when compared with larger, more established organizations. For example, newer organizations may lack access to experienced grant writers, fund development teams or simply not have the capacity to undertake the various tasks required to submit an application, which may impact the score of their application.

Assuming a causal relationship between an agency's application score and funding recommendations can pin agencies against one another, stifle partnership and collaboration, is inequitable, and may be harmful to the delicate ecosystem of nonprofits and subsequently the residents they serve here in the City of Madison. As a result, newer and/or under-resourced organizations are more at risk to be overlooked when developing funding recommendations when analyzing scores alone, regardless of the quality and communal need of the services they may provide.

In particular, CDD seeks to create opportunities for persons in historically or currently marginalized populations who are living in poverty. With this intention, the City strongly encourages responses from organizations that are connected to, or have a history of success working with, low-income households, women, and those that are Black, Indigenous, People of Color (BIPOC), immigrants, and/or individuals who identify as Lesbian, Gay, Bisexual, Transgender, and Queer + (LGBTQ+).

2. Funding Recommendation Factors

To address the concerns listed above, CDD utilizes a holistic approach with a focus on equity that takes several interrelated factors into consideration when developing funding recommendations.

FUNDING RECOMMENDATION FACTORS



Examples:	
Factor: Geography/Neighborhood	A program could be recommended for funding because that program is focused on a neighborhood with fewer program opportunities.
Factor: Population Served	A program serving a specific population, not served or underserved in the current array of City-funded youth programs, may be selected over another program serving the same area.

The underpinnings of this equitable holistic approach are driven by the following assumptions:

- **There exists no “one-size-fits-all” formula or equation when developing funding recommendations.** Contrary to a more regimented and formulaic scoring approach, where decisions are made solely using an application score, CDD’s approach includes a more holistic view of needs across the community. In other words, the application is used to provide a better perspective to application reviewers of the services an agency delivers, while also taking into consideration how these services fit into the larger system of service provision in the City of Madison. This ensures that a wide range of factors beyond an agency's application are considered in order to place community need and equity at the forefront of decision making.
- **CBOs do not work in isolation, but in concert with other CBOs and within larger systems.** The City of Madison has a vested interest in providing services for all residents. Therefore, recommendations take into account not only the specialized services provided by a CBO, but also how these services are inherently interrelated with those of other agencies. This fosters

an environment where the varying needs and priorities of all agencies, and the residents they serve, are taken into account.

To achieve this goal, reviewers are encouraged to take a synergistic view of applications, where preference is placed on the creation of a portfolio of applicants who work together to better serve all residents of Madison. This stands in stark contrast to a more traditional comparative view within funding recommendation processes, in which applications are assessed solely by their adherence to an established benchmark or checklist within an application process.

- **No single or collection of variables listed above are inherently more important than others.** Assessment and recommendations are dependent upon the of the needs in the community, applicant pool and quality of application. A single variable may play a pivotal role within deliberations for one agency to receive funding recommendations. That same variable may be of lesser importance within another application. This may be due to a myriad of reasons such as the geographic location of services, the population they serve, etc. (see image above).

Therefore, CDD staff will use a holistic approach informed by the review workgroup, quality of proposals and a range of quantitative and qualitative factors beyond an agency's application score creates an array of potential allocations. This approach emphasizes the interconnectedness of community organizations and their services and prioritizes agency sustainability and equitable service provision to Madison residents.

Please note: **Recommendations regarding the distribution of funds will be determined not only by the quality of proposals (i.e. application review score) but also with considerations regarding the provision of an array of programs across the school-age child and youth development service continuums, specific demographic groups and geographically across the city in underserved neighborhoods.**

3. Proposal Quality Review Criteria Summary

See Appendix A for detailed descriptions of each Proposal Quality Review Item

PLEASE NOTE: Funding recommendations will be based on both the quality of proposals and distribution of programs across the desired service continuum, demographic groups and geographically across the city (see factors above)		
Proposal Quality Review Item	Relevant Question/ Document	Point Value
	Part 1 Organizational Narrative	
Organization History	1	10
Organization Experience with Type of Program	2	
Significant Changes in Organization	3	
Staff Experience, Education, Training and Support for Professional Development	4	15
Board and Staff Demographics	Budget	
Proposal Quality Review Item	Part 2 Program Narrative(s)	Point Value
Need for Program	1A	5
Program Goal Statement	1B	
Program Summary	1C	
Proposed Participant Population	2A	10
2022 Participant Demographics	2B	
Language Access and Cultural Relevance	2C	
Recruitment, Engagement, Intake and Assessment	2D	15
Activities	3A	
Program Schedule	3B	
Anticipated Frequency, Duration and Attendance	3C	10
Family Engagement	4A	
Neighborhood/Community Engagement	4B	
Collaboration and Coordination	4C	10
Resource Linkage	4D	
MOST Effective Practices	5A	10
Total Unduplicated Children/Youth and Program Hours	5B	
Community Indicators and Program Outcomes	5C	
Data Tracking	5D	15
Program Location	6	
Program Staffing	7	
Budget – Excel Workbook	Budget	
TOTAL		100

SECTION 2: PROPOSAL SUBMISSION REQUIREMENTS

2.1 Response Format

Applicant agencies will utilize the provided application documents. The response to the RFP should be complete and comprehensive but succinct. Attachments or documents not specifically required should not be submitted. Proposals must be submitted by e-mail.

2.2 Letter of Intent and Application Workshop:

Applicants wishing to be considered for funding through the RFP process **must submit a [Letter of Intent form](#)** by **Thursday, April 27, 2023, 4:30 PM CST**, to CDDapplications@cityofmadison.com

Applicants are required to attend an RFP Workshop, or schedule a conversation with City staff ([Yolanda Shelton-Morris](#) or [Mary O'Donnell](#)) about their proposals by **Thursday, April 27, 2023, at 4:30 pm** to be eligible to apply.

Applications will NOT be accepted from entities that have not:

- 1) Submitted a Letter of Intent form; and**
- 2) Attended a workshop or consulted with staff on their proposals.**

Contracts awarded through this RFP process will take effect beginning January 1, 2024 and may be extended annually through December 31, 2026, pending the availability of funding in future City operating budgets and satisfactory completion of contract goals.

2.3 Required Information and Content of Proposals

Please include only the required submittals specified below.
Additional materials will not be accepted.

- Part 1 - Organizational Narrative Form
- Part 2 - Program Narrative Form – One for **each** program requesting funding
- Part 3 - Budget workbook
- Letters of Commitment/MOUs – Agencies that identify key partnerships in their application must provide written documentation of agreement/commitment from each listed partner.
- Fiscal Agent Form Complete the form (if applicable).

All RFP application forms are available on the [Community Development Division's website](#).

2.4 Application:

All documents-related information including the required application forms, additional information on contracting requirements, and updated timelines are available on the [City of Madison Community Development Division Funding Opportunities website](#). If an applicant is not a 501c(3) organization it must identify a fiscal agent with which it will partner and complete and submit the [Fiscal Agent](#) form with their applications materials by the application due date. Fiscal agents will be required to meet with City staff. Please note, any written materials, including letters of support, brochures, pictures, or other materials not specifically requested in the application

form will not be included in information given to reviewers or committee members, or considered in the evaluation of proposals.

Submit your proposal to by **4:30 p.m. on Monday, May 15, 2023.** Please note, **proposals are time stamped electronically as they are received, not when they are sent. Proposals received after the deadline will not be considered.**

2.5 Eligibility and Collaborative Proposals:

1. Applicant

Eligibility is open to non-profit organizations and agencies that have obtained tax-exempt status under 26 USC 501(c)(3) OR groups that can secure, as fiscal agents, organizations that have obtained such status. Fiscal Agent information is available on the [City of Madison Community Development Division Funding Opportunities website](#). Organizations that are identified to serve as Fiscal Agents on behalf of applicants will be asked to indicate their understanding of the City's expectations and agreement to act on the applicant's behalf.

2. Eligible Expenses

Eligible expenses include personnel, program/project supplies, space and special costs. No more than 20% of grant funds may be applied to overhead or administrative costs. In awarding grants, the City may identify specific uses for allocations. Capital expenses related to the purchase of vehicles or property are not eligible. All awarded funds must be utilized in the timeline outlined in resultant contracts. Expenses not incurred by the contract end date will not be reimbursed. Funds are available to only support programs, projects, or activities that will entirely, or primarily, benefit residents in the City of Madison.

3. Collaborative Proposals

Joint proposals that request funding for multiple agencies participating in a collaborative effort are encouraged. Community partners named in any collaboration must provide a letter of support detailing roles and responsibilities. Joint proposals are appropriate when:

- Joint funding would increase program capacity or enable the existence of a program that would not otherwise be possible due to cost burden, staffing capacity, access to participants, or another similar reason.
- Joint funding will reduce administrative burdens for involved agencies.
- Joint funding strengthens the collaboration of agencies involved, the neighborhood, community, or connections between partners.

2.6 Contract and Reporting:

All allocated funds will be administered through the City of Madison, Community Development Division. Funded agencies will be required to submit a final program and expense report. If funded, the City of Madison reserves the right to negotiate the final terms of a contract with the selected organization. City purchases of service contracts include requirements regarding nondiscrimination, consideration of vulnerable populations, Affirmative Action, and mandatory insurance coverage. If you have any questions about these requirements, please contact the Community Development Division at 266-6520.

SECTION 3: GENERAL RFP ADMINISTRATIVE INFORMATION

3.1. Point of Contact

The RFP contact identified below is the sole point of contact regarding the RFP from the date of release of the RFP until selection of the successful proposer.

Yolanda Shelton-Morris, Community Resources Manager

Email: yshelton-morris@cityofmadison.com

Mary O'Donnell, Community Development Specialist

Email: modonnell@cityofmadison.com

All communications relating to this RFP must be directed to the designated contact for this RFP. All bidders, proposers, protestors or individuals acting on their behalf are hereby prohibited from attempting to persuade or influence any City agents, employees or any member of the relevant selection team, for or against a specific cause related to a pending solicitation, unless otherwise directed by the RFP contact.

3.2. Inquiries and Clarification of Specifications

Proposers shall carefully examine the bid and contract documents, correlate their observations with the RFP specifications, and exercise their own judgment as to the nature and scope of the work required. If applicable, visit the Department's website, [CDD Funding Opportunities](#). Consider federal, state and local laws and regulations that may affect cost, progress, performance or furnishing of the work.

Proposers shall immediately notify the RFP contact of any questions, exceptions, clarification of any ambiguity, error, conflict, discrepancy omission or other deficiency or additions they have concerning the RFP document. Failure to do so will be at bidder's own risk.

This RFP will serve as the basis for or will become part of the resulting agreement. No plea of ignorance of conditions or difficulties that exist or may hereafter arise in the execution of the work under this contract as a result of failure to make necessary examinations and investigations, shall be accepted as an excuse for any failure or omission on the part of the bidder to fulfill the requirements of the contract.

3.3. Contracting Agency

City of Madison Community Development Division will administer the contract resulting from this RFP.

3.4. Addenda / Official Communication

During the solicitation process for this RFP, all official communication between the City and proposers will be made via the [Community Development Division Funding Opportunities website](#). The City will post such notices, which will include, but not be limited to, addenda for any modifications to administrative or performance requirements, clarifications to requirements, and the announcement of the apparent winning proposer(s). It shall be the responsibility of the proposers to regularly monitor this website for any such postings. Failure to retrieve such addenda and include their appropriate provisions in your response, may result in your proposal being disqualified.

3.5. Oral Presentations / Site Visits / Pre-Bid Meetings

Proposers may be asked to attend pre-bid meetings, make oral presentations, or make their facilities available for a site inspection as part of this request for proposal process. Such presentations, meetings or site visits will be at the proposer's expense.

3.6. Acceptance/Rejection of Proposals

1. The City reserves the right to accept or reject any or all proposals submitted, in whole or in part, and to waive any informalities or technicalities, which at the City's discretion is determined to be in the best interests of the City. Further, the City makes no representations that a contract will be awarded to any proposer responding to this request. The City expressly reserves the right to reject any and all proposals responding to this invitation without indicating any reasons for such rejection(s).
2. The City reserves the right to postpone due dates and openings for its own convenience and to withdraw this solicitation at any time without prior notice.

3.7. Incurring Costs

This request for proposals does not commit the City to award a contract, pay any costs incurred in preparation of proposals, or to procure or contract for services or equipment.

3.8. Proposer Qualifications

The City of Madison may make such investigations as it deems necessary to determine the ability of the proposer to perform the work, and the proposer shall furnish to the City all such information and data for this purpose, as the City may request. The City reserves the right to reject any proposal if the evidence submitted by, or investigated of, such proposer fails to satisfy the City that the proposer understands the full scope of work and is properly qualified to carry out the obligations of the contract and to complete the work contemplated herein.

3.9. Proposal Content

The required proposal documents are outlined in section 2.2 of this document. Additional information may include references, on-site visits or oral presentations. Failure to respond to each of the requirements in the RFP may be the basis for rejecting a response.

Elaborate proposals (e.g. expensive artwork, news stories, and letters of support) beyond information required to present a complete and effective proposal, are not necessary or desired. Information provided by the applicant in addition to the required proposal may not be considered in the evaluation of the proposal.

3.10. Withdrawal or Revision of Proposals

1. A proposer may, without prejudice, withdraw a proposal submitted at any point in the process by requesting such withdrawal in writing (email is sufficient) to the RFP contact.
2. Proposals may not be modified or altered after the deadline.

3.11. Sample Contract Documents

A sample CDD Purchase of service Contract is available on the [CDD Funding Opportunities website](#).

3.12. Designation of Proprietary Information

Proposers are hereby notified that all information submitted in response to this RFP may be accessible to the public through the Community Development Division website and/or made available for public inspection according to public records laws of the State of Wisconsin or other applicable public record laws. Therefore, proposers are encouraged to refrain from submitting information that cannot be open for public inspection. However, if proposers must include information deemed confidential and proprietary by the proposer, proposer must comply with these instructions:

1. All restrictions on the use or inspection of data contained within a proposal shall be requested prior to submission of the proposal itself. Written requests for confidentiality shall be submitted to the RFP contact by the proposer prior to the proposal submission date.
2. Requests shall use the following process:
 - Email or phone the RFP contact to discuss your concern.
 - Any information to be considered confidential or proprietary must clearly be stated.
 - Any information to be considered confidential or proprietary must be separated from the rest of the proposal. Co-mingling of confidential/proprietary and other information is not acceptable.
 - Applicants may be asked to submit a written request for information to be considered confidential or proprietary. Provide specific information related to the claim for confidential and proprietary information including: RFP section, page number, topic and specific concern that supports claim.
3. Allocation requests always become public information through the selection committee process. Information usually cannot be kept confidential unless it involves a trade secret as defined in S.134.90(1)(c), Wis. Stats. Any information that will be included in any resulting contract cannot be considered confidential. A proposal, in its entirety, will not be considered confidential and/or proprietary.
4. Proprietary information submitted in a proposal, or in response to the RFP, will be handled in accordance with the applicable Wisconsin State Statute(s). However, the City cannot ensure that the information will not be subject to release if a request is made under applicable public records laws. The City will not provide advance notice to a proposer prior to release of any requested record.
5. The Selected Contractor agrees to hold the City harmless for any damages arising out of the release of any material unless they are specifically identified. In the event the designation of confidentiality of this information is challenged, the Selected Contractor also agrees to provide legal counsel or other necessary assistance to defend the designation of confidentiality and, further, agrees to hold the City harmless from any penalties, costs, damages and fees, including attorney's fees, awarded to the requestor and ordered to paid by the City, in any such legal action.

6. To the extent permitted by law, it is the intention of the City to withhold the contents of the proposal from public view until such times as competitive or bargaining reasons no longer require non-disclosure, in the opinion of the City. At that time, all proposals will be available for review in accordance with the Wisconsin Open Records Law.

3.13. Contract for Purchase of Services

Proposers are responsible for reviewing contract for purchase of services prior to submission of their bid. A sample Contract for Purchase of Services shall serve as the basis of the contract resulting from this RFP and is available on our [Contract Requirements](#) web page. The terms of described on this website shall become contractual obligations following award of the RFP. By submitting a proposal, proposers affirm their willingness to enter into a contract containing these terms.

3.14. City of Madison Additional Standard Terms and Conditions

Proposers are responsible for requesting and any potential Additional Standard Terms and Conditions prior to submission of their proposal. City of Madison Additional Standard Terms and Conditions are the minimum requirements for the submission of Proposals.

3.15. Proposal Evaluation and Award

1. PRELIMINARY EVALUATION

Submitted proposals will be reviewed for completeness and compliance with RFP guidelines. All incomplete RFP submissions may be determined nonresponsive and removed from further consideration. To be considered complete, RFPs shall include all required submittals and shall be signed and dated. In the event that no submissions meet all of the RFP requirements, the City of Madison reserves the right to continue the evaluation of the proposals that most closely meet the requirements.

2. PROPOSAL EVALUATIONS, INTERVIEWS AND/OR SITE VISITS

City staff and the designated RFP review group will make recommendations to the Common Council following the evaluation of the proposals which may include presentations, site visits and interviews, if deemed necessary, with some or all of the proposers. However, the City may make preliminary selection(s) on the basis of the original proposals only, without negotiation, interviews and/or site visits with any proposers. If presentations, interviews and/or site visits are conducted, the RFP review group may choose to assign additional points for these processes or re-evaluate, re-rate and/or re-rank the finalists' proposals based upon the written documents submitted and any clarifications offered in the interviews.

3. BEST AND FINAL OFFER

The designated Selection Committee may request best and final offers from one or more proposers determined to be reasonably susceptible to being selected for award for the purpose of clarification to assure full understanding of, and responsiveness to, the solicitation requirements. Proposers shall be accorded fair and equal treatment with respect to any opportunity for discussion and revision of proposals, and such revisions may be permitted after submissions and prior to award for the purpose of obtaining best and final offers. If best and final offers are requested, they will be evaluated against the stated criteria, scored and ranked. The City reserves the right to negotiate the terms of the contract, including the award amount, with the selected proposer(s) prior to entering into a contract. If contract negotiations cannot be concluded successfully with the selected proposer(s), the City may negotiate a contract with the next highest scoring proposer.

4. CLARIFICATION OF PROPOSALS

During the evaluation of proposals, the City reserves the right to contact any or all proposers to request additional information for purposes of clarification of RFP responses, reject proposals which contain errors, or at its sole discretion, waive disqualifying errors or gain clarification of error or information.

5. PRICE AND/OR COST ANALYSIS

The City reserves the right to conduct a price and/or cost analysis to determine if the price is fair and reasonable. If only one responsive proposal is received, a detailed price and/or cost analysis may be requested of the single proposer. Proposers shall cooperate as needed with the City's efforts to perform said analyses.

6. NEGOTIATION

The City reserves the right to negotiate final fees and scope of services with the selected Contractor.

7. PROCESS

At any phase, the City reserves the right to terminate, suspend or modify this selection process; reject any or all submittals; and waive any informalities, irregularities or omissions in submittals, all as deemed in the best interests of the City.

8. COMMUNICATION WITH SELECTION COMMITTEE

Proposers may not contact members of the Selection Committee at anytime during the evaluation process, except at the City of Madison CDD request.

9. RIGHT TO REJECT PROPOSALS AND NEGOTIATE CONTRACT TERMS

The City reserves the right to reject any and all proposals and to negotiate the terms of the contract, including the award amount, with the selected proposer(s) prior to entering into a contract. If contract negotiations cannot be concluded successfully with the selected proposer(s), the City may negotiate a contract with the next preferred proposer.