WEST CONTRA COSTA UNIFIED SCHOOL DISTRICT
1108 Bissell Avenue
Richmond, CA 94801
(510) 231-1100
FAX (510) 236-6784

Bruce Harter, PH.D.
Superintendent

Wendell Greer
Associate Superintendent

Katharine Sullivan, MPA
Coordinator, After School Programs

The West Contra Costa Unified School District (WCCUSD) After School Programs Office invites interested community-based organizations (CBOs) to respond with their qualifications to serve as a Lead Agency in designing, planning, coordinating and operating an effective and high-quality After School Program that supports and aligns with WCCUSD's goal of ensuring that every student graduates ready to succeed in college, career, and community. With this Request for Qualifications (RFQ), the District will provide principals and individual school site stakeholders a list of prequalified CBOs from which principals and stakeholders may evaluate and choose as an After School/Expanded Learning Lead Agency.

After School Lead Agency Request for Qualifications-RFQ 2015-16

Important Dates

- Date RFQ Issued **March 18, 2015**

- Optional Bidders Conference **March 25, 2015 1:00-3:00 pm**. *Applicants are asked to review the entire RFQ prior to the Bidders Conference on March 25th.*

- Application hard copy due to the WCCUSD After School Program Office 2465 Dolan Way Room #3 San Pablo CA 94806 on or before **April 24, 2015 at 4:00 pm.** *Late and/or incomplete applications will not be accepted.*

- **April 27-May 1** Initial screening of applications and invitations sent to select organizations for interview.

- **May 4-8** Community Organization interview with RFQ Review Team.

- **May 13, 2015** Notification of Qualified Community Organizations

Introduction

West Contra Costa Unified School District (WCCUSD) operates 28 school-based After School Programs throughout West Contra Costa Unified School District, including 24 elementary schools (grades K-6) and 4 middle schools (grades 7-8). School-based After School Programs are supported by the WCCUSD After School Programs Office (ASPO). The WCCUSD After School Programs are open to all students at the host school at no cost to families. In some cases, schools may determine specific criteria for priority student enrollment, such as low academic performance or social needs.

The WCCUSD After School Programs receive funding through the After School Education and Safety (ASES) and 21st Community Learning Center (21st CCLC) grant programs administered by the California Department of Education.

The 28 site-based After School Programs operate in partnership with selected community organizations. Partnering community organizations serve in the Lead Agency role.
The Lead Agency works in close partnership with a school community to design and implement high quality After School Program for WCCUSD students. Lead Agency responsibilities include, but are not limited to, the following list:

- Hire, supervise, train and support program staff and leaders
- Ensure the program meets compliance requirements set forth by WCCUSD and the California Department of Education
- Manage grant funds contracted to the agency
- Leverage additional grant dollars and in-kind resources for the program
- Develop program plans in close collaboration with school leadership
- Align program services to school site and district goals and priorities
- Ensure the After School Program reflects youth development quality standards
- Become an integral partner in the school community, in support of WCCUSD's full service community schools initiative
- Engage in partnership with the WCCUSD After School Programs Office on district expanded learning initiatives, sustainability efforts, and quality improvement system building work
- Participate in the WCCUSD evaluation process and engage in a continuous cycle of quality improvement
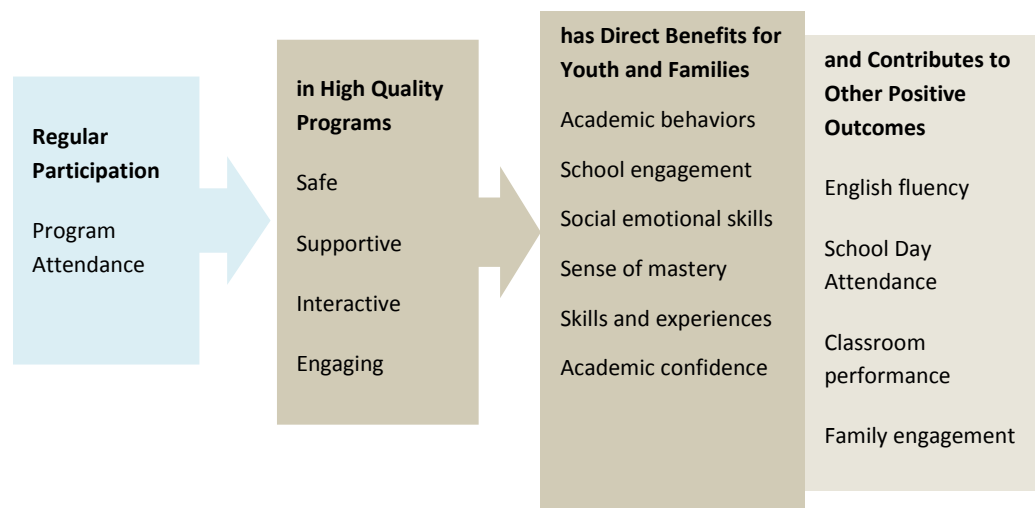
Overview of WCCUSD After School Programs

With this RFQ, WCCUSD is seeking community based organizations who can work within our established model of school and community partnerships, and within the parameters of the various funding sources. WCCUSD has strong systems in place to support After School Programs and our partners. The WCCUSD After School Programs Office sets clear direction for After School Programs across the district and sets high expectations of Lead Agency partners.

The following section is intended to provide interested community organizations with a snapshot of the context within which they will work if they are qualified and selected as Lead Agency partners for WCCUSD After School Programs.

Research into the impact of After School Programs tells us that regular participation in high quality programs benefits participating youth and their families. These benefits include outcomes for youth that are a direct result of the After School Program itself: improved academic behaviors, increased school engagement, and non-academic skills such as social emotional skills.

In addition, After School Programs can contribute to other positive outcomes for youth and their families: academic outcomes such as English fluency, and classroom performance and family outcomes such as family engagement in the school.

Theory of action for WCCUSD After School Programs

Regular Participation

Program Attendance

in High Quality Programs

Safe

Supportive

Interactive

Engaging

has Direct Benefits for Youth and Families

Academic behaviors

School engagement

Social emotional skills

Sense of mastery

Skills and experiences

Academic confidence

and Contributes to Other Positive Outcomes

English fluency

School Day Attendance

Classroom performance

Family engagement

In 2013-14, West Contra Costa Unified School District's After School Programs Office put quality first. Using a research-validated tool (the Program Quality Assessment) as our roadmap, the After School Program office launched an initiative to assess and improve the quality of the District's 28 After School Programs.

The 28 WCCUSD After School Programs serve approximately 4,000 students annually. WCCUSD After School Programs serve a greater proportion of English Learners and students eligible for free or reduced price lunch, a key indicator of socio-economic status. Nearly half (47%) of After School Program participants were English Language Learners in 2013-14, compared to only 35% in the District as a whole. A large majority of After School Program participants (85%) were eligible for free or reduced price lunch, compared to 71% of District students overall.

WCCUSD After School Programs prioritize serving youth who need additional academic support. As a result, After School Program participants are less likely to test at grade level compared to their WCCUSD peers. On the 2012-13 CST English Language Arts, only 34% of 2013-14 After School Program participants performed at Proficient or higher, compared to 45% for the District as a whole. On the 2012-13 CST Math, 44% of 2013-14 After School Program participants performed at Proficient or higher, compared to the 51% of the District overall.

As articulated in our Theory of Action, youth can be expected to achieve positive outcomes when they participate in programs that are safe, supportive, interactive and engaging.

WCCUSD's definition of program quality aligns with the Program Quality Assessment (PQA), a research-based point of service quality observation tool used by out of school time programs nationally.
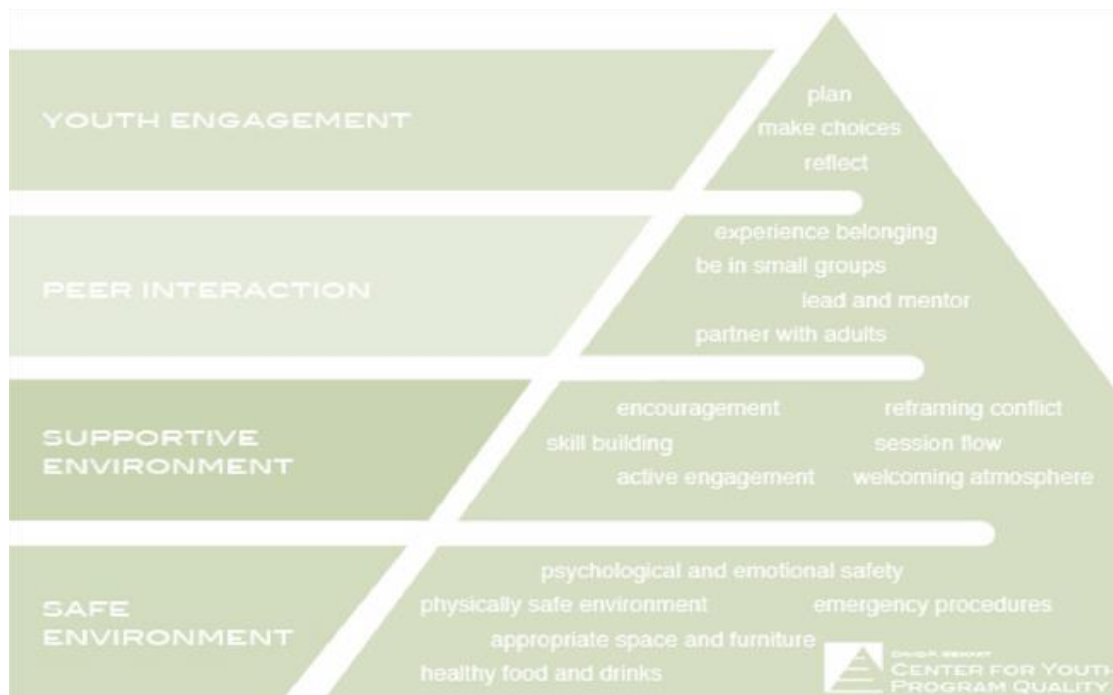
The Program Quality Assessment (PQA) includes four domains:

Safe Environment – Youth experience both physical and emotional safety. The program environment is safe and sanitary. The social environment is safe.

S**upportive Environment** – Adults support youth to learn and grow. Adults support youth with opportunities for active learning, for skill building, and to develop healthy relationships.

Interaction – There is a positive peer culture in the program, encouraged and supported by adults. Youth support each other. Youth experience a sense of belonging. Youth participate in small groups as members and as leaders. Youth have opportunities to partner with adults.

Engagement – Youth experience positive challenges and pursue learning. Youth have opportunities to plan, make choices, and reflect and learn from their experiences.
The quality domains are inter-related and build upon one another. Broadly speaking, programs need to assure that youth enjoy a Safe and Supportive environment before working to establish high quality Interaction and Engagement. For example, a program in which young people are afraid to try new things for fear of being ridiculed by others - an example of an unsupportive environment - is not likely to be an interactive, engaging place for kids.

Ensuring the ongoing quality of After School Programs is a key priority for WCCUSD. Qualified Lead Agencies will work with the WCCUSD ASPO on continuous quality improvement work. Lead Agencies will be expected to support their Site Supervisors and program sites in completing the Youth Program Quality Intervention (YPQI) cycle every year, with guidance from the WCCUSD ASPO. Each program year, all program sites will conduct an authentic self-assessment process utilizing the YPQA or SAPQA quality standards; reviewing data to plan for improvement, developing quality action plans based on this data, and implementing action plans for improvement. The following illustrates the YPQI quality improvement cycle:

Description of Lead Agency RFQ Process

The 2015 RFQ will serve as a pilot for future RFQ processes. Based on lessons learned from this pilot process, the WCCUSD ASPO will adjust the RFQ process as needed, to ensure a successful Lead Agency RFQ process in future years. Data collected from this initial RFQ process will be shared with school site and district leaders and stakeholders, and will inform selection of WCCUSD After School Lead Agency partners for the upcoming 2015-16 school year and maintenance of existing partnerships between Lead Agencies and school sites. Additionally, it is the WCCUSD ASPO's intention to broaden the district's pool of potential Lead Agency partners through this initial RFQ process.

Organizations that are interested in becoming a WCCUSD After School Lead Agency or expanding their current Lead Agency role for the 2015-16 school year must successfully

complete the Lead Agency RFQ process and earn *highly recommended* or *conditionally recommended* status.

An organization that does not successfully complete the Lead Agency RFQ process or does not earn a *highly recommended* or *conditionally recommended* status will not be contracted WCCUSD after school grant funds to serve in the Lead Agency role in the 2015-16 school year or any years thereafter.

After this initial pilot RFQ, the WCCUSD ASPO anticipates release of an annual RFQ so that organizations that miss this initial RFQ process can still have the opportunity to qualify as a Lead Agency for future school years beyond 2015-16. Organizations that submit an RFQ by the deadline will be assessed based on their RFQ responses, an interview between the community organization and RFQ Review Team, and any additional supporting materials requested by the RFQ Review Team to determine the organization's qualifications to serve in the Lead Agency role. Only organizations that have the potential to earn the *highly recommended* or *conditionally recommended* status will be invited for an interview with the RFQ Review Team.

Selection Process

Organizations completing this 2015 RFQ process will be assessed and scored into one of the following three categories:

1) Highly Recommended: Community organization has adequately demonstrated its capacity to serve in the Lead Agency role and to fulfill *all* Lead Agency responsibilities outlined by WCCUSD.

2) Conditionally Recommended: Community organization has adequately demonstrated its capacity to serve in the Lead Agency role and to fulfill *most, though not all*, of the Lead Agency responsibilities outlined by WCCUSD. *Conditionally recommended* status will be provided with specific feedback from the RFQ Review Team on areas of responsibility where the organization has not adequately demonstrated effective capacity. The community organization will be asked to provide the WCCUSD ASPO with additional evidence of its ability to fulfill all Lead Agency responsibilities, including documentation of the organization's efforts to improve based on feedback from the RFQ Review Team.

3) Not Recommended: Community organization that has not adequately demonstrated its capacity to serve in the Lead Agency role and to fulfill most of the Lead Agency responsibilities outlined by WCCUSD. Organizations receiving this *not recommended* status will not be included

in the list of qualified community organizations that will be shared with Principals and stakeholders. An organization receiving this *not recommended* status may submit another Lead Agency RFQ at a future date when the WCCUSD ASPO opens up another RFQ process.

This Request for Qualifications (RFQ) for WCCUSD After School Program Lead Agency will result in a list of qualified community organizations who demonstrate the capacity to serve in the lead agency role and to fulfill district expectations for Lead Agency partners, as summarized by the list of Lead Agency responsibilities on page 2 of this RFQ. The WCCUSD ASPO will share data collected from this RFQ process with school leaders and stakeholders to help inform their partnership development conversations and selection of a Lead Agency partner.

Beginning in the 2015-16, WCCUSD will implement a new annual evaluation process to assess each community partner's effectiveness in fulfilling Lead Agency responsibilities, as outlined in this RFQ.

Eligible Applicants

WCCUSD is seeking proposals from established community organizations that have 501(c)(3) status and have adequate fiscal reserves to cover at least 2 months of general operating expenses as a Lead Agency partner. Organizations choosing to serve in the Lead Agency role are expected to demonstrate their current capacity to leverage resources in support of high-quality After School Programs.

RFQ Process

Community organizations interested in submitting an RFQ proposal to serve as a WCCUSD After School Lead Agency will be expected to do the following:

1) Review the RFQ document
2) Optional: Attend a Bidder's Conference to ask questions regarding the RFQ and process
3) Prepare agency proposal according to application requirements described in this RFQ
4) Submit agency proposal and required copies on or before the deadline
5) Participate in an interview with the RFQ Review Team, if invited, and provide any additional materials, as requested by the Review Team

Application Submission

Failure to provide any of the following information or forms may result in an application being disqualified.

A complete Lead Agency application will consist of all the following required items:

- **Letter of Introduction** (no more than one (1) page): A one-page letter signed by the person authorized to obligate the proposing agency to perform the commitments contained in the application. The letter should state that the proposing agency is willing and able to perform the commitments contained in the application.

- **Cover Page**

- **Written Responses to Application Questions** (no more than 10 double-spaced pages)

Evaluation and Selection

For all applications, the Minimum Agency Requirements will be reviewed first; applications that do not submit complete documentation meeting the minimum requirements will not have the project application reviewed. Project applications meeting minimum agency qualification requirements will be evaluated by a RFQ Review Team made up of individuals with expertise in the project for which the application is submitted. Applications will be evaluated and assigned a preliminary designation of *Highly Recommended*, *Conditionally Recommended*, or *Not Recommended*. Only applicants evaluated as *Highly* or *Conditionally Recommended* will be invited to an interview with the RFQ Review Committee. Following the interview, and following the receipt of any additional information requested by the RFQ Review Team, applicants will receive a finalized evaluation of *Highly Recommended*, *Conditionally Recommended*, or *Not Recommended*.

All applications receiving a final evaluation of *Highly Recommended* or Conditionally Recommended will be included on the list of "Qualified After School Lead Agencies". Applications receiving an evaluation of *Conditionally Recommended* may be asked to submit additional supporting information and a plan of action to improve in areas deemed insufficient by the RFQ Review Team. *Conditionally recommended* applications may be included in the "Qualified After School Lead Agencies" list, although this is not guaranteed. Applications receiving an evaluation of *Not Recommended* will not be included in the list of "Qualified After School Lead Agencies".

Cover Sheet

Please reproduce the following cover sheet for your proposal. All information below must be included on your cover sheet:

1. Agency Name:

2. Contact Person:

3. Email:

4. Telephone:

5. Does your organization have 501c3 status? Please provide documentation of this status in your supporting documentation section.

6. Are you currently a WCCUSD After School Program Lead Agency Partner?

8. Have you served as a WCCUSD After School Program Lead Agency partner before in past years?

9. Do you currently serve in the Lead Agency role for any other school districts besides WCCUSD? If so, please list all school districts you serve.

10. How many school sites does your agency have the capacity to serve as a Lead Agency? Please briefly explain your rationale for this number of sites.

Application Questions

After reading the RFQ narrative, please respond to all questions below in **no more than 10-pages, double-spaced, in 12 point font.**

Organizational introduction and mission alignment

a) What is your organization's mission and vision, and how is it aligned to the WCCUSD Strategic Plan to improve student outcomes?

b) Describe your experience and approach to serving the West Contra Costa community and/or other communities with similar demographics, assets, challenges, etc.

c) Describe your experience and approach to working in partnership with school communities.

Fiscal management and resource development

a) The ASES and 21st CCLC grant dollars from the CA Dept. of Education are not sufficient to cover the full cost of running a high quality After School Program. To successfully serve in the role of Lead Agency an organization must have the ability to secure funding and resources from other sources to match contracted funds from WCCUSD. Describe what additional grant dollars and other resources your agency has identified and/or secured to help cover the costs of running a WCCUSD After School Program.

Agency infrastructure and compliance

a) In the supplemental documentation section, include an organizational chart of your agency that illustrates how the WCCUSD After School Program will be supported. Indicate specific names next to titles of staff whenever possible.

b) Review the Lead Agency responsibilities listed on page 2 of the RFQ. Describe your agency infrastructure that will allow you to fulfill each responsibility listed. Specifically identify and describe the agency staffing, systems, and processes that will ensure each of the listed Lead Agency responsibilities will be fulfilled effectively.

c) Provide the name, title and role description of the specific manager-level individual(s) who will be the primary point of contact for the WCCUSD after school partnership, and who will maintain active collaboration with the school site leadership. Describe how this individuals will ensure strong partnership with WCCUSD, partnering school site(s), and other community partners working within WCCUSD After School Programs.

Staff supervision, support, and professional development

a) Discuss what processes your agency will put in place to ensure you have qualified, well-trained after school staff serving West Contra Costa students. Describe staff recruitment and retention plans, performance evaluation processes, and supervision, training and coaching plans. Identify who will be responsible for providing supervision, training, coaching and support of the onsite After School Program leader and staff.

b) Describe in detail your agency's plan to provide ongoing professional development to After School Program leaders and program staff in the form of ongoing training, staff observation, coaching, and other professional development opportunities. Detail the content and frequency of professional development opportunities. Attach evidence of your agency's professional development plans in the Supporting Documentation section of your proposal.

Youth development expertise, continuous improvement, and school district Alignment

a) Review the Youth Program Quality Assessment (YPQA) standards accessible at http://www.cypq.org/assessment. The YPQA tools define the staff and program practices that support youth development. What are your agency's strengths in terms of providing quality youth development programming? What are your agency's key areas for improvement in terms of providing high quality youth development programming?

b) How will you ensure that all your after school staff have baseline knowledge and understanding of youth development best practices? How will you utilize the YPQA tools to support your youth development trainings? How will you build the capacity of your staff and After School Program to achieve these quality standards, and how will you support staff's continuous improvement of practices that support youth development?

c) Describe your agency's continuous improvement efforts. How does your agency assess whether its programs and services are effective? What data does your agency collect and utilize to know that your services are effective and impactful? What systems and processes does your agency have in place to support ongoing continuous improvement of your programs and after school staff? Provide specific examples of steps your agency has taken to improve based on data.

Required supporting documentation

To support your application responses and verify your organizational qualifications, the following documentation is required. Note: these documents are not counted as part of the 10-page limit for your application proposal.

Please make sure all supporting documents submitted are clearly labeled according to this list.

1) Copy of Monitoring Reports and/or other evaluations
2) Organizational chart of agency that illustrates how the WCCUSD After School Program is supported administratively and programmatically
3) Copy of organization's 501(c)(3) letter
4) Copy of enrollment policy and behavior expectations for students and families
7) Job description for Site Coordinator and Program Leader
8) Evidence of agency's professional development plans
9) Letters of Reference