REQUEST FOR PROPOSALS (RFP):
Community School Lead Agency
DATE OF ISSUE: May 23, 2022
DEADLINE: June 10, 2022 @ 4:00 PM
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INTRODUCTION
Since 1991, Family League of Baltimore (Family League) has been the designated Local Management Board for the City of Baltimore. It works collaboratively to support data-informed, community-driven solutions that align resources to dismantle the systemic barriers which limit the possibilities for children, families, and communities. Family League believes that racial equity plays a pivotal role in realizing its organizational vision and that it can be achieved when race no longer determines the life trajectory of people in Baltimore. As such, Family League applies a racial equity lens to its policies, practices, organizational culture, and grantmaking.

Family League’s work is guided by, and its success is defined by its ability to address, the State of Maryland’s eight Child Well-being Results Areas. We work to ensure that children are born and remain healthy; are prepared for, succeed in, and complete school; that youth are prepared for college or career opportunities; that communities are safe; and that families can enjoy safety and economic stability. The Community School (CS) Strategy, facilitated by Family League in partnership with Baltimore City Public Schools and the Mayor’s Office and City Council, is aligned with these Child Well-Being Results.

As a careful steward of the funds awarded by the City, the State of Maryland, and federal and private entities, Family League braids its resources together to maximize the impact of each dollar invested in support of these results areas. We leverage these resources to serve Baltimore’s children, youth, and families through our participation as a convener, implementation lead, or partner in numerous collaborative spaces.

A Community School (CS) is both a place and set of strategic partnerships that promote student achievement, positive conditions for learning, and the well-being of families and communities. Through the work of a community-based partner, the Lead Agency (LA) leverages unique community resources to meet needs with a focus on children and families. A full-time Community School Coordinator (Coordinator) at each school coordinates resources and partnerships that transform a school into a hub of integrated service delivery, creating one seamless access point to critical supports. Community Schools are guided by a bi-annual Needs Assessment and an annually developed Action Plan, informed by the Needs Assessment, that is tailored to the unique needs of the school and identifies strategies for improvement.

Finally, community schools work is organized around the national Community Schools Standards, designed to engage, and support the community schools’ movement as a standards-driven, evidence-based strategy to promote equity and educational excellence for each and every child, and an approach that strengthens families and community. The standards include two parts: structures & functions of a community school and core program elements that occur in community schools. The standards include Collaborative Leadership, Planning, Coordinating Infrastructure, Student Centered Data, Continuous Improvement, Sustainability, Powerful Learning, Integrated Health & Social Supports, Authentic Family Engagement and Authentic Community Engagement.

Through this Request for Proposal (RFP), Family League is seeking a partner to implement the Community School Strategy at the following school(s):
- Wildwood Elementary/Middle School

PROJECT DESCRIPTION
By submitting this application, partners are agreeing to honor the roles and responsibilities associated with being the Community School Lead Agency. These roles and responsibilities, summarized below, will become part of the contract with Family League for all funded partners.

**Lead Agency Roles and Responsibilities**

The Lead Agency (LA) is the organization that joins with the school to manage and lead the work of developing and sustaining the Community School. The LA comes with a clear set of skills and competencies that enhance,
complement, and add value to the those of the school. An effective LA helps to fill the gaps and – as the school’s primary partner – leads and manages work in a way that achieves visible success for the school community. Below is an overview of other roles and responsibilities.

- Hires the Coordinator in partnership with the school principal. The Coordinator is dedicated full-time to this work, and on site during the school day. The Coordinator should be hired and in place prior to the start of the school year. During the year, if the Coordinator position becomes vacant, the Lead Agency should make every attempt to hire a new Coordinator and have them in place within 45 days. The LA must inform the Principal and Family League immediately if there are any staffing changes or gaps.
  - The LA is expected to ensure that the work of the Coordinator continues without interruption during any vacancy. This includes, but is not limited to, the daily operation of the Community School and reporting on any data deliverables.
  - The LA is expected to comply with the Staffing and Hiring Practices contained in Section 8 of the Contract.
- Provides onboarding and training for Coordinator in accordance with required scope of work.
- Supports Coordinator with the completion of all Family League deliverables.
- Complies with all terms and requirements of Family League’s annual contracting process.
- Leverages additional funding opportunities and resources to expand the CS strategy within the school or larger community.
- Reviews and approves all quarterly data reports in the Family League-designated data collection tool before they are considered submitted. The LA is responsible for ensuring reports are submitted on time.
- Participates in at least one check-in with Family League. The check-in is an opportunity to discuss successes/challenges, review contract deliverables, identify supports/resources needed and discuss any suggestion/improvements to support the work.

Community School Coordinator (Coordinator) Role and Responsibilities:

The Coordinator functions as the connector between the LA, the school and the greater community with a focus on improving outcomes for students, families and communities. The Coordinator does this through promoting and facilitating strategic conversations among diverse stakeholders; leveraging unique community resources and partnerships to meet community needs; and serving as a catalyst for change within the school and community at large. Below is an overview of other roles and responsibilities.

- Identifies/establishes and participates on the Site-based Leadership team. The Site-based Leadership is a group of diverse stakeholders that support the development, execution and oversight of the Community School strategy and convenes at least quarterly.
- Completes and submits all bi-annual needs assessment requirements in collaboration with Site-Based Leadership and share results with stakeholders. Key deliverables including attending needs assessment training, collecting consent forms, leading focus groups, distributing and collecting surveys and analyzing data. Family League consent forms must be distributed with any consent forms the program uses for their own purposes and/or any enrollment forms.
- Leads the creation of the annual Community School Scope of Work/Action Plan in collaboration with school leadership and teams by utilizing the results of the biannual needs assessment as well as school and community data.
- Coordinates and aligns partnerships, programs and resources that address barriers to student and family success.
• Participates in school level teams to integrate goals of the Community School strategy with overall school performance measures, including but not limited to School Family Council, Family & Community Engagement and the Attendance Team.

• Supports the alignment of Community Schools and Out of School Time (OST) by collaborating with Family League-funded OST partners:
  - Coordinator meets monthly with OST Site Manager to jointly plan, discuss data/program needs, recruitment/enrollment and deepen the partnership by aligning and developing goals to support the integrated Community School strategy.
  - Coordinator serves as an active participant on the Quality Improvement Team (QIT) in order to support the Youth Program Quality Assessment (YPQA) process in OST.

• Participates in at least two site visits and one check-in with Family League staff. During the site visits, Coordinators will discuss share successes/challenges with implementation of the CS Strategy and receive resources, feedback and technical assistance. The check-in is an opportunity to review contract deliverables, identify support/resources needed and discuss any suggestion/improvements to support the work. Coordinators and Lead Agencies will receive written feedback after each site visit and check-in.

• Participates in Turn the Curve conversations regarding performance measures.

Joint LA/Coordinator Responsibilities:

• Completes Family League data deliverables following Family League procedure and guidance.

• Completes Family League professional development requirements. Participants should participate in training related to the Family League-designated data collection tool (as applicable).

• Meets quarterly with school principal to review data, discuss progress towards goals, highlight successes and troubleshoot challenges.

• Leverages existing partnerships and resources to support the school. Develops new partnerships and resources to support school and Community School strategy goals.

• Markets the Community School strategy to all stakeholders and the greater community.

• Collaborates with principal (or identified staff) on all operational procedures as related to the CS strategy.

Professional Development (PD): Participation in the following professional development opportunities is mandatory during the contract term. Attendance will be monitored throughout the year. Notification is required in advance to your Family League point of contact if a PD requirement is not to be missed.

• Summer Institute - Coordinators will participate in a multi-day professional development experience which provides an opportunity to collaborate, build skills and competencies, share resources and plan for the upcoming school year.

• Networking Meetings & Professional Development - Coordinators will meet every other month to network, share best practices/resources and participate in professional development training.

• Cohort Meetings - Coordinators meet in their respective content specific cohorts three times per year to participate in planning, receive peer support, share best practices/resources, and troubleshoot problems together. This is a peer development opportunity and cohorts are led by Coordinators that serve as Cohort Leads.

• New Coordinator Requirements - Any new Coordinator must attend a New Coordinator Training hosted by Family League. In addition, new Coordinators are required to participate in a bi-monthly New Coordinator Professional Learning Community (PLC) during their first calendar year in their role.
• **Lead Agency (LA) Cohort Meetings** - LA representatives will meet three times per year to participate in resource and information sharing, continuous improvement, and collaborative planning for the implementation of the strategy.

• **RBA** – To support performance measures, new Coordinators and Lead Agency staff shall participate in at least one introductory Results Based Accountability (RBA) training offered by Family League. Training is posted on the Family League website.

**PERFORMANCE MEASURES**

Performance for all programs funded through this opportunity will be measured using the Results Based Accountability (RBA) framework. The performance measures include the number of strategic partnerships and the alignment of strategic partnerships to CS needs/priorities. However, since each CS is unique in its needs, assets, and priorities, there is space for each applicant to identify an additional “How well?” measure and a maximum of two “Better off?” measures that are specific to the school. The applicant is not expected to provide the additional performance measures in the application, as these are based on the specific needs of the school community and rooted in the Needs Assessment process. However, proposals must describe how the applicant will track progress towards performance measures using data.

The following performance measures are expected for this proposal. Please state how you plan to capture this information.

**How much/many?**

• # of strategic partnerships

• **Applicant to provide one additional “how much?” measure specific to the CS upon award.**

**How well?**

• #/% of strategic partnerships that support Community School needs/priorities as identified in the Community School Needs Assessment

• **Applicant to provide one additional quality “how well?” measure specific to the CS upon award.**

**Better off?**

• **Applicant to provide 1-2 impact “better off?” measures specific to the CS upon award.**

(Note: These required performance measures may change slightly during FY23 after collaborative discussion between Funded Partners and Family League, aligned with program priorities and funder reporting requirements.)

**GRANT TERMS & APPLICANT ELIGIBILITY**

**Grant Period:** July 1, 2022 – June 30, 2023

**Available Funding (not to exceed):** $55,000

Applicant Eligibility/Requirements:

To apply, interested individuals or organizations must:

• Have a minimum two-year track-record of supporting children, youth, and families either through:
  o the delivery of youth support services (e.g., mentoring, tutoring), out-of-school time programming; and/or
the coordination of services/partnerships in the community and/or in partnership with Baltimore City Schools; or
the provision of direct services to youth and their families within a framework of collaboration.

- Qualify as a nonprofit corporation with 501(c)(3) status, a for-profit corporation, or a public entity;
- Have a status of 501(c)(3) in “Good Standing.” Must provide a PDF copy of the certificate within the 2020 calendar year (January 1, 2021 to present). Certificate can be obtained from here;
- Provide a copy of the organization’s independently audited financial statements for its fiscal year-end within the past 12 months;
- Provide evidence of organizational capacity to implement a quality program as outlined in the RFP; and
- Provide a clear and concise operating budget.

As Baltimore City’s appointed local management board (LMB), Family League is committed to strengthening Baltimore City-based businesses and providing equity and inclusion in its procurement process. It is the policy of Family League to provide all Baltimore City-based small, minority, and/or woman-owned or -led business and other historically underrepresented and underutilized business enterprises the maximum practicable opportunity to compete and be awarded contracts to provide goods, services, and activities administered by the Organization.

SUBMISSION REQUIREMENTS
Applicants are required to submit proposals through FUNDINGtrack, Family League’s online grants management system accessible through https://flb.fluxx.io. Submissions must be completed by the date and time specified in this RFP and in the FUNDINGtrack application. The deadlines will be strictly enforced. It is the responsibility of the applicant to ensure that the application process is completed by the deadline. Hard copies, emailed copies, and late submissions will not be accepted. Furthermore, Family League reserves the right, at its sole and absolute discretion, to amend or modify any provision of this RFP or to withdraw this RFP at any time prior to contract award. Family League shall not be bound by or liable under this RFP and/or any response thereto until a final written contract has been executed by Family League and the grantee incorporating the terms and conditions of the award.

Applications Due: June 10, 2022 at 4:00 PM

Registration
All applicants must be registered in FUNDINGtrack. This is done by selecting the “Register” link on the portal’s home page, found here: https://flb.fluxx.io. Applicants will receive login credentials via email within three business days of submission of the registration form. Applicants are highly encouraged to register early.

Organization Information and Documentation
The Organizational profile enables all registered users of FUNDINGtrack to provide the key business and contact information needed from Funded Partners. All registered users should fully complete the requested information and upload the due diligence documentation required in this RFP.

Help Using the Online Application
For questions or problems, contact the Help Desk at FUNDINGtrack@FamilyLeague.zendesk.com, Monday through Friday, 8:30 am to 4:30 pm.

PRE-PROPOSAL QUESTIONS
Questions can be emailed to fundedpartnerships@familyleague.org. Questions will be accepted until close of business (5:00 pm) on May 27, 2022. All questions and responses will be publicly posted on the Family League website www.familyleague.org/funded-partnerships by June 1, 2022.
Budget Guidelines

Be sure that the budget:

- Does not exceed the award amount;
- Does not include in-kind contributions or required City Schools match (as applicable);
- Is consistent with the program design/plans outlined in the corresponding proposal narrative; and
- Ensure administrative costs, if applicable, do not exceed 10% of total direct costs.

REVIEW AND SELECTION PROCESS

Review Panel

The school principal will play an integral part in the review and selection process. If needed, Family League will facilitate interviews with top-ranked respondents and the school principal so that they may make an informed decision regarding the selection.

Selection Criteria

The following criteria will be used in selecting the application to be awarded:

- Compliance with all RFP guidelines
- Organizational Capacity of Coordinating Partner – The applicant demonstrates an organizational mission aligned with the principles of the CS strategy: a commitment to quality education, a strong presence within the community, a solid track record for the establishment of partnerships, and a staffing structure to support and implement the CS activities associated with the role of a Lead Agency.
- A demonstrated capacity to collect, manage, and utilize participant-level and programmatic data;
- A clear and concise operating budget that reflects the required cost-sharing requirements as well as transparency and accountability (as applicable); and,
- Leveraging of Additional Resources – Evidence that the applicant and its partners will utilize this investment to leverage significant additional resources for youth and families.

Announcement

Funding decisions are expected to be announced on or about the week of July 1st, but this is subject to change. Family League will communicate with all applicants if any deviations from the schedule occur.

Key Dates and Deadlines

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GENERAL TERMS AND CONDITIONS

Data Collection

All Community School Funded Partners will be required to submit data including, but not limited to, partnerships, supports, volunteers, food distributions, and leveraged funds. Funded Partners must have the capacity to collect,
manage, utilize, and report program data. The data will be entered into Family League’s data system or in such form as agreed upon by Family League.

**Reporting**
All Funded Partners must submit quarterly financial and programmatic reports unless otherwise specified by Family League. These include, but are not limited to, a narrative report; data specified in each Funded Partner’s Scope of Work, including performance measure and demographic information; and line-item financial information.

**Training and Technical Assistance**
All Funded Partners must participate in staff development activities as required by Family League. Information related to training opportunities, both required and optional, will be shared with Funded Partners on a regular basis. Additionally, Family League is committed to providing technical assistance and welcomes Funded Partner feedback.

**Grant Award**
The submission of a proposal does not, in any way, guarantee an award. Family League is not responsible for any costs incurred related to the preparation of a proposal in response to this RFP. Family League reserves the right to withdraw an award prior to execution of a contract with a Funded Partner at Family League’s sole and absolute discretion.

**Contract Terms**
All Funded Partners must comply with all terms and conditions applicable to contracts executed by Family League. These terms and conditions can be found on the Family League website at [www.familyleague.org](http://www.familyleague.org). By submitting a proposal to this RFP, applicants attest that they have read and accept these conditions fully. A Scope of Work with details about specific requirements and measurable outcomes will be a requirement of grant recipients as an addition to the contract.

**Criminal Background Checks**
All Funded Partners must conduct criminal background checks for employees. These practices must comply with the terms and conditions applicable to contracts executed by Family League. All Funded Partners must have established standard operating policies and procedures for conducting, reviewing, and, if necessary, responding to the results of the record checks.

**Additional Funder Conditions**
Any additional terms and conditions imposed by funders following the release of this RFP shall become a part of the contract between the Funded Partner and Family League.