



Request for Proposal

Partner Organizations to Implement
Afternoon Enrichment Activity Programming



ISSUED: Thursday, December 15, 2022

SUBMISSIONS DUE: Friday, January 27, 2023 5:00 PM

**Pending funding and Board approval.
Program details outlined in this RFP are subject to change.*

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Section 1: General Information

Introduction

The School District of Pittsburgh (herein referred to as “the District”) is seeking proposals demonstrating outstanding commitment to student engagement and interest through providing students with a unique learning opportunity during the 2023 Summer BOOST, a summer learning camp for students who have just completed Kindergarten through 7th grade

The camp will include 24 full days of programming, operating from Monday, June 26, 2023 through Friday, July 28, 2023. There will be no program on Tuesday, July 4, 2023.

Proposals are solicited which demonstrate the capacity to plan and implement inclusive student-centered summer programming for unique, fun, exciting, and educational activities. All proposers are asked to consider their interests, strengths, and skills, and to propose programming that will be engaging for all children.

Contact

Any questions regarding this RFP should be addressed to **Sydni Mundy**, Manager, Out-of-School Time, Summer Programming at smundy2@pghschools.org.

Each camper will have 180 total minutes of academic enrichment (90 minutes each of Math and ELA) and 120 total minutes of activities in a typical day. Students will participate in physical activities, SEL activities, and site-based competitions daily.

Sample Daily Schedule for the 20223 Summer BOOST

Time	Activity
8:00 – 8:30	Arrival & Breakfast
8:35– 8:40	Transition to All Camp Meeting
8:40 – 9:05	All Camp Meeting
9:05 – 9:10	Transition to Academic Block #1
9:10- 10:40	Academic Block #1 English Language Arts (ELA) or Math
10:40 – 10:45	Transition to Academic Block #2
10:45 – 12:15	Academic Block #1 English Language Arts (ELA) or Math
12:15 – 12:20	Transition to Lunch/Recess

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12:20 – 1:10	Lunch/Recess		
1:10 – 1:15	Transition to Activity Block #1		
1:15 – 2:15	Activity Block #1	<div><div></div><div>OR</div><div></div></div> <div>Double Block Activity May be on-site or off-site.</div>	
2:15 – 2:20	Transition to Activity Block #2		
2:20 – 3:20	Activity Block #2		
3:20 -3:30	Dismissal		

Each camper will have 180 total minutes of academic enrichment and 120 total minutes of activities in a typical day. Special events such as book fairs, visits from community organizations, and trips to the Promise Store (a uniquely-designed “store” for campers who exhibit good behavior) will also take place in the mornings during camp!

All campers will participate in two 90-minute academic blocks and two 60-minute activity blocks (or one 120-minute double activity block) daily. Activities providers may submit proposals to run either a single 60-minute or double 120-minute activity with campers. Providers wishing to run single block activities will serve two different groups of campers daily, for 60 minutes each. Providers wishing to run double block activities will serve one group of campers for the entire afternoon, either on-site or off-site. Due to time constraints, providers should not submit a proposal for a single-block activity that takes place off-site.

Final locations for the 2023 Summer BOOST are pending. However, we are proposing six site locations. The tentative site locations (pending approval) are **Pittsburgh Arlington** (800 Rectenwald St, Pittsburgh, PA 15210) serving students who have completed K-7th grade; **Pittsburgh Faison** (7430 Tioga Street, Pittsburgh, PA 15208) serving students who have completed K-7th grade; **Pittsburgh King** (50 Montgomery Place, Pittsburgh, PA 15212) serving students who have completed K-7th grade.

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Timetable/Response Submittal

Proposals will be accepted through Friday, January 27, 2023 at 5:00 PM. Selection of organizations will be made based on the proposals submitted and, if deemed necessary, follow-up conversations during a pre-designated time window. A timetable for the selection process is outlined below.

Process	End Date
Request for Proposal (RFP) Issued	Thursday, December 15, 2023
<i>Proposals Submitted</i>	<i>Friday, January 27, 2023</i>
Follow-up conversations with partners	Week of February 6, 2023
Official Vote by the Board of Directors	Wednesday, February 22, 2023
Providers Notified	Week of March 6, 2023
Provider Contracts Signed	Week, March 27, 2023

Upon release of this RFP and until the conclusion of the selection process, there shall be no communication between any prospective respondents and/or their lobbyist(s) or agent(s) with any staff of the District or any elected representatives or other appointed official of the District staff, except as provided for in this RFP. Any violation of this provision by any prospective organization and/or its agent(s) shall be grounds for immediate disqualification of the application.

Expect great things.**Section 2: Scope of Services****Who May Apply**

Eligible proposers include any organization or individual with the capacity to inspire and engage children of all abilities in fun and exciting activities that are also educational. Proposers may be non-profit or for profit. Previous experience working with children is expected.

Contract and Options Period

The term of the contract shall be active on or about March 27, 2023, until on or about August 31, 2023 with an option for renewal for the summer of 2024 pending an evaluation and funding. Providers who opt to renew will still be required to submit an RFP during the open application period, but will be asked to reflect on the past programming in the Summer BOOST and any program improvements which will be made in the subsequent year.

Attendance Clause

The District will work in coordination with contracted providers to promote high attendance, and will share resources and recommendations for encouraging campers to attend regularly. **It is expected that approved enrichment providers actively partner with assigned District staff on positive attendance activities/initiatives within the scope of the proposed activity. Furthermore, at least 5% of the submitted budget must be devoted to a/an activity(ies) or initiative(s) that encourage positive attendance.**

Program Timeline and Requirements

Providers are **encouraged** (but not required) to participate in camper enrollment and recruitment leading up to camp (March – May). Participation may include the sharing of the online program application, sponsoring an “application center” at the provider facility, sharing program information to organizational networks, etc. Providers are **required** to attend a camp site building walkthrough (April) and periodic pre-camp planning meetings with camp site leadership teams (April – June). Providers are also **encouraged** (but not required) to assist with pre-camp outreach to families of campers enrolled in their program(s) (May – June).

Site Logistics

Providers may opt to be on-site or off-site providers, as described below:

On-site Providers: On-site providers are organizations that provide services at the location where campers will be participating in the morning academic portion of the camp. These locations will most likely be the school buildings listed in Section 1. On-site providers will be **required** to attend a site visit in the spring (April) to ensure that the space meets the requirements as detailed in the proposal. On-site providers will need to detail any special facilities requirements (e.g. gym space, a room with sinks, etc.) and transportation requirements for special events such as field trips, if applicable. **The District will not provide transportation off-site for special events. If off-site special events are being proposed, this cost must be detailed in the submitted budget and assumed by the provider while camp is in session.**

Off-Site Providers: Off-site providers are organizations that provide services at a location different than the site where campers will be participating in the morning academic portion of

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the camp. The District reserves the right to conduct initial inspections of all sites of off-site providers at any time before contracts are signed. In addition, the District reserves the right to inspect sites throughout the term of the contract. Off-site providers will need to detail transportation requirements and a plan for meeting these requirements. **The District will not provide transportation to off-site locations.**

Please be as detailed as possible in describing the space, materials, and transportation that will be required for the activity/activities being proposed, including outlining all associated costs in the budget and budget narrative (see Section 3 for more information).

Mandatory Staffing Requirements

The District requires a maximum ratio of 12 campers to one adult for the duration of the camp. The District plans to hire at least one (1) highly qualified “Activities Teacher” to work with each contracted provider for the duration of camp, based on available funding. Additionally, based on available funding, the District plans to provide “Camp Assistants” (analogous to school year Paraprofessionals) to assist with implementing programming. Camp Assistants will be assigned to activities based on the number of children enrolled, to lower the camper to adult ratio, and may be re-assigned based on program attendance.

The District reserves the right to require the proposer to provide additional training and/or staff which, in the judgment of the District, is necessary in order for a camper to safely complete the camp, after notice to the provider.

The District also reserves the right to require the proposer’s program staff to attend up to twelve (12) hours of pre-camp training sessions focused on classroom management, behavior management, and roles and responsibilities for provider staff and District employees. Training sessions will take place between June 20 – June 23, 2023.

Afternoon activity program staff shall report to their assigned camp site no later than **12:15 pm each day**, and shall remain on-site until **3:45 pm each day**. Afternoon Provider staff may be asked to assist with some camp site logistics such as supporting the transition of campers after lunch/recess/brain break and between activities and organizing campers in preparation for dismissal.

In addition to the hiring of Activities Teachers and Camp Assistants mentioned above, the District also plans to hire one (1) highly qualified “Activities Specialist” and one (1) highly qualified “Curriculum Coach” as part of the Camp Leadership Team at each camp site (see Appendix C for a complete organizational chart of site and central office staff supporting the program). Providers will be required to work with their Activities Specialist prior to the start of camp to coordinate program logistics, and with their Curriculum Coach to further develop plans related to the connected writing project (more information about the connected writing project is included in Section 3).

Each camp site Leadership Team will also be comprised of other roles. In the past, site leadership teams have been comprised of one (1) Camp Director, one (1) Behavior Coach, one (1) Special Education Coach, one (1) Operations Manager, one (1) Secretary, and one (1) Student Data Systems Specialist (SDSS). While the site based Activities Coach is the main point of contact for providers and program staff during camp, other leadership team members will have relevant information to share with activities staff before

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and during camp (e.g. site procedures, the camp behavior management strategies, attendance initiatives, etc.)

Size and Scope of Summer Camp Activities

The final size and scope of individual provider services will be negotiated between the District (and pending new fiscal sponsor) and the selected providers based upon the funds available, specific activities proposed, camper demand, available staffing, transportation, timelines, and any other Federal, State, or local restrictions that may apply.

Required Deliverables and Meetings

Providers shall adhere to the following throughout the duration of the contract period (starting on or about March 27, 2023) between the provider and the District. **Please note, the District reserves the right to rescind an approved contract if provider is non-compliant on any of these required deliverables within a reasonable (as deemed by the District) timeframe:**

- 1) **Provider Status Update Conferences:** Contracted providers may engage in at least one conference call update with the Enrichment Coordinator (or designee) in April, May, or June of 2023. Scheduling will take place during the contracting period after March 27, 2023. Calls will include a description of the progress of work to date related to preparing for programming, and a plan of action for the days leading up to the start of camp.
- 2) **Final Connected Writing Project Plans – by Monday, May 1, 2023:** Contracted providers shall submit their detailed connected writing project plans to the District no later than Monday, May 1, 2023, describing what campers will be doing related to authentic writing during the Summer BOOST. Support for developing writing project plans is available upon request to the District. Writing plans will be shared with District staff, parents, and other stakeholders as we speak about program plans broadly. This information will also be shared directly with Activities Specialists, Curriculum Coaches, and Activities Teachers as they prepare to support implementation of the connected writing project.
- 3) **Final Program Curriculum – by Friday, May 19, 2023:** Contracted providers shall submit their detailed program curriculum to the District no later than Friday, May 19, 2023 outlining what campers will be doing each day during the Summer BOOST. The final program curriculum also must include a detailed and finalized description of the roles and responsibilities of assigned District staff (Activity Teacher and Camp Assistant(s) (if being requested)). This information will be shared with District staff, parents, and other stakeholders as we speak about program plans broadly. This information will also be shared directly with Activities Specialists and Activities Teachers as they prepare to support activities programming, and with prospective Activities Teachers and Camp Assistants to assist with matching District staff to enrichment activities based on background, interest, and skill; and to establish clear guidelines for the role of each adult in the activities classroom.
- 4) **Employee Roster and Staff Clearances – by Friday, June 2, 2023:** Contracted providers shall submit their employee roster and copies of clearances for all employees who will have direct contact with children during the Summer BOOST into their designated OneDrive folder, which will be provided by the District, no later than Friday, June 2, 2023. This roster shall list the name of each staff member who will be working with campers, as well as the site(s) at which he/she will be working. The required clearances are: Act 34 (Criminal Record Check in Pennsylvania), the Act 151 (Child Abuse History), and the Act 114 of 2006 (FBI Federal Criminal History). **The**

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fees to complete required clearances are to be paid by the contracted provider and should not be billed to the District and/or APOST in proposed budget.

- 5) Proof of Insurance – by Friday, May 19, 2023:** Contracted providers shall submit proof of insurance to their District provided OneDrive folder by Friday, May 19, 2023 for the minimums stated below, and repeated in Section 5, Number 7. Contracted providers shall maintain a minimum of \$1,000,000 of General Liability insurance coverage and additional insurance coverage as follows:

- **Workers Compensation and Employers Liability:**
 - i. Workers Compensation: Statutory Limits. ii. Employers Liability: \$100,000 Each Accident – Bodily Injury by Accident; \$100,000 Each Employee – Bodily Injury by Disease; and \$500,000 Policy Limit – Bodily Injury or Disease.
 - iii. Other States Coverage and Endorsement.
- **Umbrella Liability:** \$1,000,000 per occurrence combined single limit for bodily injury (including death), property damage liability, professional liability, automobile liability and Employer’s Liability excess of the underlying primary policies.
- **Additional Insured Status:** “The School District of Pittsburgh” and “United Way of Southwestern PA” shall be added as an additional insured for the General Liability and Umbrella Liability policies under a Blanket Additional Insured Endorsement on the referenced policies.

Contracted providers should not contact the District and/or APOST with questions about organizational insurance coverage. Questions regarding coverage per the detail above should be directed to the provider’s insurer and/or legal counsel.

- 6) Meetings and/or Communication with Camp Leadership Teams, Activities Specialists, Activities Teachers, and Camp Assistants – as requested by Camp staff:** Contracted providers shall meet with members of the site based Camp Leadership Team and/or camp staff to ensure full coordination of afternoon enrichment activity programming, to discuss the curriculum and necessary program logistics, and to communicate program plans and clarify roles in preparation for implementing programming. Meeting dates, locations, and venues will be determined by the Camp Leadership Team staff.
- 7) Invoicing:** Contracted providers shall submit up to four invoices to obtain payment by the District (and/or new fiscal sponsor TBD) for costs associated with implementing enrichment activity programming at the 2023 Summer BOOST. An invoice template will be provided. While contracts work on a reimbursement of applicable expenses model, providers may request an upfront advance of the contract, not exceeding 25 percent of the total contract amount. All invoices must include applicable back-up documentation outlining the expenses accrued, including copies of receipts, employee timesheets, and other approved expenses. Invoices will not be paid without proper documentation of expenses. Invoice will be due based on the following schedule and processed within 2-3 weeks after the due date.

	Description	Due Date
Invoice # 1	Upfront advance (up to 25%)	TBD
Invoice # 2	Weeks 1 – 2 (actual cost – upfront advance)	TBD

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Invoice # 3	Weeks 3 – 4 (actual cost)	TBD
Invoice # 4	Weeks 5 – 6 (actual costs)	TBD

***Invoice schedule is subject to change**

Section 3: Detailed Proposal Requirements

All proposers shall be accorded fair and equal treatment with respect to the selection process. Discussions may be conducted between the District and prospective proposers, or with proposers who have submitted proposals. During these discussions, there shall be no disclosure of information derived from proposals submitted by other proposers.

Contents of Proposal

- 1. Cover Page:** Please submit a cover page listing the proposer's name or organization and the submission date, as well as the name, phone number, e-mail address, and mailing address for both the proposer and a primary contact person. **The primary contact person identified on the cover page will receive all relevant communication regarding the status of the proposal.** Please also provide the key information listed below, in bulleted format.

- Activity Name
- Desired Number of Campers Per Block
- Preferred Block Type (single-blocks or double-block)
- Preferred Site(s) (as indicated in Section 1 above, but may be subject to change)
- Whether the Proposal is for an On-Site Activity or an Off-Site Activity
- Preferred Grade(s) of Campers (e.g. K go 1, 1 go 2, 2 go 3, 3 go 4, 4 go 5, 5 go 6, 6 go 7 or 7 go 8)
- Total Proposal Cost, and
- Proposal Cost Per Camper Per 60-minute Block

Finally, please include a brief descriptive blurb summarizing the proposed activity. The blurb will be placed on camp enrollment materials and shared with students and parents to provide information and generate interest about contracted activities. The blurb shouldn't be a book, instead it should be a succinct, yet captivating, overview of the proposed activity.

Example Descriptive Blurb:

Let's Ride!, Facilitated by the Summer Dreamers Foundation

Do you love animals? Have you ever wanted to learn how to ride a horse? Let's Ride! will teach you everything that you need to know to become an expert equestrian! On our 150-acre terrain, we will learn the basics of grooming, saddling up, and different gaits, along with daily safety lessons. At the end of camp, we will apply our skills on a 50 mile trail ride!

Proposers wishing to submit proposals for multiple activities shall submit a separate RFP for each proposed activity.

- 2. Cover Letter:** Please submit a cover letter, of up to 2 (two) pages, describing the individual or organization proposing to facilitate afternoon enrichment activity programming at the 2022 Summer BOOST program. This letter should briefly explain why the proposer is submitting the

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proposal, how the programming will be exciting and educational for campers, and who will be served by the proposed programming (number of campers and grade ranges targeted by programming). This letter should also include background information on the mission, vision, and/or goals of the proposer, and how they are aligned with facilitating an afternoon enrichment activity at the 2023 Summer BOOST program. **Proposers wishing to submit proposals for multiple activities shall submit a separate cover letter for each proposed activity.**

3. **Detailed Implementation Plans:** Please tailor each proposal based on whether the activity being proposed is in-person or virtual.
 - a. **New Activity Detailed Implementation Plan:** If you have not facilitated this activity as an enrichment provider for Summer BOOST in the past two (2) years, please submit a detailed implementation plan (no longer than 14 pages) per the directions below. If you have facilitated this activity in either the 2021 Summer BOOST or the 2022 Summer BOOST program, please skip to the next section. The New Activity Detailed Implementation Plan will explain the proposed activity to be implemented at the 2023 Summer BOOST, addressing the following components:

<p>New Activity Detailed Implementation Plan Component to Address:</p>

<p>1. Program Vision</p>

- | |
|--|
| <ol style="list-style-type: none"> a. What is the vision for the program and what are the goals? b. What will campers learn and do in this activity? c. In what ways is this opportunity unique, fun, exciting, and educational for children? d. In what ways do you ensure your program is accessible to students with varied abilities, including students with disabilities? <ol style="list-style-type: none"> i. In what ways does the program offer inclusive opportunities, supports, and services for students with disabilities to ensure they are accessing their Least Restrictive Environment (LRE)? e. How will campers be engaged in, and excited about, this activity? f. What will campers know and be able to do by the end of camp? g. What will campers have created by the end of camp? h. How will campers highlight their accomplishments at the end of the program (i.e. explain plans for a culminating project, demonstration, or presentation)? i. How will the connected writing project be incorporated in to the activity? <i>More information about the connected writing project is included in #3 below.</i> j. How will campers be motivated to actively participate in this program? k. What general strategies will be used to promote positive camper behavior in this activity? l. How will parents/guardians be updated on the progress of their camper when summer programming is in session? m. Please include a statement of dedication to work in collaboration with District staff, especially site based Camp Leadership Team members, to effectively implement the proposed enrichment activity programming at the 203 Summer BOOST program. |
|--|

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2. Link to Outcome Goals

- a. Describe how the proposed activity is aligned with the outcome goals of Summer BOOST.
- b. Describe how the proposed activity is aligned with the mission, vision, beliefs, and strategic plan outcomes of the District (Appendix A and B).

3. Connected Writing Project

In an effort to promote authentic learning and show campers that learning takes place in many settings, along with reinforcing the skill of reflective writing, each camper will engage in a

connected writing project linked to his/her daily enrichment activity/activities. Over the course of the 19 days of camp, youth should spend between 7-10 hours on each of their connected writing projects if they are involved in two activities and 10-15 hours if they are involved in a single activity.

- a. Describe the connected writing project proposal in detail. How will students go through the full writing process (brainstorming, drafting, editing, revising, and publishing) to create finished work by the end of camp? How will this writing project be seamlessly connected to this activity?
- b. While the Activity Teacher will serve as the pedagogical lead for connected writing projects, please describe in detail how District staff and provider staff will support the implementation of the connected writing project throughout the camp.

4. Schedule

- a. Please provide a general description for each week of programming, including sample learning objectives and activities, including activities related to the connected writing project.
- b. Please provide a detailed sample plan for one day of the program, including the length of time allocated to each activity within the period, and a description of what campers will be doing.
- c. How will time be utilized effectively to maximize learning and engagement?
- d. How will the activity block be structured on any given day?
- e. How will the proposed activity be rolled out over the 19 days of camp?

5. Camper and Staffing Model

- a. What is the target number of campers to be served by the proposed activity and how was this number determined?
- b. How many staff members will be necessary to implement the proposed activity? Of this number, how many staff members will be provided by the proposer?
- c. Please describe the positions, roles, and responsibilities of planned program staff, including District staff, if applicable.
- d. Please describe a staffing model that details the staffing structure based on the planned number of campers and staff.
- e. Please describe how program staff will be selected.
- f. Please describe any training that program staff will participate in prior to beginning work with the proposed activity.
- g. What specific strategies will staff use to ensure high average daily attendance throughout the duration of camp?

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6. Facilities and Materials

- a. Please describe the facilities that are required to implement the proposed activity (e.g. a classroom and weekly access to a grass field, or a gymnasium and locker rooms).
 - b. Will the proposed program be an on-site provider or an off-site provider, as defined in Site Logistics, Section 2?
 - c. If the proposed program will be an on-site provider, please describe any transportation needs for special events, such as field trips, if necessary.
 - d. If the proposed program will be an off-site provider, please describe the location where daily programming will take place.
 - e. If the proposed program will be an off-site provider, please describe plans for transporting campers to and from the proposed location.
 - f. Please describe the equipment, materials, and supplies necessary for implementing the proposed program, and explain general plans for obtaining these items.
- g. Please describe any District equipment, materials, or supplies that would be used by the proposed program (e.g. desktop computers or LCD projectors).

- b. **Returning Activity Detailed Implementation Plan:** If you have facilitated this activity as an enrichment provider for the Summer BOOST in the past two (2) years, please submit a detailed implementation plan (no longer than 12 pages) per the directions below. This activity must have been facilitated during the 2021 or 2022 Summer BOOST, otherwise please complete the New Activity section above. The Returning Activity Detailed Implementation Plan will explain the proposed activity to be implemented at the 2023 Summer BOOST, addressing the following components:

Returning Activity Detailed Implementation Plan Component to Address:

1. Program Vision and Reflections

- a. What is the vision for the program, what are the goals, how is the activity fun and exciting for youth, what will they learn to do by participating, and how will you ensure the activity is accessible and inclusive to students with varied abilities, including students with disabilities?
- b. Using your response to the section above as a guide, reflect on how you have or have not been able to meet these goals for this program in 2021 and/or 2022.
- c. In collaboration with assigned District staff, how did you work to promote positive camper behavior in this activity in 2021 and/or 2022? What are ways in which you will continue to promote positive camper behavior?
- d. What were the strengths of the program in previous years? How will you build upon these strengths in 2023?
- e. What were the areas of your program where there was room for growth and improvement? How will you make necessary improvements to ensure that your programming is high quality?

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2. Link to Outcome Goals

- a. We asked for the activity to be aligned with the outcome goals of the Summer Dreamers Academy and the District goals, mission, vision, and beliefs in 2021 and/or 2022. Describe how you measured success based on this program alignment and what changes you will make to ensure program is aligned in 2023.

3. Connected Writing Project

In an effort to promote authentic learning and show campers that learning takes place in many settings, along with reinforcing the skill of reflective writing, each camper will engage in a connected writing project linked to his/her daily enrichment activity/activities. Over the course of the 19 days of camp, youth should spend between 7-10 hours on each of their connected writing projects if they are involved in two activities and 10-15 hours if they are involved in a single activity.

- a. Describe the connected writing project proposal in detail. How will students go through the full writing process (brainstorming, drafting, editing, revising, and publishing) to create finished work by the end of camp? How will this writing project be seamlessly connected to this activity?
- b. While the Activity Teacher will serve as the pedagogical lead for connected writing projects, please describe in detail how District staff and provider staff will support the implementation of the connected writing project throughout the 19 days of camp.

- c. How was the connected writing project incorporated into this activity in 2020 and/or 2021?
Please include a sample of exemplary student writing from this activity in 2019 and/or 2020 (student writing will not be counted toward the page total in this section).

4. Schedule

- a. Please provide a general description for each week of programming, including sample learning objectives and activities, including activities related to the connected writing project. **In your description, while you may copy your submitted schedule from 2021 and/or 2022 if not substantially different, please be sure to note any programmatic improvement updates/changes in bold based on your reflections above.**
- b. Please provide a detailed sample plan for one day of the program, including the length of time allocated to each activity within the period, a description of what campers will be doing, how time will be utilized effectively to maximize learning and engagement, how the activity block will be structured on any given day, and how the proposed activity will be rolled out over the 24 days of camp? **In your description, while you may copy your submitted sample daily schedule from 2021 and/or 2022 if not substantially different, please be sure to note any programmatic improvement updates/changes in bold based on your reflections above.**

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5. Camper and Staffing Model

- a. What is the target number of campers to be served by the proposed activity and how was this number determined?
- b. How many staff members will be necessary to implement the proposed activity? Of this number, how many staff members will be provided by the proposer?
- c. Please describe the positions, roles, and responsibilities of planned program staff, including District staff, if applicable.
- d. Please describe a staffing model that details the staffing structure based on the planned number of campers and staff. **Please note that the maximum camper-to-staff ratio has been adjusted to 12 to 1.**
- e. Please describe how program staff will be selected.
- f. Please describe any training that program staff will participate in prior to beginning work with the proposed activity.
- g. What specific strategies will staff use to ensure high average daily attendance throughout the duration of camp?

6. Facilities and Materials

- a. Please describe the facilities that are required to implement the proposed activity (e.g. a classroom and weekly access to a grass field, or a gymnasium and locker rooms).
- b. Will the proposed program be an on-site provider or an off-site provider, as defined in Site Logistics, Section 2?
- c. If the proposed program will be an on-site provider, please describe any transportation needs for special events, such as field trips, if necessary.
- d. If the proposed program will be an off-site provider, please describe the location where daily programming will take place.
- e. If the proposed program will be an off-site provider, please describe plans for transporting campers to and from the proposed location.
- f. Please describe the equipment, materials, and supplies necessary for implementing the proposed program, and explain general plans for obtaining these items.
- g. Please describe any District equipment, materials, or supplies that would be used by the proposed program (e.g. desktop computers or LCD projectors).

- 4. Budget and Budget Narrative:** Please submit a detailed budget that is aligned with the implementation plan. In addition to a numerical budget, please provide an explanation of the assumptions underlying the proposed costs. Each line item in the budget should have a corresponding description in the budget narrative.

Cost categories to be addressed should include, but are not limited to:

- a. Personnel
- b. Travel and transportation (for in-person only, if applicable) ○ Please outline costs for any planned field trips or excursions (in-person only) ○ Off-site providers should detail daily transportation needs and associated costs
- c. Equipment, materials, and supplies **(Please note, for any returning activity proposal, no reimbursements will be approved for non-consumable goods [e.g., balls or reusable sports equipment, garments, etc.])**



In preparing the budget and budget narrative, please consider the following questions:

- a. What is the cost per camper served?
- b. Is the budget transparent?
- c. Are explanations or assumptions for proposed costs included?
- d. Are costs related to positive attendance included (**please note, at least 5 percent of the budget total must be allocated to positive attendance strategies**)
- e. Are costs for field trips and special events included?
- f. Are costs for all plans referenced in the implementation plan included in the budget and explained in the corresponding budget narrative?

In-Person Programming

Please note that the approximate maximum cost per 60-minute block that the District can fund is \$4,000 total for up to 30 campers (approximately \$133.33/camper), or \$8,000 per 120-minute double block serving up to 30 campers (approximately \$266.66/camper). While you may submit a proposal that exceeds these maximum per-camper guidelines, it is **highly** unlikely that the District will be able to award contracts to organizations that submit proposals with a budget that is significantly higher than the recommended range.

Proposers wishing to submit proposals for multiple activities at the Summer BOOST shall submit a separate budget and budget narrative for each proposed activity.

5. **Qualifications and Experience:** Please submit a bulleted list of qualifications, achievements, and accomplishments/awards that demonstrate the quality and experience of the provider as it relates to the proposal. Please specifically highlight any experience working with K-12 students. **Please note, returning activity proposals do not need to submit this section.**
6. **References:** Please provide a minimum of three (3) references. For each reference, please include the individual's name, title, and organization, relationship to proposer, e-mail address, and phone number. The District reserves the right to contact these references and to request additional references. **Please note, returning activity proposals do not need to submit this section.**
7. **Work History with the District:** Please list and describe any past work history with Pittsburgh Public Schools, including the specific project(s), if applicable. **Please note, returning activity proposals do not need to submit this section.**
8. **Legal Actions:** Please list and describe any and all legal actions for the past three (3) years in which the proposer has been a defendant in a lawsuit for inadequate performance under a contract or agreement, a debtor in bankruptcy, or a defendant in a criminal action, if applicable. **Please note, unless there has been an update to this information since prior RFP submission, returning activity proposals do not need to submit this section.**
9. **Financial Statements:** Please provide copies of the proposer's audited financial statements for the two (2) prior fiscal years, if applicable, or a reasonable alternative. **If a returning activity provider, please only provide financial statements for the year(s) since last RFP submission.**

- 10. Insurance Requirements:** Please provide evidence of current insurance coverage. If current coverage does not meet minimum requirements outlined in *Required Deliverables and Meetings* above, Number 5, please include a statement of commitment to acquire required coverage, should proposer be awarded a contract.
- 11. Licenses:** Please provide copies of the proposer's City of Pittsburgh and/or State of Pennsylvania licenses and all other licenses relevant to the performance for this contract, if applicable. Examples include CPR, lifeguard certification, teaching artist credentials/certificates, etc.
- 12. Joint Venture:** Please provide a copy of any executed joint venture agreement(s), if applicable. Examples include any partnership between two or more organizations in order to provide the services outlined in this proposal. Even if no legal partnership is formed, a letter of intent signed by all parties involved should be included if two or more organizations plan to work together.
- 13. W-9 Form Request for Taxpayer Identification Number and Certification:** Please submit a signed W-9 form. This form can be accessed online at <http://www.irs.gov/pub/irs-pdf/fw9.pdf>.
- 14. Organization Information/Equal Opportunity Employment:** Please submit the Organization Information/Equal Opportunity Employment information described below:
- Describe the proposing organization's equal employment opportunity policies and programs. What is the % of women and ethnic minorities in your organization?*
 - Has the proposing organization or any of its employees, or anyone acting on its behalf, ever been convicted of any crime or offense arising directly or indirectly from the conduct of the organization's business or have any of the organization's officers, directors, or persons exercising substantial policy discretion ever been convicted of any crime or offense involving financial misconduct or fraud? If so, please describe any such convictions and surrounding circumstances in detail.*
 - Has the proposing organization, or any of its employees, or anyone acting on its behalf, been indicted or otherwise charged in connection with any criminal matter rising directly or indirectly from the conduct of the proposing organization's business which is still pending or have any of the proposing organization's officers, directors, or persons exercising substantial policy discretion been indicted or otherwise charged in connection with any criminal matter involving financial misconduct or fraud which is still pending? If so, please describe any such indictments and surrounding circumstances in detail.*
 - Please describe (i) any material financial relationships that the proposing organization or any organization employee has with any financial advisory firms, investment banks or law firms or other persons or entities that may create a conflict of interest in acting as a provider to the School District; (ii) any family relationship that any employee of the proposing organization has with any public servant that may create a conflict of interest, or the appearance of a conflict of interest in acting as a provider to the District; and (iii)*

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any other matter that the proposing organization believes may create a conflict of interest or the appearance of a conflict of interest in acting as a provider to the District. Please describe any procedures the proposing organization either has adopted, or would adopt, to assure the District that a conflict of interest would not exist for the proposing organization in the future.

General Submission Requirements

In an effort to conserve resources and to aid in a more efficient submission process, the District **strongly** encourages proposers to submit electronic proposals to smundy2@pghschools.org. However, hard copies of proposals will also be taken. See below for the contact information and submission requirements for hard copy and electronic submissions.

Sydni Mundy
Manager, Out-of-School Time. Summer Programming
341 S. Bellefield Ave., Rm 424
Pittsburgh, PA 15213

Hard Copy Submissions	Electronic Submissions
<p>All hard copy proposals must be created using 12pt font, on 8½" x 11" paper with 1-inch margins, be page-numbered and submitted in a ½-inch binder with section dividers for each item listed in Section 3.</p> <p>One (1) copy of the proposal shall be prepared and submitted to the District at the contact information above.</p> <p>The District discourages the use of expensive paper and bindings as no material will be returned to proposers.</p>	<p>All electronic proposals must be created using 12pt font, on 8½" x 11" paper with 1-inch margins, be page-numbered and include separate, marked sections for each item listed in Section 3. All electronic submissions must be sent as a single PDF attachment to smundy2@pghschools.org</p> <p>Information included in the body of the e-mail message will not be considered in the evaluation of proposals submitted electronically.</p>
<p>Confirmation of Receipt Confirmation of receipt of proposals submitted in hard copy and electronically will be sent via e-mail to the primary contact listed in the proposal no later than 4:00pm, Wednesday, February 1, 2023.</p>	

All proposals must be received **by 5:00pm, Friday, January 27, 2023.**

Proposals submitted via fax will not be accepted.

Late proposals will not be accepted.

Please note: The District reserves the right to (i) select one or more providers to provide the services outlined herein; (ii) reject any and all proposals; (iii) identify any areas where a conflict of interest may exist; and (iv) utilize existing District staff and/or existing District resources without required submission of a proposal.

Please also note that all selection decisions are based on receipt of anticipated funding and require approval by the Board of Directors of the District.

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Section 4: Evaluation Criteria

Proposals will be reviewed by an evaluation committee. Contracts will be awarded to qualified proposers whose proposals are most advantageous to the District based upon the evaluation criteria specified below. The District reserve the right to request presentations from those organizations determined to be in a competitive range and shall use the information derived from these presentations, if applicable, in the evaluation. The District anticipates selecting multiple providers.

All proposals will be evaluated based on the following criteria:

New Activity Evaluation Scoring Criteria

Category	Percentage Weight
Implementation Plan	55%
Budget and Budget Narrative	20%
Qualifications and Experience	15%
Overall Proposal	10%
Total Percentage	100%

Returning Activity Evaluation Scoring Criteria

Category	Percentage Weight
Implementation Plan	60%
Budget and Budget Narrative	30%
Overall Proposal	10%
Total Percentage	100%

Section 5: General Terms and Conditions

1. **Contract:** Proposer agrees that if approved to provide afternoon enrichment activities hereinafter described, proposer shall enter in to a written contract with the District prior to rendering any services. In the event the proposer fails to enter into such contract proposer's approval for award will be revoked by the District. The contract may include the terms and conditions contained herein and any additional terms and conditions agreed upon by the parties. The proposer may submit a copy of its form of contract for review and consideration by the District.
2. **Term of Contract:** The term of the contract shall be on or about **March 27, 2023** until on or about **August 31, 2023**. This term includes any training or meetings to be held during the spring as well as the actual implementation period for the camp and time for evaluation/close-out. The actual term may vary depending on the proposal and nature of services provided.

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3. **Standards of Performance:** Proposer shall retain and utilize sufficient staff to devote a reasonable amount of time, attention, knowledge and professional ability, as necessary, to perform all services effectively, efficiently and consistent with the best interests of the District and to the satisfaction of the District. **Proposer shall use effective engagement strategies and facilitate activities in the most cost-effective manner consistent with the best interests of the District.**
4. **Non-appropriation:** Expenditures not appropriated by the District in its current fiscal year budget are deemed to be contingent liabilities only and are subject to appropriation in subsequent fiscal year budgets. In the event sufficient funds are not appropriated in a subsequent fiscal year by the Board for performance under the contract, the Board shall notify proposer and the contract shall terminate on the last day of the fiscal period for which funds were appropriated.
5. **Favored Nation:** Proposer shall furnish services to the District at a rate no greater than that charged to other public sector entities. If proposer overcharges, in addition to all other remedies, the District is entitled to a refund to in the amount of the overcharge. The District has the right to offset any overcharge against any amounts due to proposer under this or any other agreement between proposer and the District, and the right to declare proposer in default under the contract.
6. **Document Retention:** Proposer shall furnish the District with such information as may be requested relative to the progress, execution, and costs of the program implementation. Proposer shall maintain all records, correspondence, receipts, vouchers, subcontractor agreements, memoranda, and other data relating to the services under the contract. **All records referenced above shall be retained for three (3) years after completion of the camp.**
7. **Insurance:** Proposer shall procure and maintain insurance for all operations under the contract. All insurers shall be licensed by the Commonwealth of Pennsylvania. Proposer will provide an appropriate certificate of insurance upon signing of the contract reflecting these limits with a carrier licensed and authorized to do business in the Commonwealth of Pennsylvania naming the District and The United Way of Southwestern Pennsylvania as additional insured.

Contracted providers shall maintain a minimum of \$1,000,000 of General Liability insurance coverage and additional insurance coverage as follows:

- **Workers Compensation and Employers Liability:**
 - i. Workers Compensation: Statutory Limits.
 - ii. Employers Liability: \$100,000 Each Accident – Bodily Injury by Accident; \$100,000 Each Employee – Bodily Injury by Disease; and \$500,000 Policy Limit – Bodily Injury or Disease.
 - iii. Other States Coverage and Endorsement.
- **Umbrella Liability:** \$1,000,000 per occurrence combined single limit for bodily injury (including death), property damage liability, professional liability, automobile liability and Employer's Liability excess of the underlying primary policies.
- **Additional Insured Status:** The District shall be added as an additional insured for the General Liability and Umbrella Liability policies under a Blanket Additional Insured Endorsement on the referenced policies.
-

Expect great things.**8. Termination:**

- a. Termination for Convenience:** The District reserves the right to terminate the contract upon five (5) calendar days written notice if, at any time, the District deems the services being provided are no longer in its best interests.
- b. Suspension of Services:** The District reserves the right to suspend the contract, in whole or part, upon five (5) calendar days written notice. Proposer shall promptly resume performance of activities upon written notice from the District and upon such equitable extension of time as may be mutually agreed upon in writing by the District and the proposer. Responsibility for any additional costs of expenses actually incurred by proposer as a result of suspension of the camp shall be determined by mutual agreement of parties.
- c. Proposer Events of Default:** Events of default include, but are not limited to, the following:
 - i. Any material misrepresentation by proposer in the securing of the contract or performance of services.
 - ii. Breach of any agreement, representation or assurance made by proposer in the contract.
 - iii. Failure of proposer to perform in accordance with or comply with the terms and conditions of the contract, including, but not limited to, the following:
 - Any action or failure to act which involves the safety and/or welfare of the District students or staff;
 - Failure to provide any portion of the activities herein at the agreed upon time for performance and in the agreed upon manner;
 - Failure to perform the activities with sufficient personnel and materials;
 - Failure to perform the activities as a result of insolvency, bankruptcy or assignment for the benefit of creditors;
 - Failure to perform the activities in a manner satisfactory to the District;
 - Failure to re-perform previously incomplete and/or unsatisfactory services within a reasonable time period;
 - Failure to comply with any term of the contract, including but not limited to, the provisions concerning non-discrimination, and any other acts specifically and expressly stated in the contract.
 - iv. Default by proposer under any other agreement proposer may have with the District.
 - v. Assignment by proposer for the benefit of creditors or consent by proposer of any petition or proceeding under any bankruptcy, insolvency or similar law.

Remedies: The District may invoke any or all remedies available at law or in equity. Specific remedies may be set forth in the final contract.

- d. Turnover of Documents and Records:** After termination or expiration of the contract, proposer shall turn over, within three (3) days of request, all materials, supplies, and equipment owned or purchased by the District, completed or partially completed work analyses, data, computer disks, documents, and any other information related to the Summer Dreamers Academy.

 Expect great things.**9. Confidential Information, Dissemination of Information, Survival:**

- a. Confidential Information:** While preparing for and/or delivering activities, proposer may have access to or receive confidential information that is not generally known to others. Proposer agrees not to use or disclose any confidential information or any records, reports, or documents prepared as a result of the contract without prior written consent of the Board or its designee. The proposer agrees to execute any additional confidentiality agreements that may be necessary for performance under this Agreement.
- b. Dissemination of Information:** Proposer shall not issue publicity news releases or grant press interviews without prior notice and approval of the District through the Office of Public Information. Proposer shall immediately give notice to the District and its Solicitor if presented with a Right to Know Law request for documents, records, and data or work products.
- c. Survival:** The provisions of this paragraph shall survive the termination or expiration of the contract.

10. Organization Information/Equal Employment Opportunity:

- a.** Describe the proposing organization's equal employment opportunity policies and programs. What is the % of women and ethnic minorities in your organization?
- b.** Has the proposing organization or any of its employees, or anyone acting on its behalf, ever been convicted of any crime or offense arising directly or indirectly from the conduct of the organization's business or have any of the organization's officers, directors, or persons exercising substantial policy discretion ever been convicted of any crime or offense involving financial misconduct or fraud? If so, please describe any such convictions and surrounding circumstances in detail.
- c.** Has the proposing organization, or any of its employees, or anyone acting on its behalf, been indicted or otherwise charged in connection with any criminal matter rising directly or indirectly from the conduct of the proposing organization's business which is still pending or have any of the proposing organization's officers, directors, or persons exercising substantial policy discretion been indicted or otherwise charged in connection with any criminal matter involving financial misconduct or fraud which is still pending? If so, please describe any such indictments and surrounding circumstances in detail.
- d.** Please describe (i) any material financial relationships that the proposing organization or any organization employee has with any financial advisory firms, investment banks or law firms or other persons or entities that may create a conflict of interest in acting as a provider to the School District; (ii) any family relationship that any employee of the proposing organization has with any public servant that may create a conflict of interest, or the appearance of a conflict of interest in acting as a provider to the District; and (iii) any other matter that the proposing organization believes may create a conflict of interest or the appearance of a conflict of interest in acting as a provider to the District. Please describe any procedures the proposing organization either has adopted, or would adopt, to assure the District that a conflict of interest would not exist for the proposing organization in the future.

11. Intellectual Property:

- a. Copyright:** The District reserves copyright in all written and electronic materials developed by the District or provider on behalf of the District as part of this agreement. District material may not be copied or otherwise reproduced without the express written permission of the District. Contractor shall retain all right, title, and interest in and to its preexisting property, including, without limitation, all artwork, illustrations, graphic designs, data, files, designs, concepts, copyrights, trademarks, and other intellectual property, previously developed and created by contractor.
- b. Trademark and Trade Name:** This agreement does not give provider any ownership rights or interest in District trade names or trademarks.
- c. Use of Name:** Provider shall request permission from the District prior to using the District trade names or trademarks in any report or publication unless otherwise provided for in this agreement. The provider shall include the Summer Dreamers Academy logo in the form provided by the District on all program materials.
- d. Ownership:** No work product, report, or other materials produced under the contract may be used by the proposer in any other matter without the express written consent of the District through the Solicitor and the use of the name of the School District of Pittsburgh in any other matter may not be used for reporting or promotional purposes without identical consent. All of the foregoing items shall be promptly delivered to the District upon demand at any time and at expiration or termination of the contract. If any of the aforementioned items are lost or destroyed while in the proposer's possession, they will be replaced or restored at the proposer's expense.

Section 6: Appendices

Appendix A: Pittsburgh Public Schools District Vision, Mission, and Beliefs

District Vision

All students will graduate high school college, career, and life-ready prepared to complete a two-or four year college degree or workforce certification.

District Mission

The Pittsburgh Public Schools will be one of America's premier school districts, student-focused, well managed, and innovative.

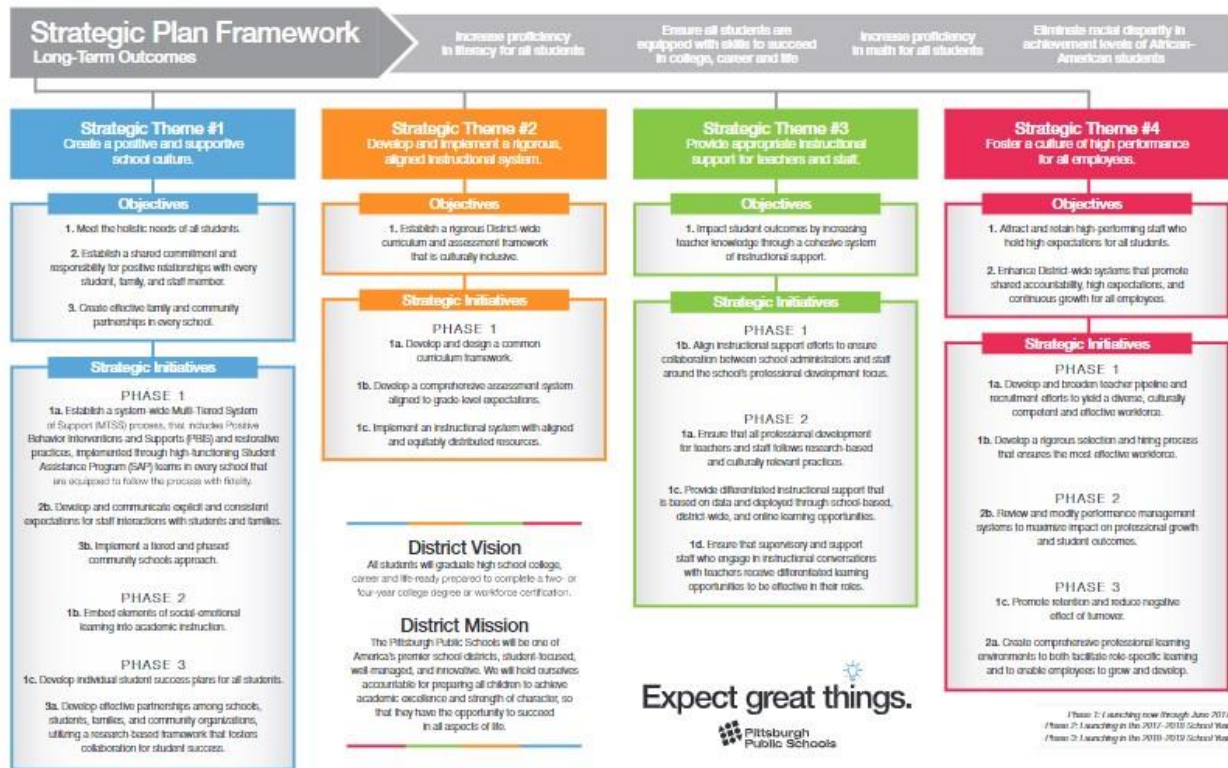
We will hold ourselves accountable for preparing all children to achieve academic excellence and strength of character, so that they have the opportunity to succeed in all aspects of life.

District Beliefs

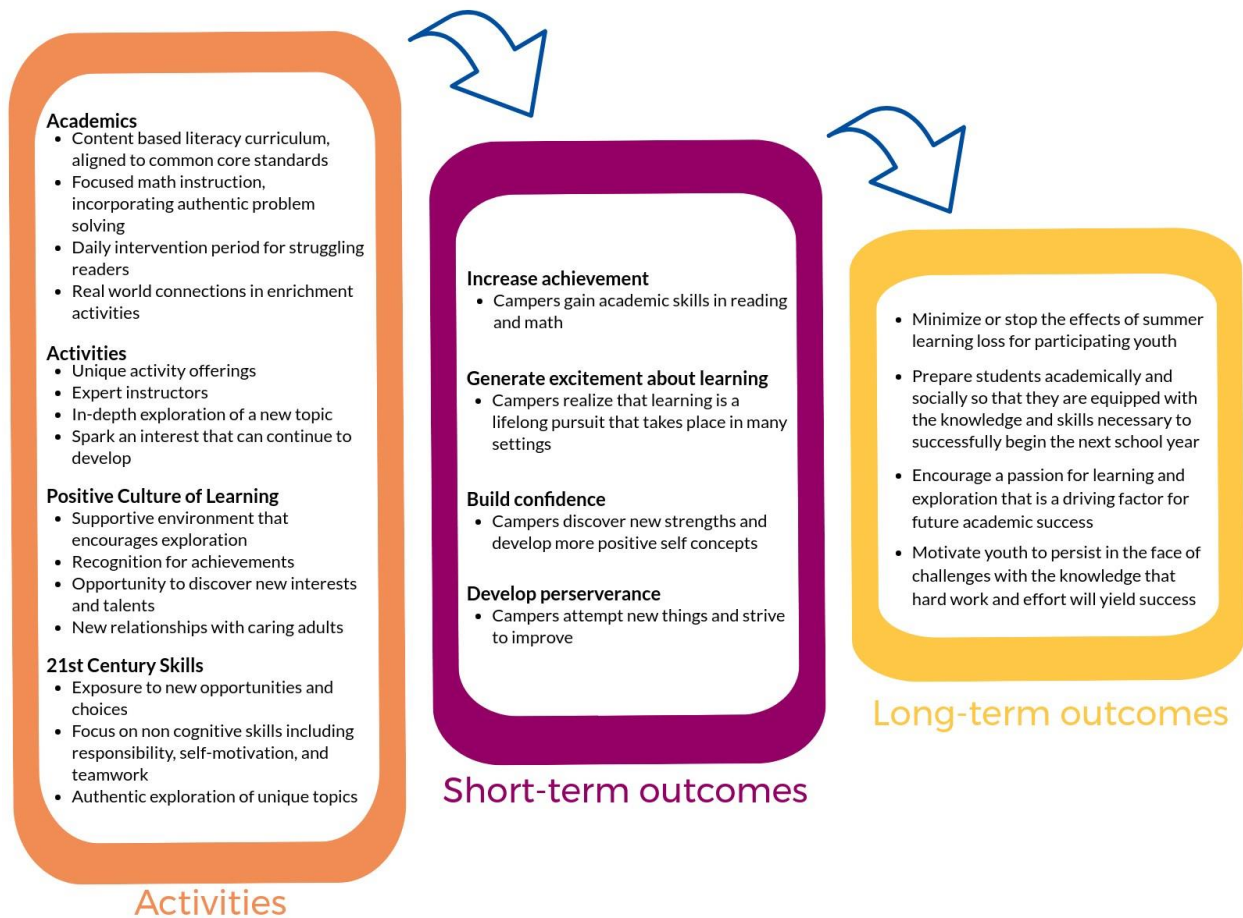
- All children can learn at high levels.
- Teachers have a profound impact on student development, and should have ample training, support and resources.
- Education begins with a safe and healthy learning environment.
- Families are an essential part of the educational process.
- A commitment from the entire community is necessary to build a culture that encourages student achievement.
- Improvement in education is guided by consistent and effective leadership.
- Central office exists to serve students and schools.

Appendix B: Pittsburgh Public Schools Strategic Plan Framework

Also available at <https://www.ppsstrategicplan.org/framework>



Appendix C: Summer BOOST Logic Model



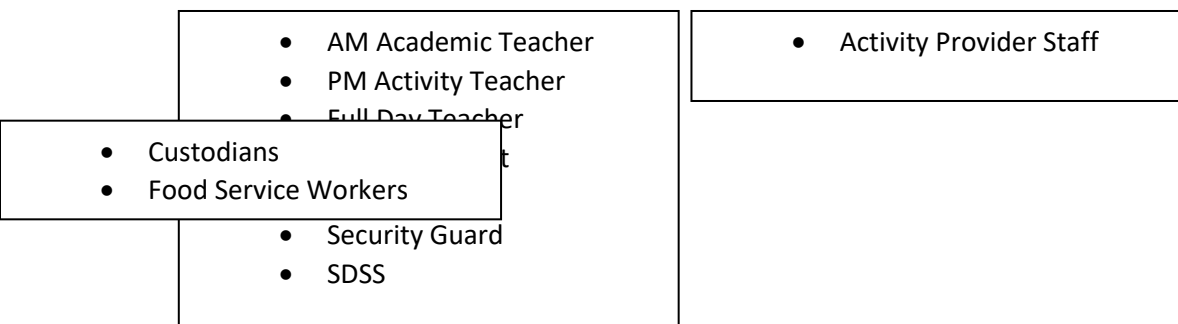
Appendix D: 2023 Summer BOOST Organizational Chart – Subject to change

Summer BOOST Site Staff Model

Camp Leadership Team



Other Site Staff



Expect great things.

Appendix E: Research and Resources Regarding Summer Learning Loss

The RAND Corporation

- Getting to Work on Summer Learning - Recommended Practices for Success
http://www.rand.org/content/dam/rand/pubs/research_reports/RR300/RR366/RAND_RR366.pdf
- Making Summer Count - How Summer Programs Can Boost Children's Learning
http://www.rand.org/content/dam/rand/pubs/monographs/2011/RAND_MG1120.pdf
- Learning from Summer- Effects of Voluntary Summer Learning Programs on Low-Income Urban Youth
http://www.rand.org/pubs/research_reports/RR1557.html

National Summer Learning Association's Research in Brief

- Doesn't Every Child Deserve a Memorable Summer?
<http://c.ymcdn.com/sites/www.summerlearning.org/resource/collection/CB94AEC5-9C97-496FB230-1BECDFC2DF8B/EveryChildMemorable.pdf>
- More Than a Hunch: Kids Lose Learning Skills Over the Summer Months
http://c.ymcdn.com/sites/www.summerlearning.org/resource/collection/CB94AEC5-9C97-496FB230-1BECDFC2DF8B/Research_Brief_04_-_Cooper.pdf
- Meaningful Linkages Between Summer Programs, Schools, and Community Partners: Conditions and Strategies for Success
<http://c.ymcdn.com/sites/www.summerlearning.org/resource/collection/CB94AEC5-9C97-496FB230-1BECDFC2DF8B/MeaningfulLinkages.pdf>

The New York Times

- This is Your Brain on Summer <http://www.nytimes.com/2011/07/28/opinion/28smink.html>

Expect great things.

Appendix G: Summer Dreamers 2022 Enrichment Partners

Activities and organizations are listed below.

Organization Name	Activity
Allegheny Land Trust	Summer Science Safari
Art Expression	ARTventures Around the World
Assemble	YouTopia Afrocentric
Attack Theatre	Adventures in Movement
Common Threads	Small Bites: Global Food Leadership - Food, Nutrition, Sustainability, and World Culture
The ESTEEM Group	The E.S.T.E.E.M. Group
Pittsburgh Ballet Theatre	Creative Movement
Pittsburgh Center for Arts & Media	Alphabet Animal Safari Ready, Set... Create!
Pittsburgh Flag Football League	NFL Flag Football
SLB Radio Productions	Youth Express: You're On the Radio!
Snapology	Star Wars, Superheroes & Minecraft STEAM Lab
The Giving Grace	Sak Pase Haiti: A fun journey through Haitian Culture
The Pittsburgh Cultural Trust	Wongai to Africa! An Introduction to West African Arts & Culture
	Flip, Kick, and Twist!: Capoeir
	Snap a Pic & Make a Flick
	Weaving Connections
	A Fresh Step
	Lyrical Movement
	Oh Sew Fabulous!
	Hop Hop Theatre
Venture Outdoors	Virtual Outdoor Experiences and Explorer Button Series

Expect great things.

Appendix H: 2023 Summer BOOST Program Plans (tentative)

Anticipated Scope	<p>1,200 children total (K-7)</p> <ul style="list-style-type: none"> □ 3 self-contained K classes/90 K children per K-5 site □ 2 self-contained 1st grade classes/60 1st grade children per K-5 site □ 2 alternating 2nd grade classes/60 2nd grade children per K-5 site □ 2 alternating 3rd grade classes/60 3rd grade children per K-5 site □ 2 alternating 4th grade classes/60 4th grade children per K-5 site □ ~2 self-contained 5th grade class/30 5th grade children per K-5 site □ Special Education center schools – open to full enrollment <p>Admission preference to children who are basic/below basic and qualify for free/reduced price meals, sibling preference policy for admission.</p>	
Locations	<p>Three (3) regional K-7 camp sites, assigned by feeder pattern.</p> <p>Pittsburgh Arlington – 800 Rectenwald St, Pittsburgh, PA 15210</p> <p>Pittsburgh Faison – 7430 Tioga Street, Pittsburgh, PA 15208</p> <p>Pittsburgh King – 50 Montgomery Place, Pittsburgh, PA 15212</p> <p><i>Note, all site locations are still pending and subject to change</i></p>	
Dates & Times	<p>Monday, June 26, 2023 through Friday, July 28, 2023</p> <p>8:00 am – 3:30 pm</p>	
Enrollment	<p>Open to all K-7 students in PPS, with preference given to children who are basic/below basic on assessments and/or are economically disadvantaged. Applications will be available in mid-March. Application closure date TBD</p>	

Expect great things.

Appendix I: Checklist for Submission

New Activity Proposal Checklist

Proposal Component	Complete?
Cover Page (one per proposed activity)	
Cover Letter (one per proposed activity)	
Detailed Implementation Plan (one per proposed activity)	
Budget and Budget Narrative (one per proposed activity)	
Qualifications and Experience	
References (3)	
Work History with the District	
Legal Actions	
Financial Statements	
Insurance	
Licenses (if applicable)	
Joint Venture (if applicable)	
W-9 Form	
Organization Information/Equal Opportunity Employment	

Returning Activity Proposal Checklist

Proposal Component	Complete?
Cover Page (one per proposed activity)	
Cover Letter (one per proposed activity)	
Detailed Implementation Plan (one per proposed activity)	
Budget and Budget Narrative (one per proposed activity)	
Legal Actions (only if applicable)	
Financial Statements (since last RFP submission)	
Insurance	
Licenses (if applicable)	
Joint Venture (if applicable)	
W-9 Form	
Organization Information/Equal Opportunity Employment	

