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## Board Cover Memorandum

**To** Board of Education

**From** Kyla Johnson-Trammell, Superintendent  
Sondra Aguilera, Chief Academic Officer

**Meeting Date** June 29, 2022

**Subject** Expanded Learning Programs After School Program Master Contract 2022-2025 with Safe Passages

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**Ask of the Board**  Approve Services Agreement  
 Ratify Services Agreement

**Services** *Vendor will serve as lead agency for program coordination, academic intervention, homework support, student supervision and a variety of enrichment services, as described in the Master Contract, for the six OUSD school sites listed in Exhibit A.*

**Term** Start Date: 7/1/22 End Date: 7/31/25

**Not-To-Exceed Amount** \$6,942,119.00

**Competitively Bid** Yes  
If the Service Agreement was not competitively bid and the not-to-exceed amount is more than \$96,700, list the exception(s) that applies (requires Legal review/approval and may require a resolution): [Exception]

**In-Kind Contributions** *District staff monitor budgets and grant compliance requirements. District provides space and Custodial Services for after school programs.*

**Funding Source(s)** *Resource 6010 – After School Education and Safety (ASES) Program in the amount of \$2,136,569.00; Resource 4124 – 21<sup>st</sup> Century Program in the amount of \$1,042,050.00; Resource 2600 – Expanded Learning Opportunities Program (ELO-P) in the amount of \$3,763,500.00*

## **Background**

*The After School Education and Safety (ASES) Program is the result of the 2002 voter approved initiative, Proposition 49. This proposition amended California Education Code 8482 to expand and rename the former Before and After School Learning and Safe Neighborhood Partnerships Program. The ASES Program funds the establishment of local after school education and enrichment programs. These programs are created through partnerships between schools and local community resources to provide literacy, academic enrichment, and safe constructive alternatives for students in Kindergarten through ninth grade. The ASES program is defined within the language of SB 638 and Education Code (EC) sections 8482 and 8484.6.*

*The general purpose of the 21st Century Community Learning Centers (21st CCLC) program is to establish or expand community learning centers that provide students with academic enrichment opportunities along with activities designed to complement the students' regular academic program. California Education Code section 8421 further defines the purpose of the 21st Century High School After School Safety and Enrichment for Teens (ASSETS) program as (1) creating incentives for establishing locally driven after school enrichment programs that partner schools and communities to provide academic support and safe, constructive alternatives for high school pupils in the hours after the regular school day, and (2) assisting pupils in passing the high school exit examination for public school programs.*

*The Expanded Learning Opportunities Program (ELO-P) provides funding for afterschool and summer school enrichment programs for transitional kindergarten through sixth grade. "Expanded learning" means before school, after school, summer, or intersession learning programs that focus on developing the academic, social, emotional, and physical needs and interests of pupils through hands-on, engaging learning experiences. It is the intent of the Legislature that expanded learning programs are pupil-centered, results driven, include community partners, and complement, but do not replicate, learning activities in the regular school day and school year.*

*This agency has demonstrated experience and capacity in serving in the after school lead agency role. This organization successfully met all of the requirements of OUSD's Request for Qualifications process for both ASES and 21<sup>st</sup> Century programs and fee-based programs and has been approved as a qualified lead agency partner by the OUSD Expanded Learning Office. The school Principal and their team have selected this agency from a list of approved lead agency partners.*

## **Attachment(s)**

- Expanded Learning Programs After School Program Master Contract 2022-2025 with Safe Passages
- Request for Proposal 21-104ASP and Vendor Bid Materials
- Request for Proposal 21-115ExLO and Vendor Bid Materials

**Expanded Learning Programs  
After School Program Master Contract 2022-2025  
Between Oakland Unified School District and**

Safe Passages

1. **Intent.** This Memorandum of Understanding (“MOU”) establishes the Oakland Unified School District’s (“OUSD”) intent, contingent upon OUSD’s receipt of California Department of Education and/or U.S. Department of Education after school grant funds, to contract with Safe Passages (“AGENCY”) to serve as the lead agency to provide after-school and/or summer educational programs and to serve a sufficient number of students and run services for a sufficient number of days to earn the core grant allocation of funding at the OUSD school sites identified in the Scope of Work(s) to be incorporated into this MOU by reference. A summary of Agency after school programs to be offered during the school year (“SUMMARY”) is attached hereto as Exhibit A. Summer programs will be selected through a Scope of Work at a later date, based on OUSD needs and site availability, and subject to Board approval. Identification of summer programs is anticipated in February of each year and after-school providers will be assigned to OUSD schools to facilitate summer programming.
2. **Scope of Work.** The Scope of Work consists of the approved Annual Budget Tool and Annual Expanded Learning Opportunity Program Planning Tool, templates of which are attached hereto as Exhibit B. There shall be a Scope of Work for each separate school site served by AGENCY. The term of the Scope of Work shall not exceed one year. OUSD and AGENCY shall ensure that a Scope of Work is executed for each identified school site no later than 30 days prior to the date on which services under that Scope of Work are scheduled to begin. By approving this Master Contract, and the Scope of Work templates and Summary attached hereto as Exhibits A and B, the OUSD Board of Education (“BOARD”) delegates to the Executive Director of Community Schools and Student Services (“CSSS Executive Director”) the authority to approve and amend individual Scopes of Work for after school programs during the school year without further Board action required. Any Scopes of Work or amendments that will exceed the approved amounts in the SUMMARY require Board approval.
3. These services will be funded by one or more of the following grants:
  - California Department of Education (“CDE”) After School Education and Safety Program (“ASES”)
  - US Department of Education 21<sup>st</sup> Century Community Learning Centers (21<sup>st</sup> CCLC)
  - US Department of Education 21<sup>st</sup> Century High School After School Safety and Enrichment for Teens (“ASSETS”)
  - Expanded Learning Opportunities - Programs (“ELO-P”)
  - Oakland Fund for Children and Youth - This MOU will also outline services provided on OUSD school grounds through the Oakland Fund for Children and Youth (“OFCY”) After-School Initiative funds that shall be utilized as matching funds to CDE ASES and 21<sup>st</sup> CCLC funds.
  - Private grants
4. **Term of MOU.** The term of this MOU shall be July 1, 2022, through July 31, 2025.
5. **Termination and Suspension.**
  - 5.1. **Termination for convenience by OUSD.** The BOARD may at any time terminate this MOU or any Scope of Work entered into pursuant to Section 2 of this MOU for any or no reason upon not less than five (5) days written notice to AGENCY. OUSD shall compensate AGENCY for services satisfactorily provided through the date of termination. The OUSD After Schools Program shall also annually review the AGENCY’S performance and bring recommendations to terminate the AGENCY to the Board.

- 5.2. **Termination for cause by OUSD.** In addition, OUSD may terminate this MOU or any Scope of Work entered for cause should AGENCY fail to perform any part of this MOU. Upon approval by OUSD legal counsel, the OUSD Superintendent or an OUSD Chief or Deputy may issue the termination notice without approval by the BOARD, in which case this Agreement would terminate upon ratification of the termination by the BOARD or three (3) days after the notice was provided, whichever is later, unless the condition or violation ceases or satisfactory arrangements for the correction are made. If OUSD's cost of procuring services from another contractor exceeds the cost of providing the services pursuant to this MOU, AGENCY shall pay the additional cost for the services through the end of the Term identified in Section 3.
- 5.3. In the event of termination or suspension, AGENCY must, upon request, follow all transition protocols and actively participate in the transition process, attend all transition meetings, promptly turn in all keys and key fobs, transfer custody of all records, and inventory of all after-school supplies.
- 5.4. **Suspension.** If OUSD, at its sole discretion, develops health and/or safety concerns related to the AGENCY's provision of services, then the CSSS Executive Director may, upon approval by OUSD legal counsel, issue a notice to AGENCY to suspend the Agreement or Scope of Work, in which case AGENCY shall stop providing services under the Agreement until further notice from OUSD. OUSD shall compensate AGENCY for services satisfactorily provided through the date of suspension. During the period of suspension, OUSD may procure services from another agency.
- 5.5. **No Premature Termination by AGENCY.** AGENCY hereby certifies that it is willing and able to provide required services for the full term of the MOU. AGENCY will not be permitted to unilaterally terminate the MOU or cease providing required services prior to completing the full term unless OUSD approves any change. In the event AGENCY ceases to provide required services prior to the end of the MOU term, OUSD may secure the required services from another contractor. If OUSD's cost of procuring services from another contractor exceeds the cost of providing the services pursuant to this MOU, or OUSD is unable to secure required services from another contractor, AGENCY shall pay any additional cost through the end of the Term identified in Section 4. If OUSD suffers any loss of funding or other program consequences attributable to AGENCY's premature termination, AGENCY shall pay any additional cost in addition to any damages otherwise due under this MOU.
6. **Compensation.** Contingent on OUSD receipt of California Department of Education and/or U.S. Department of Education after school grant funds and subject to grant funding levels, the ASES, and 21st CCLC, and ELO-P grant award amount for the school sites listed above, funding projection is based on three year grant totals for each school site identified in Exhibit A. The three year not-to-exceed amount for this MOU is \$ 6,942,119.00. AGENCY shall be entitled to compensation from these funds in accordance with the following terms and conditions:
- 6.1. **Total Compensation.** Subject to the provisions of 6.2 Positive Attendance and the provisions of 6.3 Administrative Fee and subject to AGENCY compliance with MOU requirements, AGENCY shall receive the amount of the grant award less OUSD's administrative fees and other site costs agreed to by the Site Administrator and AGENCY. Funding will be contingent on CDE grant allocations. Penalties may be assessed or payments withheld for non-compliance, including but not limited to MOU requirements, attendance reporting, fiscal invoicing, full participation at OUSD required meetings and training and in continuous quality improvement efforts.
- 6.2. **Positive Attendance.** Payment for services rendered related to the ASES, 21st CCLC, ASSETS, and ELO-P grants shall be based on actual student attendance rates (\$10.18 a day per student through ASES, 21st CCLC, ASSETS and ELO-P.), not estimates, as those programs are "positive attendance based." OUSD reserves the right to modify the annual core allocation based on reported attendance. In the event that payments made to AGENCY exceed the reported attendance for the Core grant, the AGENCY will return payments to OUSD at the rate of \$10.18

a day for ASES, 21st CCLC, ASSETS, and ELO-P per student. Documentation of attendance must be submitted through the OUSD's Aeries student information system in order for invoices for payment of services for the ASES, 21st CCLC, ASSETS, and ELO-P grants to be processed. Attendance is due by the 10th day of the following month. In the event that any school site at which AGENCY has agreed to provide programming is closed for any emergency reason (including but not limited to reasons related to COVID-19), and AGENCY provides programming remotely pursuant to Section 7.4.5 of this MOU, AGENCY shall calculate attendance based on student participation in AGENCY's remote programming.

- 6.2.1. **Reconciliation Process for Positive Attendance Based Grant Funds.** OUSD will adjust the payment of the "positive attendance based" grants based on a quarterly review of monthly invoices and attendance for services rendered related to the ASES, 21ST CCLC (Core Grant), ASSETS, and ELO-P for any adjustments resulting from the reconciliation of the attendance reports for that quarter's months. The attendance reconciliation process will assess the program's performance with respect to the required compliance with the grant mandated attendance rates. Based on the review, financial adjustments of an additional payment or additional withholding will be made. Any remaining balance(s) will be forwarded to AGENCY or OUSD. Any adjustment required in excess of the withholding will necessitate additional adjustments to future invoices and payments.
- 6.2.2. **Administrative Charges and Reconciliation.** Reconciliation process for positive attendance-based grants must factor in the subtraction of administrative and other OUSD central charges, as outlined in section 6.3, from any grant amounts earned through attendance (OUSD indirect, custodial, evaluation, and After School Programs Office administrative and training/technical assistance fees).
- 6.3. **OUSD Administrative Fees.** OUSD shall charge and withhold up to 14% from the overall ASEP and 21<sup>st</sup> Century grant awards for central indirect, administrative, custodial, evaluation, and direct service training and technical assistance.
- 6.4. **AGENCY Administrative Fees.** AGENCY understands and agrees that it may not charge more than 4% of the total contract amount as administrative fees and that its administrative fees must be set at an appropriate dollar amount to keep the ASES, 21<sup>st</sup> CCLC, ASSETS, and ELO-P grants within the grant-mandated allowable 15% for total indirect/administrative costs. The agency administrative fees charged to the ASES and 21<sup>st</sup> CCLC grants must be used for direct administrative costs and cannot be used for agency indirect costs. Direct administrative costs consist of expenditures for administrative activities that provide a direct benefit to the ASES, 21<sup>st</sup> CCLC, ASSETS, and ELO-P programs. Indirect costs consist of expenditures for administrative activities that are necessary for the general operation of the agency, but that cannot be tied to the ASES, 21<sup>st</sup> CCLC, ASSETS, and ELO-P programs.
- 6.5. **Program Budget.** The grant will remain as part of the site budget. Funds will be encumbered from the site budget on behalf of AGENCY for each school year during the Term of this Agreement and will not exceed the budget reflected in Exhibit B for each Scope of Work.
- 6.6. **Modifications to Budget.** Any modifications to the approved grant budget must be approved by OUSD and AGENCY, before expenditures of funds for modified line items are authorized. Except as expressly set forth herein, OUSD shall not be liable to AGENCY for any costs or expenses paid or incurred by AGENCY in performing services for OUSD. The granting of any payment by OUSD, or the receipt thereof by AGENCY, shall in no way lessen the liability of AGENCY to correct unsatisfactory work, although the unsatisfactory character of that work may not have been apparent or detected at the time a payment was made. Work, which does not conform to the requirements of this Agreement, may be rejected by OUSD and in that case must be replaced by AGENCY without delay.

**6.7. Program Fees.** The intent of the ASES, 21<sup>st</sup> CCLC, ASSETS, and ELO-P programs is to establish local programs that offer academic assistance and enrichment for students in need of such services regardless of their ability to pay. Though it is not against the rules to charge fees for participation in programs, the CA Department of Education discourages it because it could exclude students in need from attending and taking advantage of the after school program. Fees should not create a barrier to participation in the after school program. After school services must be equally accessible to all students targeted for services regardless of their ability to pay. Programs that propose to charge fees may not prohibit any family from participating based on their inability to pay and must offer a sliding scale of fees and scholarships for those who could not otherwise afford to participate. Any income collected from fees must be used to fund program activities specified in the grant application. AGENCY shall do full accounting of fees collected, and documentation shall be kept for 5 years for auditing purposes. If AGENCY decides to charge fees, this decision shall be made collaboratively with the Site Administrator, and AGENCY shall work collaboratively with the Site Administrator and parent leaders to develop an appropriate program fee structure for the school community. The fee structure must be identified within the Scope of Work approved by both parties prior to charging any program fees. AGENCY shall provide the OUSD After School Programs Office with additional documentation upon request, to ensure grant compliance. Programs that charge program fees will waive or reduce these fees for students who are eligible for free or reduced-priced meals. Programs cannot charge fees if the child is a homeless youth, as defined by the federal McKinney-Vento Homeless Assistance Act (42 U.S.C. Sec.1143a), newcomers (refugee, asylee, and unaccompanied minor), or if the child is in foster care. Any site receiving 21<sup>st</sup> Century Community Learning Center (CCLC) and ASSETS must report all fees collected (i.e.- registration fees, family fees, application fees, etc.) to OUSD After-School Program Office for CDE reporting.

7. **Services.** AGENCY will serve as lead agency at the OUSD school sites identified in the annual Scope of Work , will be responsible for operations and management of the ASES, 21<sup>st</sup> CCLC, ASSETS, ELO-P, OFCY, and private grants contracted to AGENCY by OUSD for fiscal year 2022-2023 through 2024-2025. This shall include the following required activities:

7.1. **Student Outcomes.** AGENCY shall achieve the student outcomes as described in the grant application narrative and articulated in documents from the program evaluation team, both of which are incorporated herein. AGENCY agrees to develop school specific outcomes, as defined in partnership with the principal. AGENCY recognizes that the principal is the chief decision maker for after school and summer programs, and ensures that school site objectives are met.

7.1.1. **Alignment with Single Plan for Student Achievement (“Site Plan”).** AGENCY will ensure the after school program aligns with objectives of OUSD and OUSD school sites identified in the “School Site List and Annual Grant Amounts” attached hereto as Exhibit A which are designed to ensure the success of students as articulated in the Site Plan(s). AGENCY will work in partnership with the school principal(s) to ensure that the program components are aligned with and complement OUSD standards and school site curriculum.

7.1.2. **Alignment with LCAP.** AGENCY will ensure the after-school program aligns with objectives LCAP Goal 2: Focal student groups demonstrate accelerated growth to close our equity gap and should be supportive of other LCAP goals, as identified in the Annual Expanded Learning Opportunity Program Planning Tool within the Scope of Work.

7.1.3. **Continuous Quality Improvement (CQI).** AGENCY must fully engage in continuous quality improvement (CQI) processes and complete the following steps of the CQI cycle each year, and timely submit corresponding CQI deliverables to the After School Programs Office:

- beginning of year self-assessment using Truth, Hope, Change, Curiosity tool
- planning with data (using self-assessment and other program data as available)

- development of quality action plan with SMART goals for program improvement
- progress check for program quality e.g. quality coaching

The CQI cycle is intended to be a collaborative process involving program staff, and can include other stakeholders (ie. youth leaders, school partners, parents, other community partners).

Agency staff (Site Coordinators and other agency staff) are also required to participate in any OUSD sponsored CQI training provided by the OUSD After School Programs Office.

7.2.**Oversight.** AGENCY will provide oversight, fiscal management, payroll services, technical assistance, and facilitation of collaboration with other service providers. Agency must ensure compliance with ASES and 21<sup>st</sup> CCLC and ASSETS, and ELO-P funding guideline requirements and follow OUSD after school policies and procedures. This includes compliance with OUSD staffing requirements and policies including No Child Left Behind and other legislative mandates.

7.3.**Enrollment.** At each OUSD school site identified in the “School Site List and Annual Grant Amounts” attached hereto as Exhibit A, and for which there is a Scope of Work, AGENCY will enroll sufficient number of students and run services for a sufficient number of days to earn the full core grant allocation of funding.

#### 7.4.**Program Requirements**

7.4.1. **Program Hours.** The program shall be offered Monday through Friday, every regular school day annually, commencing immediately upon the conclusion of the regular school day, operating a minimum of 15 hours/week, and until 6:00 pm daily. Instructional activities must include a balance of both academic and enrichment/recreation components. ELO-P funding can be used to support intercession programming and before-school care.

7.4.2. **Program Days.** The program shall be offered a minimum of 177 - 180 days during the 2022–2023 through the 2024-2025 school years. AGENCY will close the ASES, 21<sup>st</sup> CCLC and ASSETS, and ELO-P program(s) no more than a maximum of 3 days in each of the 2022-2023 through the 2024-2025 school years for staff professional development, as permitted by Education Code. Programs that receive 21<sup>st</sup> CCLC Supplemental or ELO-P grant funds or private funding for summer shall additionally operate a sufficient number of days and hours in the summer, on weekends, and during intercession in the manner prescribed by the grant legislation and/or funder, in order to meet attendance goals required by the CA Department of Education and/or the funder.

7.4.3. **Program Components.** AGENCY agrees to provide programming that supports the guidelines as outlined in the ASES, 21<sup>st</sup> CCLC, ASSETS, and ELO-P grants for students identified at each of the schools listed in the “School Site List and Annual Grant Amounts” attached hereto Exhibit A. AGENCY acknowledges and agrees to provide programming consistent with grant guidelines understanding that:

- **Educational and Literacy.** An educational and literacy element that must provide tutoring and/or homework assistance designed to help students meet state standards in one or more of the following core academic subjects: reading/language arts, mathematics, history and social studies, or science. A broad range of activities may be implemented based on local student needs and interests.
- **Enrichment.** The enrichment element must offer an array of additional services, programs and activities that reinforce and complement the school's academic program. Enrichment may include but is not limited to arts, youth development, leadership, recreation, sports, music, career awareness, college interest, service learning and other youth development activities based upon student needs and interests. All programs must offer both enrichment and

recreation/physical fitness activities as core components of the after-school program, and summer program if summer program is provided.

- **Family Literacy Services.** AGENCY shall assess the need for family literacy services among adult family members of the students to be served by the program. All programs will, at a minimum, either refer families to existing services or coordinate with local service providers to deliver literacy and educational development services.
- **Equitable Access Programming.** AGENCY shall include a component for students at all schools site receiving Equitable Access funding to support full access to program components.
- **Supplemental and Summer Services.** In all programs receiving 21<sup>st</sup> CCLC Supplemental and/or ELO-P grant funds or private funding for summer, AGENCY will provide educational and enrichment programming in the summer, on weekends, and/or during intercessions. A broad range of activities may be implemented based on local student needs and interests, and district guidelines for summer programming. If summer services will be added, a separate Scope of Work will reflect the summer scope, summer budget and any changes in location as to summer services to be provided.
- **Elementary and Middle School Sports League Activities.**  
All programs participating in the Middle School Sports League must include those activities in their Program Planning tool and Program Schedule. Middle School Sports League activities, including but not limited to on and off-site practices and games, are subject to the field trip policy high-risk field trip activities requirements provided in this agreement. All sports participants and volunteers must have on file a completed Elementary and Middle School Sports Release of Liability and Assumption of Risk prior to participation. The Elementary and Middle School Sports Release of Liability and Assumption of Risk template will be provided to the AGENCY by OUSD prior to the beginning of each school year.

7.4.3.1. Super Snacks/Snack/Supper/Beverages: AGENCY shall meet Federal and State meal and snack requirements and all meals and snacks must be provided by OUSD Nutrition Services department. Nutrition Services shall:

7.4.3.1.1. Provide meals and beverages that meet State and Federal standards;

7.4.3.1.2. Provide the number of meals and beverages requested by AGENCY unless/until Nutrition Services determines that AGENCY's participation is lower than the super snack/snack/meal/beverage count provided by the AGENCY, in which case, the number will be adjusted;

7.4.3.1.3. Provide all supplies including utensils, napkins, forks, required;

7.4.3.1.4. Support compliance by AGENCY with required State and Federal administrative requirements;

7.4.3.1.5. Provide annual training to AGENCY.

7.4.3.2. Each AGENCY participating in the Nutrition Services super snack/snacks/supper/beverage program shall:

7.4.3.2.1. Attend annual training. In the event that the person responsible for super snack or snack distribution changes, AGENCY will make arrangements with Nutrition Services for training of new employees or representative of the AGENCY;

7.4.3.2.2. Complete After School Super Snack, Snack, and Supper Menu Production Worksheets (MPW) on a daily basis;

7.4.3.2.3. Ensure meal count is accurate;

- 7.4.3.2.4. Submit completed MPW to cafeteria staff by the next business day;
  - 7.4.3.2.5. Return leftovers to the cafeteria;
  - 7.4.3.2.6. Ensure that only students are served and receive food from the program;
  - 7.4.3.2.7. Ensure that meals are not removed from campus
  - 7.4.3.2.8. Immediately report to OUSD Site Coordinator and Nutrition Services any concerns related to food safety or food contamination
- 7.4.3.3. AGENCY will be billed at the rates immediately below, for meals by Nutrition Services under the following conditions.
- 7.4.3.3.1. MPW not completed and submitted by the next business day;
  - 7.4.3.3.2. Super Snacks and Snacks are ordered and not picked up
- 7.4.3.4. In addition to any applicable liability associated with audit findings, AGENCY will be charged OUSD's current meal costs that OUSD is unable to claim due to AGENCY's failure to comply with program requirements: The current costs for the 2021-2022 school year are below; these amounts may change throughout the life of the agreement.
- 7.4.3.4.1. Super Snack: \$3.66
  - 7.4.3.4.2. Supper: \$3.66
- 7.4.3.5. AGENCY will be liable for audit findings and/or assessments (See Section 12 below) that are attributable to AGENCY's failure to comply with the rules and regulations of the Nutrition Services program, including liability if reimbursement is denied Nutrition Services because of AGENCY's failure to comply with program requirements.
- 7.4.3.6. In accordance with guidance provided by the California Department of Education, in the event that the school site at which AGENCY has agreed to provide programming is closed for any emergency reason (including but not limited to reasons related to COVID-19), OUSD may fulfill its above-described obligations to provide after-school meals, snacks, and/or beverages through a "grab-and-go" meal distribution program, in which case AGENCY shall not be responsible for distributing after-school meals, snacks, and/or beverages.
- 7.4.4. **Staff Ratio.** The staff to youth ratio shall not exceed 1:20 for elementary, middle, and high school programs, with no more than 20 youth for each qualified, adult staff supervisor. TK-K programs must operate on a 1:10 staff to youth ratio.
- 7.4.5. **Remote Provision of Services.** In the event that the school site at which AGENCY has agreed to provide programming is closed for any emergency reason (including but not limited to reasons related to COVID-19), AGENCY shall provide programming remotely, rather than in-person at the school site.
- 7.5.**Data Collection.** AGENCY will work with OUSD to collect and analyze data on student enrollment, student attendance, student academic performance, student satisfaction, and parent satisfaction. This includes, but is not limited to:
- 7.5.1. **Accountability Reports.** AGENCY will provide OUSD with the following set of program accountability reports:
- Financial reports
  - Activity reports
  - Outcomes reports: behavioral and academic

- Staff Qualifications

7.5.2. **Attendance Reports.** AGENCY will provide OUSD with attendance reports using the OUSD/OFCY attendance systems and maintain required attendance records utilizing the OUSD/OFCY attendance systems, including completion of mandatory monthly reports. Original written documentation of all daily attendance records, including all daily sign in/out sheets, will be maintained by Agency for 5 years following the termination of this Agreement for auditing purposes.

7.5.3. **Use of Enrollment Process.** AGENCY will use OUSD online and paper After School Program Parent Permission packet, including early release waiver, for all after-school participants. Forms will be provided to AGENCY by OUSD prior to the beginning of each school year. AGENCY will seek approval from the OUSD After School Programs Office for any modifications to the OUS enrollment packet, in advance of distribution.

7.5.4. **Maintain a Clean, Safe, and Secure Environment.** AGENCY shall maintain clean, safe, and secure program environments for staff and students in conjunction with OUSD guidelines. AGENCY, as they view necessary, will initiate and establish additional cleanliness, safety, supervision, training, and security policies and protocols sufficient to ensure staff, student, and family member safety.

7.6. **Alignment of After School Safety Plan with School Site Comprehensive Safety Plan.** AGENCY will use the OUSD After School Program Emergency Plan template and work collaboratively with school site administrator(s) to complete and/or update and submit an annual after school safety plan(s) by mid-October each year which aligns with and is part of each school site's comprehensive safety plan. AGENCY will seek approval from the OUSD After School Programs Office for any modifications to the OUSD template, in advance of distribution.

#### 7.7. **Incident and Injury Reporting, Crisis Response and Training; Accident Insurance**

7.7.1. AGENCY will train staff and agents in required Incident and Injury Reporting and Crisis Response Protocols. All accidents or injuries to after-school program participants, visitors, or staff must be reported via email to OUSD's incident reporting email address identified in the Incident and Injury Reporting and Crisis Response Protocols by AGENCY staff within one business day of occurrence. OUSD will secure at its own expense limited OUSD student accident insurance coverage to assist in payment of eligible student medical expenses incurred by parent/guardians due to OUSD student accidents during the after-school program. This coverage will be secondary to any primary medical insurance for which student participants are eligible. After School Program staff will immediately refer parent/guardians seeking payment of medical expenses under student accident coverage to OUSD's designated accident insurance representative.

7.8. **Meeting Participation.** AGENCY will participate in technical assistance, training, orientation, monthly meetings and other support and resource development activities provided by OUSD and collaborative partners in conducting program planning, implementation, and evaluation. These include required regular meetings with the school principal or other identified designee to ensure collaboration with the school vision. AGENCY staff will participate in meetings facilitated by the OUSD After School Programs Office to address program quality, program improvement and general troubleshooting.

7.9. **Relationships.** AGENCY will maintain six essential collaborative relationships to ensure partnerships towards effective program implementation:

- Administration, faculty, and staff of each school site covered by this MOU (Exhibit A)
- OUSD After School Programs Office
- OUSD central administration departments
- Parents/Guardians
- Youth

- Community organizations and public agencies

7.10. **Licenses.** AGENCY shall obtain and keep in force all licenses, permits, and certificates necessary for the performance of this Agreement.

7.11. **Loss of Standing as Qualified Organization:** Failure to ensure MOU requirements are fulfilled may result in loss of good standing as a qualified organization and/or termination of the partnership.

## 8. **Field Trip Policy. FIELD TRIPS, OFF-SITE EVENTS, AND OFF-SITE ACTIVITIES:**

8.1. AGENCY shall provide each Site Administrator and the OUSD Expanded Learning Office with a schedule of all after-school program field trips and/or off-site events and/or off-site activities, on a template to be provided by OUSD, by the first day of each semester, and a schedule of all summer field trips and/or off-site events and activities by the first day of the summer program, if AGENCY is providing summer services.

8.2. All field trips and off-site events/activities must be approved in advance by OUSD; AGENCY representatives, including staff and subcontractors, may not take students off-site for events, activities, and field trips without OUSD's approval. AGENCY shall submit OUSD's Field Trip request form to the after school site coordinator, agency director, and site administrator to seek approval. AGENCY shall comply with OUSD policy and regulations regarding Field Trips.

If AGENCY becomes aware of an unauthorized field trip or off-site activity/event prior to the trip taking place, AGENCY shall cancel the trip/activity and notify the family, site leader, and OUSD Expanded Learning Office. Nothing in the preceding sentence shall be construed as requiring reporting to families, site leaders, or OUSD Expanded Learning Office when it is prohibited by law.

If AGENCY becomes aware of an unauthorized field trip or off-site activity/event after the trip/activity has taken place, AGENCY shall immediately terminate the AGENCY staff or subcontractor organizing the trip, and notify the family, site leader, and OUSD Expanded Learning Office. Nothing in the preceding sentence shall be construed as requiring reporting to families, site leaders, or OUSD Expanded Learning Office when it is prohibited by law.

8.3. AGENCY hereby certifies that after-school and any summer program staff and/or subcontractors will comply with OUSD board policy and regulations, and the procedures in Sections 8.3, 8.4, 8.5, and 8.6, for all field trips, off-site events and off-site activities.

8.3.1. **Licenses Permission Slips/Acknowledgement.** Field trip/excursion permission slip must be signed by parent(s)/guardian(s) of all student participants and an acknowledgment must be signed by all adult chaperones both of which shall include the following information:

8.3.1.1. a full description of the trip and scheduled activities

8.3.1.2. student/adult participant health information

8.3.2. **"Notice of Waiver of All Claims:** Education Code § 35330 provides that all persons making a field trip or excursion shall be deemed to have waived all claims against any school district, charter school, or the State of California for injury, accident, illness or death occurring during or by reason of the field trip or excursion, regardless of who holds the claims. If the field trip or excursion to which this permission slip applies is out-of-state, I hereby knowingly waive all of my and my daughter's/son's/ward's claims against any school district, charter school, and/or the State of

California for injury, accident, illness or death occurring during or by reason of the out-of state field trip or excursion.”

8.3.3. After school and summer program staff or subcontractors leading trip must have a written list of students attending the trip.

8.3.4. No student shall be prevented from making a trip due to lack of sufficient funds.

8.3.5. After school and summer program staff or subcontractors leading the trip shall have a sufficient first aid kit in their possession or immediately available. If the trip is conducted in areas known to be infested with poisonous snakes, this first aid kit shall contain medically accepted snakebite remedies.

8.3.6. **Health Conditions/Medication:** Trip participant health information will be gathered and reviewed in advance of the trip and any needed revisions to the supervision plan made, including making sure that chaperones understand relevant information (eg food allergies). A plan will be developed to collect, secure, and dispense prescription medications from their original containers only and consistent with the physician’s instructions.

8.3.7. **Supervision**

8.3.7.1. AGENCY Executive Director must review and approve the supervision plan.

8.3.7.2. Trip as structured is appropriate to age, grade level, and course of study.

8.3.7.3. Chaperones are all AGENCY employees or subcontractors, parent(s)/guardian(s), or other authorized chaperones and are 21 or older. After School and Summer Program Coordinators and lead trip staff are satisfied that all chaperones are willing and able to perform required duties, including understanding and implementing instructions, understanding health information for students in their group, and responding effectively in the event of an emergency. Trip attendees shall be limited to assigned school or after-school program staff, students, and authorized chaperones. Guests, including but not limited to friends and other family members, are strictly prohibited absent prior written approval of the after-school program coordinator or AGENCY executive director. Before the trip, after school and summer program staff leading the trip shall provide any adult chaperones who may accompany the students with clear information regarding their responsibilities. Chaperones shall be assigned a prescribed group of students and shall be responsible for the continuous monitoring of these students’ activities. Chaperones shall not consume alcoholic beverages or be under the influence of controlled substances while accompanying and supervising students on a trip.

8.3.7.4. When a trip is made to a place of business or industry, staff shall arrange for an employee of the host company to serve as conductor.

8.3.7.5. Adult: Student Ratio is at least 1:10 or higher if swimming or wading or high-risk trip. If the trip involves water activities, this ratio shall be revised to ensure closer supervision of elementary grade or younger students, appropriate to their ages. The ratio of adults to students on field trips and excursions shall be reasonable under the circumstances.

8.3.7.6. Safety requirements have been met (eg: current First aid/CPR training of at least one chaperone, first aid kits, emergency contact and health info, instructions for chaperones, staff and chaperones have cell phones which are charged and available for communication).

8.3.8. **Transportation Requirements:** The AGENCY after-school and summer program staff or subcontractors shall ensure compliance with all state laws and may transport by the use of AGENCY’s own equipment, contract to provide transportation, or arrange transportation by the use of other equipment to enrolled after school and summer participants provided that: (A) parent/guardians’ written permission has been obtained in advance; (B) After School Program Coordinator and/or Summer Program Coordinator has confirmed that: transportation

arrangements are safe and appropriate; (C) all drivers have valid California driver's license; (D) all drivers have received fingerprint clearance; (E) provided that such transport is covered under driver or registered owner's personal automobile insurance or AGENCY automobile liability insurance policy for at least \$100,000 per individual and \$300,000 per occurrence for liability for bodily injury; and \$50,000 per occurrence for liability for property damage; (F) all drivers and registered owners of private or rented vehicles used shall complete and sign declaration of driver forms assuring that: (i) the driver is at least 21 years of age and holds a current valid California driver's license;(ii) the driver has not been convicted of reckless driving or driving under the influence of drugs or alcohol within the past five years; and (iii) the driver provides proof of sufficient insurance; (G) if AGENCY transports by use of an Agency owned vehicle or arranges and/or contracts with a third party to provide this transportation, the AGENCY or organization or company with whom they contract must meet or exceed the standards required of OUSD's District approved bus vendors, including but not limited to: be licensed as a transportation provider, be certified to transport students (e.g., School Pupil Activity Bus certification) and have at least \$5,000,000 Automobile liability and \$1,000,000 per occurrence/\$2,000,000 aggregate General Liability insurance; which has an endorsement naming OUSD and AGENCY as additional insured; (H) arrangements have been made for additional vehicle for use in event of illness or emergency; and (I) students receive instruction in safe conduct on bus or other transport; and (J) drivers shall receive safety and emergency instructions and information which shall be kept in their vehicle, including health and emergency information for each student riding in his/her vehicle.

8.3.9. AGENCY must have reasonable confirmation that all organizations involved in the trip have demonstrated expertise and exhibit reasonably safe and reputable operating procedures and business practices appropriate to student trips.

8.3.10. Vendor is licensed to provide all proposed activities.

8.3.11. All after-school program student participants on field trips, off-site events, or activities must be covered by medical or accident insurance. (See Incident and Injury Reporting and Accident Insurance above.)

#### **8.4. Additional Requirements for High Risk, Overnight, or Out of State Trips:**

##### **8.4.1. Definition of High-Risk Activities**

8.4.1.1. Because of concerns about the risk to student safety, the after-school program coordinator shall not permit the following activities on campus or during AGENCY sponsored after-school or summer program trips, events, and activities unless the activity is properly supervised, students wear protective gear as appropriate, and each participant has medical or accident insurance coverage:

- Amusement Parks
- Interscholastic Athletic Activities
- Bicycle riding
- Circus Arts
- Hiking (Moderate to rigorous terrain or length) vs short nature “walks”
- Hang gliding
- Horseback riding
- Ice Skating
- In-line or Roller Skating
- Rock climbing, climbing walls
- Skateboarding or use of non-motorized scooters
- Snow sports of any kind
- Trampoline; Jumpers
- Motorcycling

- Rodeo
- Target Shooting
- Water Activities including but not limited to: swimming, snorkeling, scuba diving, sailing, boating, kayaking, river rafting, water slides, water skiing etc.
- Outdoor active, experiential programs (Ropes course, pulley, etc.)
- Other activities determined by the school principal to have a high risk to student safety

8.4.1.2. The cost of limited OUSD student accident insurance coverage for student accidents during such activities shall be borne by OUSD.

8.4.1.3. Students who operate or ride as a passenger on a bicycle, non-motorized scooter or skateboard upon a street, bikeway or any other public bicycle path or trail shall wear a properly fitted and fastened bicycle helmet that meets the standards of law. Students also shall be required to wear such helmets while wearing in-line or roller skates.

8.4.2. Department of Justice and FBI fingerprinting and fingerprint clearance must be obtained for all non-District employee chaperones. Chaperones who continue beyond one school year will need to get fingerprint clearance once every three years from the time they begin chaperoning on after-school program trips. Chaperones shall act in accordance with district policies, regulations, and school rules. A person who is required to register as a sex offender pursuant to Penal Code 290 shall not serve as a chaperone on any field trip.

8.4.3. No chaperone shall be assigned to provide supervision or instruction of students unless he/she has submitted evidence of an examination within the past 60 days to determine that he/she is free of active tuberculosis. Chaperones whose skin test is negative shall thereafter be required to take a tuberculosis test every four years or sooner if deemed necessary by AGENCY.

8.4.4. Letter must be sent to parent(s)/guardian(s) and if it is an overnight trip, a meeting must be held for staff, chaperones, parent(s)/guardian(s), and students in advance of the trip to discuss trip and safety-related procedures, itinerary and questions.

8.4.5. Sleeping arrangements and night supervision are safe and appropriate.

8.4.6. **Vendor Proof of Insurance:** After School Program Coordinator and/or Summer Program Coordinator has obtained proof of insurance from all private vendors including:

- Facility
- Program

### 8.5. Additional Requirements for Field Trips/Excursions Which Include Swimming or Wading

8.5.1. No swimming or wading shall be allowed on trips unless planned and approved in advance.

8.5.2. When wading in the ocean, bay, river or other body of water as part of a planned, supervised outdoor education activity, after school program staff shall provide for a number of chaperones to exceed the normal one to ten ratios and shall instruct both chaperones and students of the real and potential risks inherent in such activities and the precautions necessary for their safety.

#### 8.5.3. Swimming Activities

8.5.3.1. Parents/guardians must provide written permission for the student to swim and must indicate the student's swimming ability. Students whose parents do not give permission for their child to swim shall be identified in advance of the trip and a tracking system is designed to ensure they do not enter the pool or swim area.

8.5.3.2. Swimming facilities, including backyard pools, must be inspected by the AGENCY Executive Director and after-school program staff before the trip is scheduled.

- 8.5.3.3. Owners of private pools must provide a certificate of insurance, designating OUSD and AGENCY as an additional insured, for not less than \$2,000,000 in liability coverage.
- 8.5.3.4. Lifeguards must be designated for all swimming activities. If lifeguards are not provided by the pool owner or operator, the AGENCY Executive Director shall ensure their presence. The AGENCY Executive Director shall ensure that lifeguards are Red Cross certified or equivalent and must be at least 21 years old. A swim test must be administered before any student is permitted in the deep end of the pool or swim area. A tracking system shall be designed in advance of trip to identify those students who have and have not passed the swim test.
- 8.5.3.5. The ratio of adult chaperones to students shall be at least one to ten. In grades 4-6, this ratio shall be at least one to eight. In grades K-3, this ratio shall be at least one to four.
- 8.5.3.6. Specific supervisory responsibilities shall be determined in advance to accommodate the varying swimming abilities of students. These responsibilities shall be clarified in writing and reviewed verbally before the trip.
- 8.5.3.7. Emergency procedures shall be included with written instructions to adult chaperones and staff.
- 8.5.3.8. Staff and chaperones assigned to supervise students must wear swimsuits and know how to swim and be at each side of the pool or swim area actively monitoring students at all times.
- 8.5.3.9. The After School Program Coordinator and/or Summer Program Coordinator may require students to wear flotation devices, depending upon their age and swimming ability.
- 8.5.3.10. A buddy-system or other means of surveillance shall be arranged in advance and strictly enforced during swimming activities.

#### **8.6. Additional Requirements for trips to East Bay Regional Park District Bodies of Water (swimming pools, lagoons, shoreline parks and lakes) and Related Facilities**

- 8.6.1. At least 2 weeks prior to trip date, all persons attending trip, including, but not limited to, each and every student, teacher, instructor, chaperone, supervisor, parent, administrator, volunteer, or aide (hereinafter "participant") will provide to the OUSD Office of the General Counsel an original, properly completed, signed and dated East Bay Regional Park District Waiver, on a form to be provided by the OUSD to AGENCY prior to the beginning of each school year, executed by either the participant if he or she is 18 years of age or older, or the participant's parent or legal guardian if the participant is under 18 years of age
  - 8.6.2. Should AGENCY fail to provide an original, properly completed, signed, and dated East Bay Regional Park District Waiver for each trip participant as defined in Section 6.13.1 above, AGENCY agrees to hold harmless, defend and indemnify OUSD, its officers, employees, volunteers, and agents from all claims and actions resulting therefrom.
  - 8.7. In the event that a field trip cannot proceed as planned for any reason (including but not limited to the closure of the field trip destination in response to COVID-19), AGENCY shall provide alternative programming to students (including remote programming, in the event that the school site at which AGENCY has agreed to provide programming is closed).
9. **Financial Records.** AGENCY agrees and understands that OUSD is responsible for fiduciary and programmatic oversight for the expenditure of the ASES, 21st CCLC, ASSETS, & ELO-P grant funds contracted to AGENCY by OUSD for the fiscal year 2021-2022. AGENCY will function as a sub-recipient of funding and as such will follow all required fiscal guidelines and meet outlined standards as referenced in applicable Federal and State sub-recipient guidelines for the federal 21<sup>st</sup> Century Community Learning

Centers grant program, CFDA Number 84.287, awarded by the Office of Elementary and Secondary Education Academic Improvement and Teacher Quality Programs office. Sub recipients that receive over \$500,000 of federal funds are required to undergo an annual audit and communicate findings to OUSD, as requested. AGENCY will ensure that all contracted funds of this MOU are expended as per grant guidelines.

9.1. **Accounting Records.** AGENCY will maintain its accounting records based upon the principles of fund accounting.

9.2. **Disputes.** AGENCY shall make all records related to ASES, 21ST CCLC, ASSETS, and ELO-P available to OUSD for review. OUSD and AGENCY shall meet and confer regarding any disputes as to the amount of actual expenses before taking any action to collect funds.

## 10. Invoicing

10.1. **Billing Structure.** AGENCY shall only invoice for actual expenditures incurred. Supporting documentation must be presented along with monthly invoices upon request. Billing details must be provided upon request to OUSD to ensure compliance with related sub recipient and grant guidelines.

10.2. **Unallowable Expenses.** AGENCY may not purchase computers or capital equipment using ASES, 21<sup>st</sup> Century Core Grant, 21<sup>st</sup> Century Direct Access, or 21<sup>st</sup> Century Family Literacy funds.

10.3. **Invoice Requirements.** AGENCY will submit invoices with evidence of the following staff qualifications for each AGENCY employee and AGENCY agent, including employees of subcontracting agencies and volunteers: TB Clearance, current CA Department of Justice and FBI fingerprint clearance, and Instructional Aide requirement. AGENCY will utilize the required OUSD invoicing and staff qualifications form, to be provided by OUSD to AGENCY prior to the beginning of each school year, for regular invoice submission.

10.4. **Submission of Invoices.** AGENCY must submit invoices to OUSD on a timely and regular basis for services rendered. OUSD will not accept invoices submitted more than thirty days beyond the end of each fiscal quarter. No invoices will be accepted more than 30 days past the end of June 30 of the contractual fiscal year. AGENCY must also submit invoices according to specific invoicing deadlines as outlined by OUSD to ensure timely processing. **(Exhibit C)**

10.5. **Submission of Invoices for ASES, 21<sup>st</sup> Century, and ELO-P Grants.** For services rendered related to the ASES, 21<sup>st</sup> CCLC, ASSETS, ELO-P grants, OUSD shall pay AGENCY, on a monthly basis, for appropriately documented expenses related to the ASES, 21<sup>ST</sup> CCLC, ASSETS, and ELO-P grants, with a cumulative total for 2022-2025 not to exceed the amount identified in Section 6, and in accordance with the attached Exhibits to this Memorandum. Invoices for payment of services shall be submitted by the 10<sup>th</sup> of each month to the OUSD Expanded Learning Office via Salesforce Community invoicing tool. AGENCY will also submit the required OUSD invoicing and staff qualifications form via the Salesforce Community. OUSD will strive to adhere to second Accounts Payable check run per the published schedule of monthly payments if invoices are submitted in accordance with the deadlines and requirements set forth in this section and the accompanying Exhibits.

11. **Ownership of Documents.** AGENCY agrees that, pursuant to California law, it shall maintain program and fiscal documentation for the ASES, 21<sup>st</sup> CCLC, ASSETS, and ELO-P programs for a minimum of five years. All documents created by AGENCY pursuant to this MOU, including but not limited to reports, designs, schedules, registration packets, early release waivers, and other materials prepared, or in the process of being prepared, for the services to be performed by AGENCY, are and shall be at the time of creation and thereafter the property of OUSD, with all intellectual property rights therein vested in OUSD at the time of creation. OUSD shall be entitled to access to and copies of these materials during the progress of the work. Any such materials in the hands of AGENCY or in the hands of any subcontractor upon completion or termination of the work shall be immediately delivered to OUSD. If any materials are

lost, damaged or destroyed before final delivery to OUSD, AGENCY shall replace them at its own expense and AGENCY hereby assumes all risks of loss, damage or destruction of or to such materials. AGENCY may retain a copy of all materials produced under this MOU for its use in its general business activities.

## 12. Changes

12.1. **Agency Changes.** AGENCY may, at any time, request in writing changes to the Scope of Work. . In the event that AGENCY encounters any unanticipated conditions or contingencies that may affect the scope of work or services and result in an adjustment in the amount of compensation specified herein, AGENCY shall so advise OUSD immediately upon notice of such condition or contingency. The written request shall explain the circumstances giving rise to the unforeseen condition or contingency and shall set forth the proposed adjustment in compensation. Such notice shall be given to OUSD prior to the time that AGENCY performs work or services related to the proposed adjustment in compensation. Any and all pertinent changes shall be expressed in an amended Scope of Work and signed by OUSD prior to AGENCY's implementation of such changes; changes that increase the proposed budget may require prior approval by the BOARD.

12.2. **Changing Legislation.** AGENCY understands that changes in Federal, or state legislation or District policy may impact funding levels, grant requirements, and responsibilities of AGENCY during an academic school year. This MOU may be amended during the 2022-2023 through the 2024-2025 fiscal years to reflect additional changes resulting from such legislation.

## 13. Conduct of Consultant

13.1. **Staff Requirements.** AGENCY must comply with all Federal and State employment and labor laws. AGENCY will adhere to the following staff requirements for each AGENCY "agent", including employees, staff of subcontracting agencies, and volunteers. AGENCY will provide OUSD with evidence of staff qualifications, consistent with invoicing requirements outlined in Section 8.3 which include:

13.1.1. **Child Abuse and Neglect Reporting Act.** AGENCY will provide at its own expense Mandated Reporter training equivalent to that set forth in California Education Code section 44691(b) to all AGENCY agents at least annually within their first month working with OUSD students and comply with the Child Abuse and Neglect Reporting Act (CANRA) guidelines as Mandated Reporters to report suspicions of possible child abuse to the appropriate reporting agency as stated in California Penal Code § 11164 – 11174.

13.1.2. **Tuberculosis Screening.** AGENCY agents who work with students must submit to a tuberculosis risk assessment as required by Education Code 49406 within the prior 60 days. If tuberculosis risk factors are identified, AGENCY agents must submit to an intradermal or other approved tuberculosis examination to determine that he/she is free of infectious tuberculosis. If the results of the examination are positive, the AGENCY agent shall obtain an x-ray of the lungs. At his/her discretion, AGENCY agent may choose to submit to the examination instead of the risk assessment.

13.1.3. **Fingerprinting of Agents.** Current California Department of Justice (CDOJ) fingerprint clearance and FBI fingerprint clearance for each AGENCY agent working with students. AGENCY shall not permit its agents to come into contact with students until CDOJ and FBI clearance is ascertained, and AGENCY shall certify in writing to OUSD that none of its agents who may come into contact with pupils have been convicted of a violent or a serious felony. AGENCY shall further certify that it or its subcontracting agencies have received and reviewed fingerprint results for each of its agents, and Agency or its subcontracting agencies shall request and review subsequent arrest records for all agents who may come into contact with OUSD pupils in providing services to the District under this Agreement.

- 13.1.4. **Minimum Qualifications.** AGENCY staff and agents who directly supervise students and are included in the 1:20 staff to student ratio must meet the following minimum qualifications for an instructional aide: a high school diploma or its equivalent and one of the following: (a) an AA degree; or completion of 48-semester units in college; or (b) successful completion of the Instructional Assistant exam, administered by the Alameda County Office of Education. In addition, AGENCY shall provide at its own expense, First Aid and CPR Training to sufficient AGENCY staff to ensure that no less than 2 AGENCY staff members with current First Aid and CPR Training are present on-site during the program each day. AGENCY must provide staff and agents adequate professional development, training, coaching, and preparation time to enable staff and agent performance to meet the goals of the ASES/21<sup>st</sup> Century after-school grant program and provide a safe and secure program.
- 13.2. **Removal of Staff.** In the event that OUSD, in its sole discretion, at any time during the term of this MOU, desires the removal of any AGENCY related persons, employee, representative or agent from OUSD school site and/or property, AGENCY shall immediately upon receiving notice from OUSD of such desire, cause the removal of such person or persons. In the event OUSD requests, the removal of any AGENCY related persons, employees, representatives, or agents from the OUSD school site and/or property, the OUSD site administrator shall provide to the AGENCY written, supporting rationale for the decision. OUSD After School Program Office, after conferring with Legal and the Executive Officer supporting the site, shall decide, taking all the facts and circumstances into account, if AGENCY may reassign an employee or agent to another OUSD site. Prior to the removal or change of any AGENCY staff member who is a regular part of the after-school program, AGENCY shall inform the Site Administrator with as much notice as possible, and will work with the Site Administrator to ensure a smooth transition in staffing.
- 13.3. **Conflict of Interest.** AGENCY shall abide by and be subject to all applicable OUSD policies, regulations, statutes or other laws regarding conflict of interest. OUSD shall be permitted to hire an officer or employee of AGENCY for OUSD services in connection with or unrelated to this Agreement and AGENCY shall be permitted to hire any officer or employee of OUSD to perform any service by this Agreement, provided that the agreement attached hereto as Exhibit F is fully executed prior to the performance of any services by the officer or employee. AGENCY affirms to the best of his/her/its knowledge, there exists no actual or potential conflict of interest between AGENCY's family, business or financial interest and the services provided under this MOU, and in the event of a change in either private interest or services under this MOU, any question regarding possible conflict of interest which may arise as a result of such change will be brought to OUSD's attention in writing.
- 13.4. **Drug-Free / Smoke-Free Policy.** AGENCY understands that OUSD does not permit drugs, alcohol, and/or smoking at any time in any buildings and/or grounds on OUSD property. AGENCY agrees to adhere to this policy for its students, staff, visitors, employees, and or subcontractors.
- 13.5. **Non-Discrimination.** Consistent with the policy of OUSD and California and Federal laws, AGENCY shall not engage in unlawful discrimination of students on the basis of actual or perceived physical or mental disability, medical condition, sex, gender, gender identity, gender expression, nationality, race, or ethnicity, religion, sexual orientation, or any other characteristic that is contained in the definition of hate crimes set forth in Section 422.55 of the California Penal Code. Consistent with the policy of OUSD in connection with all work performed under Contracts, AGENCY shall not engage in unlawful discrimination in employment on the basis of actual or perceived race, color, national origin, ancestry, religion, age, marital status, pregnancy, physical or mental disability, medical condition, veteran status, gender, sex or sexual orientation. AGENCY agrees to comply with applicable Federal and California laws including, but not limited to, the Americans with Disabilities Act, Section 504 of the Rehabilitation Act, Title IX and the California Fair Employment and Housing Act beginning with Government Code Section 12900 and Labor Code Section 1735 and OUSD policy. In addition, AGENCY agrees to require like compliance by all its subcontractor(s).

**13.6. Bullying; Sexual Harassment.** The District's Board of Education recognizes the harmful effects of bullying and sexual harassment on student learning, school attendance, and participation in after-school programs. In order to have safe environments that protect students from physical and emotional harm, AGENCY shall establish student safety as a high priority and shall not tolerate sexual harassment or bullying of any student. AGENCY shall adopt a policy expressly against harassment, sexual harassment, intimidation, and bullying and ensure related training on prevention and response is accordingly provided for all AGENCY employees and agents. AGENCY employees shall undergo training around appropriate interactions with students in child development setting.

**13.7. Restorative Justice (RJ) and Positive Behavioral Interventions and Supports (PBIS).** As a part of the District's commitment to eliminate disproportionality in discipline affecting African American male students, the District has initiated Restorative Justice and PBIS programs at many school sites. AGENCY is encouraged to learn more about these programs at school sites and work with District Staff to implement programs in the after-school programs that support a positive school climate.

**14. Indemnification.** AGENCY shall indemnify, hold harmless and defend OUSD and each of its officers, officials, employees, volunteers, and agents from any loss, liability, audit fines, assessments, penalties, forfeitures, costs, and damages (whether in contract, tort or strict liability, including but not limited to personal injury, death at any time and property damage) incurred by OUSD, AGENCY or any other person and from any claims, demands, and actions in law or equity (including attorney's fees and litigation expenses), arising or alleged to have arisen directly or indirectly out of performance of this MOU. AGENCY's obligations under the preceding sentence shall apply jointly and severally regardless of whether OUSD or any of its officers, officials, employees, volunteers, or agents are actively or passively negligent, but shall not apply to any loss or liability, fines, penalties, forfeitures, costs or damages caused solely by the active negligence or by the willful misconduct of OUSD. If AGENCY should subcontract all or any portion of the work or activities to be performed under this MOU, AGENCY shall require each subcontractor to indemnify, hold harmless and defend OUSD, its officers, officials, employees, volunteers, or agents in accordance with the terms of the preceding paragraph.

**15. Insurance.** Throughout the life of the MOU, AGENCY shall pay for and maintain in full force and effect with an insurance company(s) admitted by the California Insurance Commissioner to do business in the State of California and rated not less than "A/VII" in Best Insurance Rating Guide, the following policies of insurance and shall require each subcontractor to do the same:

**15.1. Commercial General Liability** insurance which shall include contractual, products and completed operations, corporal punishment and sexual misconduct and harassment coverage, and bodily injury and property damage liability insurance with combined single limits of not less than \$1,000,000 per occurrence / \$2,000,000 aggregate.

**15.2. Worker's Compensation** insurance, as required by the California Labor Code, with not less than the statutory limits.

**15.3. Property and Fire** insurance shall provide to protect: Real Property, against risk of direct loss, commonly known as Special Form and Fire Legal Liability, to protect against liability for portions of premises leased or rented; Business Personal Property, to protect on a Broad Form, named peril bases, for all furniture, equipment, and supplies of AGENCY. If any OUSD property is leased, rented, or borrowed, it shall also be ensured the same as real property.

The above policies of insurance shall be written on forms acceptable to the Risk Manager of OUSD and endorsed to name the OUSD, its officers, employees, volunteers or agents, as additional insured. Said Additional Insured endorsement shall be provided to OUSD upon AGENCY's execution of this MOU and before work commences under this MOU. If at any time said policies of insurance lapse or become canceled, OUSD may immediately terminate this agreement. The acceptance by OUSD of the above-

required insurance does not serve to limit the liability or responsibility of the insurer or AGENCY to OUSD. (Exhibit D).

16. **Legal Notices.** All legal notices provided for under this MOU shall be sent via email to the email address set forth below, or personally delivered during normal business hours, or sent by U.S. Mail (certified, return receipt requested) with postage prepaid to the other PARTY at the address set forth below.

**OUSD**

Name: Martha Pena  
Site/Dept: 922/Community Schools & Student Services  
Address: 1000 Broadway, Suite 150  
City, ST Zip: Oakland, CA 94607  
Phone: 510-879-2427  
Email: martha.pena@ousd.org

**AGENCY**

Name: Josefina Alvarado Mena  
Title: Chief Executive Officer  
Address: 1017 Clay Street  
City, ST Zip: Oakland, CA 94607  
Phone: 510-238-4458  
Email: jalvarado@safepassages.org

Notice shall be effective when received if personally served or emailed or, if mailed, three days after mailing. Either PARTY must give written notice of a change of mailing address or email.

17. **Incorporation of Recitals and Exhibits.** The Recitals and each exhibit attached hereto are hereby incorporated herein by reference.
18. **Counterparts.** This MOU and all amendments and supplements to it may be executed in counterparts, and all counterparts together shall be construed as one document.
19. **Program Books and Supplies.** Supplies can be purchased by OUSD and by the Lead Agency. A Lead Agency cannot exceed \$2,500 in supply purchases. Supplies to be used in both the school day and after-school program must be jointly funded, with a maximum of 50% applied to ASES/21st. All supplies purchased with grant funding are and remain the property of OUSD and must remain at the site.
20. **Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion:** The District certifies to the best of its knowledge and belief, that it and its principals: Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency according to Federal Acquisition Regulation Subpart 9.4, and by signing this contract, verifies that this vendor does not appear on the Excluded Parties List. <https://www.sam.gov/>

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On behalf of our respective institutions or organizations, we hereby execute this Memorandum of Understanding.

**OAKLAND UNIFIED SCHOOL DISTRICT**

850.44 6/30/2022

- President, Board of Education Date
- State Administrator
- Superintendent

J. H. [Signature] 6/30/2022  
Secretary,  
Board of Education Date

DocuSigned by:  
Andrea Bustamante 6/1/2022  
808EC2B9F1FE4AB...  
Executive Director Date  
Community Schools and Student Services Dept.

DocuSigned by:  
Sandra Aguilera 6/1/2022  
B072CB8033AD406...  
Chief Academic Officer Date  
Continuous School Improvement

**AGENCY**

DocuSigned by:  
Josefina Alvarado Mena 6/1/2022  
407A9187377984CC...  
Agency Signature Date

Josefina Alvarado Mena, Chief Executive Officer  
Print Name, Title

**Attachments:**

- **Exhibit A.** School Site List and Annual Grant Amounts
- **Exhibit B.** Scope of Work Template and Budget Tool Template
- **Exhibit C.** Procedure for Invoicing & Attendance
- **Exhibit D.** Certificates of Insurance
- **Exhibit E.** Statement of Qualifications
- **Exhibit F.** Agreement to Allow Distinct and Separate Employment by OUSD and AGENCY

Legislative File ID: 22-1495

*MOU template approved by OUSD Office of the General Counsel May 2022*

Exhibit A  
 Schools Sites Supported Under this Agreement and Annual Grant Amounts  
 After School Programs (Not Summer School)

After-School Sites:

School Site Name:	Projected After-School Enrollment Numbers:	Projected Three Year Grant:
Chabot Elementary	67	\$600,000.00
Coliseum College Prep Academy	288	\$2,048,948.52
Fruitvale Elementary	123	\$1,057,836.39
Laurel Elementary	123	\$1,057,836.39
MetWest High	138	\$763,500.00
United for Success Academy	187	\$1,413,998.52
	Total:	\$6,942,119.82

Exhibit B

Blank Template of PPT and Budget Tool

**INSERT HERE**



# 22-23 OUSD Expanded Learning Programs -After-School Program

## ELEMENTARY/MIDDLE & HIGH SCHOOLS - 2022-2023

### ASES, 21st Century, and ELO-P After-School Program Plan

@

SECTION 1: SCHOOL SITE AND AFTER-SCHOOL PROGRAM INFORMATION			
School Site Name: <input style="width: 100%;" type="text"/>	School Type: <ul style="list-style-type: none"> <li><input type="checkbox"/> Elementary (TK-5)</li> <li><input type="checkbox"/> Elementary/Middle (TK-8)</li> <li><input type="checkbox"/> Middle (6-8)</li> <li><input type="checkbox"/> High School (9-12)</li> <li><input type="checkbox"/> - Alternative High School</li> <li><input type="checkbox"/> - Continuation High School</li> <li><input type="checkbox"/> - Comprehensive High School</li> </ul>		
CDS Code: <i>(This is a 14-digit code, search <a href="#">here</a>)</i>		Expanded Learning Lead Agency:	
Principal Name:		Principal Signature and date:	
Lead Agency Signatory Name:		Lead Agency Signature and date:	
Executive Director, Community Schools & Student Services:		Executive Director, CSSS Signature and date:	

SECTION 2: PROGRAM OPERATIONS	
Average Daily Attendance, Program Dates, Minimum Days & Enrollment	
<p>To be compliant with grant requirements, the after-school program must commence immediately upon the conclusion of the regular day, operate a minimum of 15 hours/week, and be open until at least 6:00 pm on every school day for elementary and middle schools (EC 8483). Programs are required to operate all 180 days of the school year. Programs must begin to operate on the first day of school and run until the last day of school.</p>	
Projected daily attendance for 2022-2023 school year program.	
Program Operations for the 2022-2023 school year. First Day: August 8, 2022 Last Day: May 25, 2023	
<b>UPDATED ED CODE:</b>	Per CDE Education Code Section 8483.7(c) allows programs to closed for a <b>maximum of 3 days during a calendar year (not a school year)</b> for staff development. Families and school site personnel must be notified of these program closure dates in advance, and the lead agency must maintain and upload documentation of professional development activities offered on these dates, including training agenda and staff sign-in sheets. <b>This should be uploaded no later than 5 business days after the closure day.</b>
Identify the three days (if any) your program plans to close this year for PD. The program must be open all other days of the school year. (Updates for any date changes are due September 2022).	
1st: <input style="width: 100%;" type="text"/>	2nd: <input style="width: 100%;" type="text"/>
3rd: <input style="width: 100%;" type="text"/>	
<p><b>Minimum Days.</b> When a school holds minimum days, the after-school program is required to begin as soon as the school day ends, and execute programming until 6:00 pm. Minimum days have a significant impact on after-school staff and budget. Thus, during the program planning process, school leadership and the lead agency partner must discuss the anticipated number of minimum days for the program year, and discuss shared resources to fund minimum day programming. <b>There is an expectation already established for the 36 weekly minimum days, however, if the school is planning on more than these and 10 extra days for report card conferencing you should discuss how the staffing fees for these extra days will be funded in partnership with the school day.</b></p>	
Projected Number of Minimum Days for School Year 2022-2023: <input style="width: 100%;" type="text"/>	
Please note that the grants from CDE do not increase funding for minimum days. If the school adds additional minimum days beyond the projected number above, the school-site should help identify additional funds to support these additional hours of programs?	

**SECTION 3a: PROGRAM MODEL. Average Daily Attendance, Program Dates, Minimum Days & Enrollment**

Which of the following program models will your site operate as for 2022-2023? [\(If you choose Extended Day, please explain why using this link.\)](#)

Program Model:	Please only select <b>ONE</b> of the options below
	<input type="checkbox"/> Traditional After-school <input type="checkbox"/> Extended Program <input type="checkbox"/> Blended/Hybrid

<p><b>Traditional After-School:</b> Voluntary program, open to all students, with enrollment priorities targeting certain students.</p> <p><b>Extended Day Program:</b> After-school-program classes offered to an entire group of students from targeted grades and/or for all students of the school after the end of the regular bell schedule. (Note: extended day classes must not appear on the school bell schedule)</p> <p><b>Blended/Hybrid:</b> A combination of some extended day and some traditional after-school programming. (If you are conducting a blended/hybrid program, please use the section below to explain your program model type.)</p>	<p style="text-align: center;"><b>Which grade levels will be served by this program?</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 80%;">TK</td><td style="text-align: center;"><input type="checkbox"/></td></tr> <tr><td>K</td><td style="text-align: center;"><input type="checkbox"/></td></tr> <tr><td>1</td><td style="text-align: center;"><input type="checkbox"/></td></tr> <tr><td>2</td><td style="text-align: center;"><input type="checkbox"/></td></tr> <tr><td>3</td><td style="text-align: center;"><input type="checkbox"/></td></tr> <tr><td>4</td><td style="text-align: center;"><input type="checkbox"/></td></tr> <tr><td>5</td><td style="text-align: center;"><input type="checkbox"/></td></tr> <tr><td>6</td><td style="text-align: center;"><input type="checkbox"/></td></tr> <tr><td>7</td><td style="text-align: center;"><input type="checkbox"/></td></tr> <tr><td>8</td><td style="text-align: center;"><input type="checkbox"/></td></tr> <tr><td>9</td><td style="text-align: center;"><input type="checkbox"/></td></tr> <tr><td>10</td><td style="text-align: center;"><input type="checkbox"/></td></tr> <tr><td>11</td><td style="text-align: center;"><input type="checkbox"/></td></tr> <tr><td>12</td><td style="text-align: center;"><input type="checkbox"/></td></tr> </table>	TK	<input type="checkbox"/>	K	<input type="checkbox"/>	1	<input type="checkbox"/>	2	<input type="checkbox"/>	3	<input type="checkbox"/>	4	<input type="checkbox"/>	5	<input type="checkbox"/>	6	<input type="checkbox"/>	7	<input type="checkbox"/>	8	<input type="checkbox"/>	9	<input type="checkbox"/>	10	<input type="checkbox"/>	11	<input type="checkbox"/>	12	<input type="checkbox"/>
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12	<input type="checkbox"/>																												

**ENROLLMENT PROCESS & TIMELINE**

**Instructions:**

Please navigate to the folder for your school. Once inside the folder, click the pencil button in the top right corner. After the dropdown list appears, select 'Upload or Import'. Next, click on the drag or browse window and upload the Enrollment Timeline file. Please name your file in this format: SchoolName\_EnrollmentTimeline

**Please check the box below after completing the above instructions**

Enrollment Timeline has been uploaded to the Program Plan folder

*Important dates to include in your timeline*

**April - June:** Spring enrollment for 2022-2023 programs.  
 Families will be notified of 2022-2023 after-school enrollment before the **last day of school, May 27, 2022.**  
 After-school programs begin on the **first day of school** when enrollment is at a minimum 75% capacity.

**August - September:** new school year enrollment of families for remaining program slots.  
 The remaining program slots will be filled by **September 30, 2022**, except for slots reserved for transitional students (i.e., Homeless, foster youth; Newcomers) entering the program for the first time and/or mid-year  
 All programs must maintain **waitlists** for grades 7-12 after program slots are filled. There should be no waitlists for grades

TK-6 as funding is provided through ELO-P to eliminate waitlists for those grades. CDE and OUSD have established district-wide guidelines for Target Population and Enrollment in ASES and 21st Century After School Programs. With these guidelines, each school will create a site-specific After School Enrollment Policy that will be made public to the school community. Make sure to include a description of 1-3 enrollment priorities that will be made public and why.

**\*\*This may look different for High School and Continuation schools based on alternative schedules and intercession. Please include the items above that are applicable to your schedule and recruitment process. Describe how your school will identify and recruit students beginning of Spring 2022. Indicate how families will be notified of 2022-2023 enrollment before the last day of school.**

<b>SECTION 3b: GOLDEN TICKET</b>
<p><a href="#">Who can receive the Golden Ticket?</a></p> <p>Per federal statute, California Education Code and Oakland Unified School District policy, any students identified by the OUSD Transitional Student and Family Unit can receive a <i>Golden Ticket</i>. Transitional students are by definition:</p> <ul style="list-style-type: none"> <li>- Any OUSD student who is a homeless youth, as defined by the federal <b>*McKinney-Vento Homeless Assistance Act (42 U.S.C. Sec. 1143a)</b>, who is in foster care, or is designated as an unaccompanied minor.</li>   <li>- Any OUSD student who identifies as a newcomer, refugee or as an asylee. <b>*Subtitle VII-B of the McKinney-Vento Homeless Assistance Act (42 U.S.C. § 11431 et seq.)</b> <ul style="list-style-type: none"> <li>- Establishes the definition of homeless used by schools</li> <li>- Ensures that children and youth experiencing homelessness have immediate and equal access to public education</li> <li>- Provides for educational access, stability, and support to promote school success</li> <li>- Needed to address the unique barriers faced by many homeless students</li> </ul> </li> </ul>

<b>SECTION 4: PROGRAM COMPONENTS (The descriptions below should reflect site's specific needs)</b>	
<p>CDE requires that programs must provide a safe environment and include an <b>educational component</b> that provides tutoring and/or homework assistance; and an <b>educational enrichment</b> component, which may include, but not limited to STEAM, recreation, prevention and other Social Emotional Learning (SEL) activities (EC Section 8482.6); and provide opportunities for <b>physical activity</b>. (EC Section 8483.3[c][7]) <u>The description below should reflect site-specific needs.</u></p>	
<input type="checkbox"/> I am aware of and will implement the required educational component listed above.	
<p><b>Educational and Literacy Component</b> that includes tutoring/homework assistance in the core subject (language arts, math, history/social science etc) Make sure to include how you will integrate SIPPS (k-5) and/or Reading with Relevance (6-12).</p>	<p><b>Describe how the after-school program will provide the educational &amp; literacy component.</b></p>

**Respond Below:**

<p><b>Homework assistance in the core subjects (language arts, math, history /social science, etc.)</b></p>
<p>How are students building academic skills? How is social-emotional academic development being integrated? (Include specific strategies for creating a <a href="#">safe &amp; supporting environment through encouragement and active engaged learning.</a>)</p>

**Respond Below:**

Educational Enrichment Component that offers students engaging activities in a variety of areas (fine arts, career technical education, presentation, etc.)

How does the expanded learning program choose which educational enrichment activities are offered? (Include specific strategies designed to foster [skill-building](#), [youth voice and leadership](#) and [diversity, access and equity](#).)

**Respond Below:**

Physical Activity is other than recess that is structured and supervised with a warm-up, structured physical activities, and a cool down. (This should happen for all students in the program.)

Please check here if you want to partner with Oakland Athletic League to provide organized sports in the **elementary** program.

CDE expects **Elementary** programs to offer 30-60 minutes of developmentally appropriate, **daily physical activity** (to help meet CDE recommendation of 60 daily minutes of moderate to vigorous physical activity for youth) **This is not 'free play' or recess.** (We understand Middle and High will vary based on sports programs and scheduling. Please explain how the after-school program will address physical activity in your program, including type, frequency, and target population. All students should have the opportunity for physical activity).

- Plan and evaluate (review fitness test results, track minutes, etc.)
- Include a variety of activities throughout the year

Describe how the after-school program will provide [structured physical activity](#) for all participants. (Include specific strategies to promote [healthy choices and behaviors](#).)

**Respond Below:**

Family Engagement/Literacy Component that includes literacy activities and other educational services that engage adult family members of students.

Describe how the expanded learning program provides opportunities to promote literacy and/or other educational services to adult family members of students?

**Respond Below:**

1. Complete the program schedule form or upload your program schedule.

a. **Make sure your program schedule includes:**

- i. **Any before care offered for TK- 6th grade**
- ii. **Class/Activity title i.e. African Dance, not just enrichment**
- iii. **Day and time offered**

b. Complete this form to design the program component [attached template](#) to describe program components then link them into this document. Program component description link: linked to the [spreadsheet](#) create a drop-box option (a) CDE--academic, enrichment, physical activity "use the same title".

*\*In the fall, sites are required to resubmit updated program schedules. This schedule should be clearly aligned with the supports identified in section 4.*

#### Academic Alignment with School Day and [District Priorities](#)

Please provide a short narrative that identifies how the expanded learning program will support school goals aligned with district student learning goals in the appropriate grade level box below.

- Collaborate with the school site administrator and consult the School Site Plan to align with the school day.
- Consult the descriptions below for the District's priorities for elementary, middle, and high school.

#### [OUSD Student Learning Goals:](#)

- 1- All students build **relationships** to feel connected and engaged in learning
- 2- All students continuously grow towards meeting or exceeding standards in **English Language Arts**
- 3- All students continuously grow towards meeting or exceeding standards in **Math**
- 4- English Learner students continuously develop their language, reaching **English Fluency** in 6 years or less
- 5- All students grow a year or more in **Reading** each year
- 6- All Students graduate college-, career-, and community-ready

**How will the expanded learning program further these OUSD Learning Goals?** (Choose 2-3 to focus on for the 2022-23 School Year)

### **Respond Below:**

#### SECTION 5: CONTINUOUS QUALITY IMPROVEMENT (Alignment with CDE and OUSD)

To increase the effectiveness of a program, it is critical to engage in an ongoing continuous cycle of assessment, planning, and improvement. While the process should be carried out at the site level, documentation of this process should be submitted by the grantee.

This cycle of improvement revolves around twelve critical standards—the [Quality Standards for Expanded Learning in California](#)—which were developed in partnership between the California Department of Education's (CDE) After School Division and the California Afterschool Network (CAN) Quality Committee.

#### POINTS OF SERVICE Quality Standards & PROGRAMMATIC Quality Standards

Fill out this [Google Form](#) to identify where your program is with's quality standards. [Google Form](#)

#### Resources:

- [Definitions: CDE Quality Standards](#)
- [Unpacked: CDE Quality Standards & CQI Spectrum](#)
- [Scoring Key: CDE Quality Standards & CQI Process](#)

**PROGRAM SELF-ASSESSMENT TRUTH \* HOPE \* CHANGE \* CURIOSITY (TH3C)**

Indicate which stakeholders who participated in the Program Self-Assessment in 2021-2022

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> Internal evaluator     | <input type="checkbox"/> External evaluator  | <input type="checkbox"/> School administrator  |
| <input type="checkbox"/> District administrator | <input type="checkbox"/> Certificated staff  | <input type="checkbox"/> Classified staff      |
| <input type="checkbox"/> Program director       | <input type="checkbox"/> Site coordinator    | <input type="checkbox"/> Site-level/line staff |
| <input type="checkbox"/> Parents/guardians      | <input type="checkbox"/> Students            | <input type="checkbox"/> Community partners    |
| <input type="checkbox"/> Advisory group         | <input type="checkbox"/> Other stakeholders: |  |

**TRUTH**

What is currently happening in the program? Use data to identify the truth about 1-2 self-selected aspects of the program.

[Please use this template to help you identify your truth.](#)

**Respond Below:**

**HOPE**

Given what was shared in the **Truth** section, what is the vision for the program as identified by students, families, parents, staff, and site support team?

**Respond Below:**

**CHANGE**

What shifts are needed to realize the **Hope** identified above and what steps are needed to make those shifts happen? (ie: Program components, leadership, organizational management, or fiscal)

**Respond Below:**

**CURIOSITY**

What questions or inquiries need consideration when exploring the "shifts"? What supports or resources are needed to make the "shifts" happen?

**Respond Below:**

**CELEBRATE**

In terms of the current school year, what are some grows or glows (ie. small or big wins) that happened for the program?

**Respond Below:**

**Section 6: The Expanded Learning Opportunities Program (ELO-P)** provides funding for after-school and summer school enrichment programs for transitional kindergarten through sixth grade.

**\*\*\*High school programs do not need to complete this section.\*\*\***

"Expanded learning" means before school, after school, summer, or intersession learning programs that focus on developing the academic, social, emotional, and physical needs and interests of pupils through hands-on, engaging learning experiences. The Legislature intends that expanded learning programs are pupil-centered, results-driven, include community partners, and complement, but do not replicate, learning activities in the regular school day and school year.

**ELO-Program Elements:**

- Offer 9 Hours of Programming (School day hours count toward the 9 hours)
- Support TK-6th
- 175 school days & 30 days intersessions
- TK/K staff ratio 10:1
- Must offer the program to all students
- Parallel ASES Compliance Reporting
- Support [LCAP Goals](#)
- Support Unduplicated Students (UDS) - [CDE Definition](#) of UDS.
  - 2021-2022 School [Site UDS numbers](#)
- ELO-P funding **can not** be used to provide school day supports

**Expanded Learning Priorities**

- Offer Expanded Learning Programming to TK-K students
- Offer Expanded Learning Programming to **ALL** students (Prioritize targeted students - foster youth, unhoused, newcomer, etc)
- Integrated Academic and Enrichment based Summer Learning programming

**TK - Kinder Programming (10:1 student to Staff Ratio) - \$3,500/per student/per year**

Please Indicate below which partner will support TK-K After-School Care:

- Expanded Learning Provider
  OUSD School Staff
  Early Childhood Staff

**Program Information:**

# Students Served by ExLO Provider (Minimum of 10 students)	X	\$3,500	Total:	\$0.00
# Students Served by OUSD/ ECE staff	(OUSD staff paid based upon the current ET/OT contracted amount)			
# Additional Staff				
If a staff has been identified, please add their name(s):				
# Additional Facilities (classrooms)				

Expanded Learning Program Hours: \_\_\_\_\_ Start Time: \_\_\_\_\_  
 End Time: \_\_\_\_\_

List Activities Below:

Please briefly describe which LCAP Goal(s) this program will support: [LCAP Metrics.](#)

**Provide Expanded Learning Opportunities for ALL unduplicated students - (20:1 student to Staff Ratio) - \$10.18/per child/per day**

Please Indicate below which staff or partner will support increasing student enrollment:

- Expanded Learning Provider
  OUSD School Staff

**Program Information:**

# Students on the waitlist (not funded through ASES or 21st CCLC)	x (\$10.18) x (180/days)	Total:	\$0.00
---	--------------------------	--------	--------

List Activities Below:

<input type="checkbox"/> Before School Care <input type="checkbox"/> OAL Sports <input type="checkbox"/> RJ Program <input type="checkbox"/>	<input type="checkbox"/> Other:
---	---------------------------------

Please briefly describe which LCAP Goal(s) this program will support: [LCAP Metrics.](#)

Total ELO-P Funding	
\$0.00	TK-K Expanded Learning Programs
\$0.00	Access to Expanded Learning Programs for ALL
<b>\$0.00</b>	<b>Total Services</b>

Total Additional students (non ASES/21st)	
	Total TK-K
	Total Additional Students
0	Total Additional Students

**SECTION 7: Facilities**

(a) Plan with the school site administrator which rooms and outside spaces the expanded learning program will use Monday - Friday from the start of the program to 6. Make sure to include bathrooms and snack areas.

(b) Lead Agency Director, will go into [Facilitron website to complete facilities usage requests](http://Facilitron website to complete facilities usage requests) no later than May 15, 2022. Visit Facilitron website at: [www.facilitron.com/dashboard/login](http://www.facilitron.com/dashboard/login)

\*NOTE: If using the school kitchen during the program, there needs to be an **additional approved Facilitron request**. A Nutritional Services (NS) staff member must supervise the proper use of the kitchen equipment and clean up afterward. Program using the kitchen will need to pay for the NS staff member's time during the kitchen use, similar to custodian services. The staff's hourly rate will determine the rate of pay.

Indoors (specify room numbers and space names)			Outdoors		
Room Number & Name of Space	# of Students	Hours to be used	Room Number & Name of Space	# of Students	Hours to be used

In addition, choose up to 5 other dates the program will use space outside of normal program hours. This includes any Saturdays or intercession activities. Please specify which space will be needed (IE: showcases, events and family engagement). Be advised any additional dates/spaces used outside of these dates, the lead agency will be responsible for facilities cost.

Name of Event	Potential Date	Number of Students	Hours of Use/Room Numbers

**SECTION 8a: PROGRAM FEES**

Will this expanded learning program charge program fees for 2022-2023  Yes  No

If, "YES, program fees will be charged," please complete the following assurances. Both the Principal and Lead Agency boxes must be initialed.

Principal	Lead Agency	ASSURANCES
		Our program <b>will not turn away</b> any eligible students from program participation due to the inability to pay program fees. We understand that the California Education Code prohibits program fees from being a barrier to program participation
		Our program will <b>communicate</b> in writing and verbally to parents/guardians that an eligible child will not be turned away from program participation due to the inability to pay.  Per CDE, our programs will communicate in writing and publically to parents/guardians program fee expectations in language parents can understand. <b>This should be included in your enrollment applications, posted in your school (publicly accessible), parent handbooks and any marketing materials. Ensure that all documentation is accessible to families. This means they should be translated into the major languages used by the families in your school.</b>
		Our program will publicize the <b>program fee structure</b> in written program materials for school leaders, parents/guardians, and/or community members (i.e. communication letter, meetings agenda, etc.).
		Our program shall not charge a fee to a family for a child if the program once notified that the child is a <b>homeless youth</b> , as defined by the federal McKinney-Vento Homeless Assistance Act (42 U.S.C. Section 1143.a), <b>or for a child who the program knows is in foster care</b> . Fees can not be charged to any unduplicated student.
		Our program will provide <b>receipts</b> to parents/guardians for each payment made.
		The lead agency will <b>manage funds</b> raised by program fees according to standard accounting practices and will provide quarterly Income Statements to the Principal and OUSD Expanded Learning Office detailing the amount collected from program fees and expenditures. This will be turned in quarterly.
		<b>The Use of Fees:</b> Any fees collected by programs shall be used for program activities, services for students, and program administrative costs. CDE guidance calls for all programs to "keep accurate records of fees collected, and fees should be tracked separately from the grant funds received." Keep documents in the event of an annual financial audit and/or Federal Program Monitoring (FPM). Families who receive free and reduced lunch should be prioritized for no cost program admission.

**SECTION 8b: PROGRAM FEES (Continued)**

Describe how the school/program plans to collect program fees and who will be exempt from paying fees or receiving a reduced fee?

Describe how all fees collected will be used for expanded learning programming.

Describe how fees will be communicated to school leaders/school community.

**Instructions:**

Please navigate to the folder for the school. Once inside the folder, click the pencil button in the top right corner. After the dropdown list appears, select 'Upload or Import'. Next, click on the drag or browse window and upload your Enrollment Timeline file. Please name your file in this format: SchoolName\_DocumentName

Please check the box below after completing the above instructions

**A copy of written evidence of the program fee materials/process (i.e. parent letters, parent handbook, etc. meeting with agenda/minutes) has been uploaded into the Program Plans folder**

# OUSD EXPANDED LEARNING PROGRAMS

## Partner Assurances & Agreements 2022–2023

<u>School Site</u>	
<u>Lead Agency</u>	<u>Date</u>
<u>Name of Expanded Learning Program</u>	<u>Expanded Learning Site Coordinator Name (if known at this time)</u>

Expanded Learning Safety and Emergency Planning

1. The 2022-2023 Comprehensive School Site Safety Plan includes the **Expanded Learning Emergency Plan**. The Site Administrator and the Expanded Learning Program (ExLO) Site Coordinator will update the Expanded Learning Emergency Plan annually by discussing and aligning plans and procedures for after school and school day safety, including emergency preparedness and crisis response.

Indicate all actions that will occur to ensure after school program safety and alignment with school day procedures for emergency preparedness and emergency response:

<input type="checkbox"/>	The Site Administrator and ExLO Site Coordinator will meet at beginning of the school year to update the Expanded Learning Emergency Plan collaboratively.
<input type="checkbox"/>	Site will share the Comprehensive School Site Safety Plan with an expanded learning partner.
<input type="checkbox"/>	School day and expanded learning programs will coordinate emergency drill schedules & procedures (ie. earthquake, fire, and lockdown drills).
<input type="checkbox"/>	Expanded learning staff will participate in site-level faculty safety trainings.
<input type="checkbox"/>	School will provide expanded learning staff with access to disaster supplies and other resources in case there is an emergency after school.
<input type="checkbox"/>	Site Administrator and ExLO Site Coordinator will meet regularly to review expanded learning incidences and update safety plans as needed.
<input type="checkbox"/>	The completed Expanded Learning Emergency Plan will be submitted to the Expanded Learning Programs Office by 10/1/22.
<input type="checkbox"/>	Other:

2. List the training and resources the school will provide after school staff on safety procedures, including lockdown procedures and communication protocols for crisis response.

3. Principal and Site Coordinator have reviewed the OUSD Expanded Learning Emergency/Crisis 1st Level Response Notification Protocol and understand expectations regarding communication and incident reporting when an issue involving after school safety

Yes   
No

**Facility Keys**

It is critical that the Expanded Learning Coordinator has access to facility keys in order to ensure safety after school should a lockdown or lockout be needed. Will the expanded learning Program **have access to facility keys** for all areas where expanded learning programming occurs?

Yes  No

If no, indicate how the school campus will be secured if a crisis should occur during after school hours and if lockdown is necessary:

**Culture Keeper Staffing**

**Check One:**

- Site will utilize expanded learning and/or school day funds to pay Extra-time/Over-time (ET/OT) for an ExLO Culture Keeper.
- Site does not need a Culture Keeper,
- Site does not have the resources to fund an ExLO Culture Keeper.

## 2022-23 AFTER SCHOOL BUDGET PLANNING SPREADSHEET

Site Name:	ASES		21CCCLC Core		21CCCLC Equitable Access		ELOP		OFCY Match Funds	Program Fees (if applicable)	Other School Site Funds	Other Lead Agency Funds	
Site #:	Resource 6010, Program 1553		Resource 4214, Program		Resource 4124, Program		Resource 2600, Program 1553						
Average # of students to be served daily (ADA):	0	%	OUSD	Lead Agency	%	OUSD	Lead Agency	%	OUSD	Lead Agency	%	OUSD	Lead Agency
<b>TOTAL GRANT AWARD</b>			<b>0.00</b>		<b>0.00</b>		<b>0.00</b>		<b>0.00</b>		<b>0.00</b>	<b>0.00</b>	
<b>CENTRAL COSTS: INDIRECT, ADMIN, EVAL, PD, CUSTODIAL,</b>													
	OUSD Indirect (5.00%)		0.00		0.00		0.00		0.00				
	OUSD ASPO admin, evaluation, and training/technical assistance costs		0.00		0.00		0.00		0.00				
	Custodial Staffing and Supplies at 3.5%		0.00		0.00		0.00		0.00				
<b>TOTAL SITE ALLOCATION</b>			<b>0.00</b>		<b>0.00</b>		<b>0.00</b>		<b>0.00</b>				
<b>CERTIFICATED PERSONNEL</b>													
1120	Quality Support Coach/Academic Liaison		0.00		0.00		0.00		0.00		0.00		
1120	Certificated Teacher Extended Contracts- math or ELA academic intervention (required for MS)		0.00		0.00		0.00		0.00		0.00		
1120	Certificated Teacher Extended Contracts- ELL supports												
1120	Certificated Teacher Extended Contracts- math or ELA academic										0.00		
	<b>Total certificated</b>		<b>0.00</b>		<b>0.00</b>		<b>0.00</b>		<b>0.00</b>	0.00	0.00	0.00	
<b>CLASSIFIED PERSONNEL</b>													
2205	Site Coordinator (list here, if district employee)		0.00	0.00							0.00	0.00	
2220	SSO (optional)		0.00		0.00		0.00				0.00		
			0.00										
			0.00										
	<b>Total classified</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>BENEFITS</b>													
3000's	Employee Benefits for Certificated Teachers on Extended Contract (benefits at 24.5%)		0.00		0.00		0.00		0.00				
3000's	Employee Benefits for Classified Staff on Extra Time/Overtime (benefits at 28%)		0.00		0.00		0.00		0.00				





Exhibit C (1)



**PROCEDURE FOR INVOICING & ATTENDANCE**  
**Oakland Unified School District**  
**Comprehensive After School Programs**

---

The following procedures are required in submitting invoices that utilize ELO-P, 21<sup>st</sup> Century and/or ASES funding:

- ◆ All ELO-P, 21<sup>st</sup> Century and/or ASES attendances and invoices must be submitted via the OUSD/Expanded Learning Salesforce Community.
- ◆ All invoices must be generated on your organization's letterhead. This applies to both agency and individual contractors.
- ◆ All attendance must be entered into Aeries Student Information System and all copies of sign-in/sign-out sheets must be uploaded into the site's deliverable Google folder.
- ◆ To maintain invoicing consistency so that all necessary information is included, please use the attached invoicing format. Simply cut and paste the format onto your organization's letterhead. Please utilize the sample invoice as a guide. All of the information in the top section of the invoice template **MUST** be completed in order to process for payment. Also, in the body of the template, a detailed breakdown of charges must be provided, including a number of hours worked and the hourly rate. **Failure to fully complete an invoice according to these specifications may result in a delay of payment.**
- ◆ All invoices should cover only one calendar month, i.e. the 1<sup>st</sup> through the 30<sup>th</sup> or 31<sup>st</sup>.
- ◆ Contractor, Agency, Site Coordinator, and Principal signatures must be secured prior to submission of invoices to the After School Programs Office. All of these signatures must be originals.
- ◆ Invoices and attendance for the month are due in the After School Programs Office no later than 5:00 p.m. on the 10<sup>th</sup> of the following month.
- ◆ **Invoices should be accompanied by one Invoicing and Staff Qualifications form per school site.**

If there are any questions regarding the invoicing process, please contact our office at (510) 879-2888.



Exhibit C (2)

## PROCEDURES for PAID INSERVICE/EXTENDED CONTRACTS and TIME SHEETS OUSD CERTIFICATED TEACHERS

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The following procedures are required in submitting fiscal forms for Paid In-service/Extended Time for OUSD employees utilizing the 21<sup>st</sup> Century and/or ASES funding:

### Paying OUSD Certificated Employees (Teachers)

- ◆ Extended Contract teachers should submit a “Request for Extended Contract” form to After School Programs Office IN ADVANCE to approve all projected work to be completed, using appropriate Budget Org Key (Object Code usually -1120 or -1122)
- ◆ Have Employee sign Extended Contract & ALL Time Sheets
- ◆ Have Principal approve and sign Extended Contract & ALL Time Sheets
- ◆ Please be sure to submit ORIGINALS of all documents
- ◆ Please use only ONE SIDED Time Sheets
- ◆ Deliver to OUSD After School Programs Office — All ELO-P, 21<sup>st</sup> Century and/or ASES Extended Contracts and Time Sheets must be submitted to the OUSD After School Programs Office in order to be processed and paid. We are located at 1000 Broadway, Suite 150.
- ◆ **Union Contract rate for teachers on extended contracts is \$38.50/hr.**
- ◆ Once the Extended Contract has been submitted and approved, only timesheets are required to be submitted for subsequent payments.
- ◆ Timesheets should be submitted to the After School Programs Office no later than the last working day of any month for payment at the end of the following month.

If there are any questions regarding these documents or procedures, please contact our office at (510) 879-2888.

Exhibit C (3)



**PROCEDURES for EXTENDED TIME and/or OVERTIME FORMS (ET/OT)  
for OUSD CLASSIFIED EMPLOYEES**

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**The following procedures are required in submitting fiscal forms for Extended Time and/or Overtime (ET/OT) for OUSD classified employees utilizing ELO-P, 21<sup>st</sup> Century and/or ASES funding:**

**Paying OUSD Classified Employees (SSOs, Custodians, Instructional Aides, etc.)**

- ◆ Complete Informed K-12 OUSD ET/OT Form
- ◆ All Custodial ET/OT forms must be submitted to Custodial Services at 900 High Street.
- ◆ All Culture Keeper ET/OT forms must be submitted electronically to Culture Keeper Coordinator
- ◆ Any other ET/OT forms for 21<sup>st</sup> Century and ASES classified staff must be routed to school Principal, who should then route to After School Program Office. ET/OT forms must be delivered to the After School Programs Office no later than each classified payday for payment on the following payday.
- ◆ *Rate varies depending on employee's hourly rate*

If there are any questions regarding these documents and procedures, please contact our office at (510) 879-2888.

Exhibit D

Certificates of Insurance and Additional Insured Endorsement

**INSERT HERE**





**ADDITIONAL REMARKS SCHEDULE**

<b>AGENCY</b> Arthur J. Gallagher & Co.		<b>NAMED INSURED</b> Safe Passages 250 Frank Ogawa Plaza #6306 Oakland, CA 94612	
<b>POLICY NUMBER</b>		<b>EFFECTIVE DATE:</b>	
<b>CARRIER</b>	<b>NAIC CODE</b>		

**ADDITIONAL REMARKS**

**THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,**  
**FORM NUMBER:** 25 **FORM TITLE:** CERTIFICATE OF LIABILITY INSURANCE

The Oakland Unified School District, it's officers, employees, volunteers, and/or agents are named as additional insureds with respect to the operations of the named insured per the attached CG 2026 endorsement. Such insurance is primary.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

## ADDITIONAL INSURED – DESIGNATED PERSON OR ORGANIZATION

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

### SCHEDULE

**Name Of Additional Insured Person(s) Or Organization(s):**

Any person or organization that you are required to add as an additional insured on this policy, under a written contract or agreement currently in effect, or becoming effective during the term of this policy. The additional insured status will not be afforded with respect to liability arising out of or related to your activities as a real estate manager for that person or organization.

Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

- A. Section II – Who Is An Insured** is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by your acts or omissions or the acts or omissions of those acting on your behalf:
1. In the performance of your ongoing operations; or
  2. In connection with your premises owned by or rented to you.

However:

1. The insurance afforded to such additional insured only applies to the extent permitted by law; and
2. If coverage provided to the additional insured is required by a contract or agreement, the insurance afforded to such additional insured will not be broader than that which you are required by the contract or agreement to provide for such additional insured.

- B. With respect to the insurance afforded to these additional insureds, the following is added to Section III – Limits Of Insurance:**

If coverage provided to the additional insured is required by a contract or agreement, the most we will pay on behalf of the additional insured is the amount of insurance:

1. Required by the contract or agreement; or
2. Available under the applicable Limits of Insurance shown in the Declarations; whichever is less.

This endorsement shall not increase the applicable Limits of Insurance shown in the Declarations.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

**ADDITIONAL INSURED  
PRIMARY AND NON-CONTRIBUTORY  
ENDORSEMENT FOR PUBLIC ENTITIES**

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

---

**SCHEDULE**

**Name of Person or Organization:**

**A. Section II – WHO IS AN INSURED** is amended to include:

4. Any public entity as an additional insured, and the officers, officials, employees, agents and/or volunteers of that public entity, as applicable, who may be named in the Schedule above, when you have agreed in a written contract or written agreement presently in effect or becoming effective during the term of this policy, that such public entity and/or its officers, officials, employees, agents and/or volunteers be added as an additional insured(s) on your policy, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by:

- a. Your negligent acts or omissions; or
- b. The negligent acts or omissions of those acting on your behalf;

in the performance of your ongoing operations.

No such public entity or individual is an additional insured for liability arising out of the sole negligence by that public entity or its designated individuals. The additional insured status will not be afforded with respect to liability arising out of or related to your activities as a real estate manager for that person or organization.

**B. Section III – LIMITS OF INSURANCE** is amended to include:

8. The limits of insurance applicable to the public entity and applicable individuals identified as an additional insured(s) pursuant to Provision A. 4. above, are those specified in the written contract between you and that public entity, or the limits available under this policy, whichever are less. These limits are part of and not in addition to the limits of insurance under this policy.

**C. With respect to the insurance provided to the additional insured(s), Condition 4. Other Insurance of SECTION IV – COMMERCIAL GENERAL LIABILITY CONDITIONS** is replaced by the following:

**4. Other Insurance**

**a. Primary Insurance**

This insurance is primary if you have agreed in a written contract or written agreement:

- (1) That this insurance be primary. If other insurance is also primary, we will share with all that other insurance as described in c. below; or

- (2) The coverage afforded by this insurance is primary and non-contributory with the additional insured(s)' own insurance.

Paragraphs (1) and (2) do not apply to other insurance to which the additional insured(s) has been added as an additional insured or to other insurance described in paragraph **b.** below.

**b. Excess Insurance**

This insurance is excess over:

1. Any of the other insurance, whether primary, excess, contingent or on any other basis:
  - (a) That is Fire, Extended Coverage, Builder's Risk, Installation Risk or similar coverage for "your work";
  - (b) That is fire, lightning, or explosion insurance for premises rented to you or temporarily occupied by you with permission of the owner;
  - (c) That is insurance purchased by you to cover your liability as a tenant for "property damage" to premises temporarily occupied by you with permission of the owner; or
  - (d) If the loss arises out of the maintenance or use of aircraft, "autos" or watercraft to the extent not subject to Exclusion **g.** of **SECTION I – COVERAGE A – BODILY INJURY AND PROPERTY DAMAGE.**
  - (e) Any other insurance available to an additional insured(s) under this Endorsement covering liability for damages which are subject to this endorsement and for which the additional insured(s) has been added as an additional insured by that other insurance.
- (1) When this insurance is excess, we will have no duty under Coverages **A** or **B** to defend the additional insured(s) against any "suit" if any other insurer has a duty to defend the additional insured(s) against that "suit". If no other insurer defends, we will undertake to do so, but we will be entitled to the additional insured(s)' rights against all those other insurers.
- (2) When this insurance is excess over other insurance, we will pay only our share of the amount of the loss, if any, that exceeds the sum of:
  - (a) The total amount that all such other insurance would pay for the loss in the absence of this insurance; and
  - (b) The total of all deductible and self-insured amounts under all that other insurance.
- (3) We will share the remaining loss, if any, with any other insurance that is not described in this **Excess Insurance** provision and was not bought specifically to apply in excess of the Limits of Insurance shown in the Declarations of this Coverage Part.

**c. Methods of Sharing**

If all of the other insurance available to the additional insured(s) permits contribution by equal shares, we will follow this method also. Under this approach each insurer contributes equal amounts until it has paid its applicable limit of insurance or none of the loss remains, whichever comes first.

If any other the other insurance available to the additional insured(s) does not permit contribution by equal shares, we will contribute by limits. Under this method, each insurer's share is based on the ratio of its applicable limit of insurance to the total applicable limits of insurance of all insurers.



ENDORSEMENT AGREEMENT  
WAIVER OF SUBROGATION  
BLANKET BASIS

**BROKER COPY**

9118156-21  
RENEWAL  
NE  
5-07-02-74  
PAGE 1 OF 1

HOME OFFICE  
SAN FRANCISCO

EFFECTIVE JUNE 1, 2021 AT 12.01 A.M.  
AND EXPIRING JUNE 1, 2022 AT 12.01 A.M.

ALL EFFECTIVE DATES ARE  
AT 12:01 AM PACIFIC  
STANDARD TIME OR THE  
TIME INDICATED AT  
PACIFIC STANDARD TIME

SAFE PASSAGES  
250 FRANK H OGAWA PLZ STE 6306  
OAKLAND, CA 94612

WE HAVE THE RIGHT TO RECOVER OUR PAYMENTS FROM ANYONE  
LIABLE FOR AN INJURY COVERED BY THIS POLICY. WE WILL  
NOT ENFORCE OUR RIGHT AGAINST THE PERSON OR  
ORGANIZATION NAMED IN THE SCHEDULE.

THIS AGREEMENT APPLIES ONLY TO THE EXTENT THAT YOU  
PERFORM WORK UNDER A WRITTEN CONTRACT THAT REQUIRES YOU  
TO OBTAIN THIS AGREEMENT FROM US.

THE ADDITIONAL PREMIUM FOR THIS ENDORSEMENT SHALL BE  
2.00% OF THE TOTAL POLICY PREMIUM.

SCHEDULE

<u>PERSON OR ORGANIZATION</u>	<u>JOB DESCRIPTION</u>
ANY PERSON OR ORGANIZATION FOR WHOM THE NAMED INSURED HAS AGREED BY WRITTEN CONTRACT TO FURNISH THIS WAIVER	BLANKET WAIVER OF SUBROGATION

NOTHING IN THIS ENDORSEMENT CONTAINED SHALL BE HELD TO VARY, ALTER, WAIVE  
OR EXTEND ANY OF THE TERMS, CONDITIONS, AGREEMENTS, OR LIMITATIONS OF THIS  
POLICY OTHER THAN AS STATED. NOTHING ELSEWHERE IN THIS POLICY SHALL BE  
HELD TO VARY, ALTER, WAIVE OR LIMIT THE TERMS, CONDITIONS, AGREEMENTS OR  
LIMITATIONS OF THIS ENDORSEMENT.

COUNTERSIGNED AND ISSUED AT SAN FRANCISCO: JUNE 4, 2021

2572

*Kent R. V. Kauf*  
AUTHORIZED REPRESENTATIVE

*Vernon Steiner*  
PRESIDENT AND CEO

Exhibit E

Statement of Qualifications

**INSERT HERE**



## Safe Passages - Agency History and Qualifications

*Safe Passages disrupts the cycle of poverty by engaging youth and families to build and drive a continuum of services that supports student success and community development.*

### **Who We Are:**

Safe Passages is a minority women led nonprofit that advocates for, researches, evaluates, develops and incubates culturally appropriate, cross-agency strategies designed to improve the lives of vulnerable populations, including youth at risk of dropping out of school, at risk or involved in gangs or the Juvenile Justice system, and likely to be involved in other risky behaviors. For more than 20 years, SP has worked with public and private partners to strengthen the safety net for poor people within and across systems by maximizing and leveraging resources to implement proven strategies.

### **Where We Work:**

We work with disadvantaged communities in Alameda County where up to 80% of children live in poverty, in neighborhoods with the highest levels of health disparities including the highest rates of hospitalization for asthma, teen birth rates, and hospitalization for assaults among youth; where students score far below proficiency and have high rates of school suspension, drop-outs and truancy. 98% of the populations served are students and families of color.

### **What We Do:**

Programs and services are woven together to serve the entire age continuum of children and youth, from birth to college/career, including economic development strategies to fuel economic self-sufficiency for youth and families.

**Early Childhood Initiative** – Promotes collaboration between multiple public systems and non-profit providers to create a citywide safety net for children (0-5), who are exposed to violence. Services include Baby Learning Playgroups and workshops, case management, mental health services and mental health consultations at pre-school sites.

**School Linked Services** – Aims to integrate education and social services at school sites to support school communities as catalysts for student success and social change within the larger neighborhood context. Through multiple funding streams, Safe Passages has led the effective development and sustainability of full service community schools (FSCS) across the Oakland flatlands. Initially, this work began as the Safe Passages Middle School Strategy, a multi-pronged approach to creating positive school climates and providing students and their families the support needed to be successful in school and life. Over time school linked strategy expanded to schools K-12. From the beginning, afterschool programming was a major prong of the strategy. The initial seven highest need middle schools were selected as partners in 2000 to implement the strategy: Havenscourt (CCPA) and Calvin Simmons (UFSA) were part of the first cohort of implementation schools and 20 years later continue in sustained partnership to work towards improved outcomes for students and families.

The partnership survived many changes in personnel, leadership, and the economy. Over the years, Safe Passages facilitated the development of the Coordination of Services Team (COST) system, case management and mental health services for students and parents, school-based health centers at some target schools and afterschool programs. Several models developed by Safe Passages, like COST, were adopted by OUSD and replicated Family Resource Centers across the school district. Safe Passages partnership schools, including those schools where Safe Passages serves as the lead afterschool agency are leading schools in OUSD's FSCS Initiative.

**Juvenile Justice Initiative** – Brings courts, school districts, police departments, probation officers, and service providers together to reduce disproportionate minority contact with law enforcement, and lower recidivism among juvenile offenders.

**Career Development** – Work closely with government, universities, and private entities to develop new job opportunities for youth during and after school hours, in the summertime, and post-graduation. Students are provided opportunities to learn about diverse career tracks including careers in the arts, teaching, legal services, social work, and in the mental health profession.

### **Successes:**

- 91% of students in the academic support programs experienced academic success.
- Implemented the Elev8 Oakland Initiative, a \$40 Million full service community school model at five high need middle schools in Oakland.
- Elev8 school-based health centers reach 3,000 students plus their families annually.
- Quality after school programs serve over 1,000 students annually.
- 277 Safe Passages AmeriCorps members have served over 1470 high need students through intensive academic supports.
- Placed hundreds of young people in career pathways jobs through Mayor's Summer Jobs Program, AmeriCorps Programs and Safe Passages Career Pathways since 2011.



1710 Clay Street  
Oakland, CA 94607  
www.safepassages.org

**Board of Directors**

**Colin Lacon, (Board Chair)**  
Director of Public Affairs Kaiser  
Permanente; Professional  
Faculty, Haas School of Business,  
UC Berkeley

**Sherry Young, (Board  
Treasurer)**

**Namita S. Brown**  
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Fulfrost LLP

**Lewis Cohen, (Finance  
Committee)**  
Communications Consultant,  
National Center for Youth Law;  
Former Deputy Mayor, Oakland

**Melissa Hoover,**  
Executive Director  
Democracy at Work Institute

**Dr. Tomás Magaña**  
Assistant Professor, Samuel  
Merritt University; Attending  
Physician La Clinica de La Raza,  
Inc.; Assistant Clinical  
Professor, Department of  
Pediatrics, UCSF

**Josefina Alvarado Mena, Esq.,**  
CEO Safe Passages

**John O'Toole, (Retired  
Attorney)** Retired Director  
National Center for Youth Law

**Dan Siegel, Attorney**  
Siegel, Yee & Brunner  
Former OUSD Board of Trustee

March 18, 2022

To Whom It May Concern:

This letter serves to certify that all Safe Passages employees, volunteers, and agents working in OUSD after school and summer programs will have fingerprint clearance through the California Department of Justice and the FBI. In addition, all employees, volunteers, and agents will have TB clearance before they begin work on OUSD school sites.

ATI Numbers will appear on all Invoicing and Staff Qualifications Form submitted to OUSD. Proof of fingerprint clearance and TB test passage of persons working at OUSD will be available to OUSD upon request.

In addition, this letter certifies that Safe Passages employees working in OUSD after school and summer programs will be trained in mandated reporting as required by OUSD.

Respectfully,

Josefina Alvarado Mena  
CEO  
Safe Passages

## EXHIBIT F

### Agreement to Allow Distinct & Separate Employment by OUSD and AGENCY

As set forth in Paragraph 13.3 of the Memorandum of Understanding between AGENCY and Oakland Unified School District (“OUSD”), this Agreement (“Agreement”) allows for the employment of the EMPLOYEE, \_\_\_\_\_, for distinct and separate employment roles with OUSD and with AGENCY. These two employment positions do not overlap in duties, hours, or control by the respective employers, OUSD or AGENCY. As used in this Agreement, “Parties” means Employee, OUSD, and AGENCY.

1. Employment Position. OUSD shall provide Employee with a written document describing the position that Employee shall perform for OUSD. AGENCY shall provide Employee with a written document describing the position that Employee shall perform for AGENCY. None of the duties performed for either employer shall interfere or conflict with their responsibilities for the other employer.
2. Hours of Work. OUSD shall inform Employee of the hours of work for the OUSD employment position. AGENCY shall inform Employee of the hours of work for the AGENCY position. None of the work hours shall be overlapping. Employee shall not work any hours beyond the regular working hours for either OUSD or AGENCY unless express written approval is given by the Employer for whom the extra hours are being worked.
3. Control & Supervision – OUSD Employment. During the employment position and working hours performed for OUSD, EMPLOYEE will devote their full services to OUSD and shall not engage in any work that conflicts with or compromises EMPLOYEE’s best efforts to OUSD. EMPLOYEE shall be supervised by designated OUSD personnel and OUSD will provide the information, tools, and equipment necessary for such employment. OUSD shall control all aspects of the employment relationship for the work performed for OUSD. EMPLOYEE shall not use the information, tools, or equipment of OUSD in performing the work for AGENCY, without OUSD’s express permission. All work product of the EMPLOYEE shall belong to the employer for whom the services were being provided at the time the work was created. AGENCY shall not have any control or supervision over EMPLOYEE during the EMPLOYEE’s OUSD work hours.
4. Control & Supervision – AGENCY Employment. During the employment position and working hours performed for AGENCY, EMPLOYEE will devote their full services to AGENCY and shall not engage in any work that conflicts with or compromises EMPLOYEE’s best efforts to AGENCY. EMPLOYEE shall be supervised by designated AGENCY personnel and AGENCY will provide the information, tools, and equipment necessary for such employment. AGENCY shall control all aspects of the employment relationship for the work performed for AGENCY. EMPLOYEE shall not use the information, tools, or equipment of AGENCY in performing the work for OUSD, without AGENCY’s express permission. All work product of the EMPLOYEE shall belong to the employer for whom the services were being provided at the time the work was created. OUSD shall not have any control or supervision over EMPLOYEE during the EMPLOYEE’s AGENCY work hours.
5. Workers Compensation Liability Insurance. As required by California and federal law, each employer shall maintain workers compensation liability insurance for Employee’s behalf for the employment position for which EMPLOYEE is employed by each of them.
6. Wages. OUSD is separately and independently liable for all wages and benefits earned by EMPLOYEE for performance of the OUSD employment position. OUSD shall have no liability for any portion of wages and benefits earned by EMPLOYEE for performance of the AGENCY employment position, and AGENCY agrees to indemnify, defend, and hold harmless OUSD from any such claim. Similarly, AGENCY is separately and independently liable for all wages and benefits earned by EMPLOYEE for performance of the AGENCY employment position. AGENCY shall have no liability for any portion of wages and benefits earned by EMPLOYEE for performance of the OUSD employment position, and OUSD agrees to indemnify, defend, and hold harmless OUSD from any such claim.

7. No Joint Employer Relationship. The Parties acknowledge and agree that it is not their intent to create any joint employer relationship and, instead, each employment relationship is separate and distinct as set forth in this Agreement. Notwithstanding, EMPLOYEE understands and agrees personnel information may be exchanged between OUSD and AGENCY.
8. Termination. Subject to any applicable employment laws, any Party may terminate this Agreement or any employment relationship created under this Agreement with two weeks written notice to the other Parties.
9. Litigation. This Agreement shall be performed in Oakland, California and is governed by the Laws of the State of California. The Alameda County Superior Court shall have jurisdiction over any state court litigation initiated to enforce or interpret this Agreement.
10. Integration/Entire Agreement of Parties: This Agreement and the Memorandum of Understanding between AGENCY and OUSD from which this Agreement stems, constitute the entire agreement between the Parties and supersedes all prior discussions, negotiations, and agreements, whether oral or written. This Agreement may be amended or modified only by a written instrument executed by all Parties.
11. Counterparts. This Agreement and all amendments and supplements to it may be executed in counterparts, and all counterparts together shall be construed as one document.
12. Signature Authority. Each party has the full power and authority to enter into and perform this Agreement, and the person signing this Agreement on behalf of each Party has been given the proper authority and empowered to enter into this Agreement.
13. Employment Contingent on Governing Board Approval: OUSD shall not be bound by the terms of this Agreement or employment of EMPLOYEE until it has been formally approved by OUSD's Governing Board, and no payment shall be owed or made to EMPLOYEE absent formal approval. This Agreement shall be deemed to be approved when it has been signed all Parties and employment of EMPLOYEE has been approved by the Governing Board.

OAKLAND UNIFIED SCHOOL DISTRICT

- 
- President, Board of Education
  - Superintendent or Designee

---

Secretary, Board of Education

AGENCY

---

EMPLOYEE

---



# OAKLAND UNIFIED SCHOOL DISTRICT

*Community Schools, Thriving Students*

**Request for Proposal (RFP) 21-104ASP**

**EXPANDED LEARNING  
FOR AFTER SCHOOL PROGRAMS**

\* Submit proposals and all questions/inquiries to:

**OAKLAND UNIFIED SCHOOL DISTRICT**

**Attention: Martha Pena**

**1000 Broadway, Suite 150**

**OAKLAND, CA 94607**

**\*\* Organizations will need to Pre-Register with the OUSD Expanded Learning Office to receive access to an assigned Google Folder for submission. \*\***

**email: [martha.pena@ousd.org](mailto:martha.pena@ousd.org)**

**phone: (510) 879-2457**

**Proposals Due:**

**6/30/2021 at 2:00 PM**

THE TERMS AND CONDITIONS OF THIS CONTRACT ARE GOVERNED BY  
THE CALIFORNIA EDUCATION AND PUBLIC CONTRACT CODES.



OAKLAND UNIFIED  
SCHOOL DISTRICT

*Community Schools, Thriving Students*

# Expanded Learning Lead Agency Request for Qualifications

EXPANDED LEARNING OFFICE

[WWW.OUSD.ORG](http://WWW.OUSD.ORG)

## **OUSD RFQ Application Submission Instructions and Deadline**

**All applications must be completed, submitted electronically, and received by June 30, 2021 by 5:00 pm (PST)\*:**

1. Organizations will need to [Pre-Register with the OUSD Expanded Learning Office](#) to receive access to an assigned Google Folder.
2. The complete RFQ application, the signature pages and required supporting documentation in Appendix III must be uploaded into their assigned Google Folder.\*\*
3. All uploaded files must be converted to a PDF format and made accessible to OUSD. Any files missing could result in a disqualification from the current RFQ process.

*\* Applications submitted after 5:00 pm (PST) on June 30, 2021 will not be considered.*

*\*\* Applications submitted by facsimile, telephone or electronic mail will not be accepted.*


**Request for Qualifications RFQ - 2021**
**A. Table of Contents**

<b>A. Table of Contents</b>	<b>3</b>
<b>B. Schedule</b>	<b>5</b>
<b>C. Required Supporting Documentation</b>	<b>6</b>
<b>D. Introduction and Overview</b>	<b>8</b>
Term of the List of Qualified Agencies	8
Overview of OUSD Expanded Learning Programs	9
<b>E. Funding</b>	<b>10</b>
Other considerations for the allocations of funds	11
<b>F. OUSD Expanded Learning / Program Operation</b>	<b>12</b>
<b>G. Base-line Expanded Learning Program Requirements</b>	<b>13</b>
<b>H. Staffing</b>	<b>14</b>
<b>I. Enrollment, Attendance and Evaluation Documentation</b>	<b>14</b>
<b>J. Contract and Payments</b>	<b>15</b>
<b>K. Guidelines for Charging Fees</b>	<b>16</b>
<b>L. RFQ Process</b>	<b>16</b>
<b>M. Minimum Qualifications</b>	<b>18</b>
<b>N. Application Submission Contents</b>	<b>19</b>
<b>O. Application Submission Details</b>	<b>20</b>
FORMAT	20
<b>P. Evaluation and Selection</b>	<b>21</b>
Evaluation Rubric	21
<b>Q. Terms &amp; Conditions for Receipt of Applications</b>	<b>22</b>
Errors and Omissions by Applicant	22
Change Notices	22
Failure to Object to Errors and Omissions in Application	23
Financial Responsibility	23
Proposer's Obligations Under the Conflict of Interest Laws and Board Policies	23
Reservations of Rights by the District	23
No Waiver	24
<b>R. Standard Contract Provisions</b>	<b>24</b>
<b>APPENDIX I: RFQ Application</b>	<b>25</b>
2021 OUSD Request for Qualifications Application (Template)	25



<b>APPENDIX II: Application Questions</b>	<b>27</b>
ORGANIZATIONAL CAPACITY (2-3 pages double space)	27
FISCAL MANAGEMENT AND RESOURCE DEVELOPMENT (2 pages)	27
AGENCY INFRASTRUCTURE (2 Pages)	28
YOUTH DEVELOPMENT EXPERTISE, PROGRAM QUALITY ASSESSMENT PROCESS, AND SCHOOL DISTRICT ALIGNMENT (3 Pages)	29
<b>APPENDIX III. Instructions for RFQ Application Submission:</b>	<b>30</b>
Required Supporting Documentation Instructions:	30
<b>APPENDIX IV: OUSD Expanded Learning Lead Agency MOU Boilerplate Checklist</b>	<b>31</b>
OUSD AFTER-SCHOOL LEAD AGENCY MOU SAMPLE CONTRACT	33
<b>APPENDIX V: Appeals Process for Applicants</b>	<b>34</b>

*This RFQ document and additional materials referenced within can be accessed at the OUSD website: [www.ousd.org/afterschool](http://www.ousd.org/afterschool). Select the “2021 Lead Agency Request for Qualifications” link under “Afterschool Programs.” Any updates on the RFQ process will be posted here and you may sign up for our mailing list, so applicants are encouraged to visit the webpage.*



## B. Schedule

Event	Date	Info
<b>RFR Process 2021 Announced</b>	May 4, 2021	Save-the-Date
<b>RFQ Digital Application Released</b>	May 25, 2021	
<b>RFQ Bidders' Conference (Virtual)</b>  <b>RFQ Office Hours</b>	Session 1: June 2, 2021 @ 10am Session 2: June 2, 2021 @ 4pm	Register using link below: <ul style="list-style-type: none"> <li>■ <a href="#">Session 1: 10:00 am – 11:30 am</a></li> <li>■ <a href="#">Session 2: 4:00 pm – 5:30 pm</a></li> </ul>
<b>RFQ 101 for New Organizations</b>	June 9, 2021, @ 4:00 pm	<ul style="list-style-type: none"> <li>■ <a href="#">Session Registration Link</a></li> </ul>
<b>Google Folder Registration</b>	June 15, 2021	<ul style="list-style-type: none"> <li>■ <a href="#">Google Folder Registration</a></li> </ul>
<b>RFQ Submission Dates</b>	June 30, 2021 by 5:00 pm (PST)	Digital application date/time stamped
<b>Lead Agency Status Notifications</b>	Aug 20, 2021	
<b>Deadline to Appeal Decision</b>	Aug 27, 2021	
<b>Status Notification Publicized</b>	September 3, 2021	
<b>School Site/Lead Agency Matching Process</b>	Sept 3 - Dec 1, 2021 (tentative)	
<b>OUSD MOU Approval Season</b>	May/June 2022	
<b>Lead Agency Service Contract</b>	July 1, 2022 - June 30, 2025	



**What is an RFQ?** An RFQ (Request for Qualifications) is a qualifications-based selection process, in accordance with Public Contracts Code section 20111.5. It is a request by OUSD Dept. of Expanded Learning for non-profit organizations to submit their qualifications to be considered an OUSD approved primary contractor/expanded learning program provider for district school-site based expanded learning after-school program services, after which OUSD will determine which providers are qualified and award contracts based on that determination.

**What is a Bidders Conference?** A bidder's conference is an informational meeting open to the public that the OUSD Dept. of Expanded Learning hosts upon releasing the RFQ. The bidder's conference is designed to give interested and eligible non-profit youth-serving organizations the opportunity to receive information regarding the RFQ process for OUSD expanded learning programs. This event is designed to provide clarity to non-profit organizations who are interested in applying. Organizations will consider whether they are positioned to demonstrate the capacity to facilitate comprehensive expanded learning after-school program services with fidelity.

## C. Required Supporting Documentation

To support RFQ responses and verify organizational qualifications, the following documentation is required. The *Application Questions* in Appendix II will directly reference these documents and ask for an elaboration of the information these documents provide. These documents do not count towards the 10-page limit for the RFQ application described in Appendix II. Additionally, please label all supporting documents clearly according to this list:

- 1) One (1) sample Expanded Learning Program weekly schedule -  
Please list all activities with a short description of each activity
- 2) Program budget pertaining to the program schedule (see Application Question 2 in Appendix II for details)
- 3) Profit and loss statement and/or Copy of 2020 990 Tax Form
- 4) Copy of Monitoring Reports and/or other external evaluations of the program (maximum of 1)
- 5) Organizational chart of agency that illustrates how the OUSD Expanded Learning Program is to be supported administratively and programmatically (indicate specific names next to titles of staff whenever possible)



- 6) Copy of organization's 501(c)(3) letter
- 7) Bank Statements to show proof of operating cash reserves (see Application Question 2 in Appendix II for details)
- 8) Job description for Site Coordinator and Program Instructor
- 9) Copy of IRS Letter Certifying Tax Exempt Status
- 10) Proof of "Active" status with the office of the California Secretary of State
- 11) Board Roster and Minutes – Include the current board roster indicating officers and affiliations as well as Minutes from the 2020-2021 school year.
- 12) Signed Letter of Agreement (see Section N)
- 13) Most recent audited financial statements within 2 years and summary of the audit findings
- 14) Letters of Reference (maximum of 2)
- 15) Documents demonstrating fulfillment of minimum qualifications (see Section M)
- 16) Certificate of current insurance



## D. Introduction and Overview

The Oakland Unified School District (OUSD) Department of Expanded Learning invites interested nonprofit organizations to respond with their qualifications to serve as an Expanded Learning Program Provider in designing, planning, administering, and operating effective, high-quality expanded learning programs. Programs must support and align with the OUSD's goal of ensuring that every student graduates college, career, and community ready. Eligible providers will be committed to OUSD's strategic plan and shared citywide goals. Lead Agency partners will invest in providing expanded learning supplemental programs that complement the regular school day program and support the OUSD priorities for student achievement, health, and well-being. Oakland Unified School District's (OUSD) mission is to build a Full-Service Community District focused on high academic achievement while serving the whole child, eliminating inequity, and providing each child with excellent teachers every day. Expanded Learning supports this mission while holding our values of equity, joy, and liberation for youth and adults with the express purpose of interrupting inequity, examining biases, and creating inclusive and just conditions for all students to achieve equally high outcomes.

Select Lead Agencies will commit to working in partnership with school sites and the OUSD Expanded Learning Office (ExLO). Through the RFQ process, OUSD seeks organizations who demonstrate the capacity to work within the established OUSD model of school and community partnerships and various funding sources' parameters. Organizations must be fiscally sound with the capacity to leverage other resources to provide students with high quality expanded learning programming: after-school and summer youth development experiences that complement and support school district and city priorities for student success and well-being.

Community organizations that serve as a Lead Agency are an integral part of our OUSD Full Service Community Schools and make an impactful contribution toward strengthening our district, expanded learning system, and community.

### Term of the List of Qualified Agencies

This Request for Qualifications (RFQ) for Expanded Learning & Summer Program Lead Agency will result in a list of OUSD vetted lead agencies with which OUSD will enter three-year master contracts. From the list of contracted agencies, school site administrators may select an OUSD approved expanded learning program provider. An organization being placed on the approved Lead Agency list and entering a master contract with OUSD does not guarantee an assignment at an OUSD school site.

The selection of the expanded learnings & summer program Lead Agency is at the discretion of the school site administrator (Principal). School site administrators will select a Lead Agency from the list of approved after-school providers by assessing the quality/capacity of the current expanded learning program, identifying program goals, and considering any other factors relevant to the school site. Supplemental school programs will be chosen by the district. Yearly



program plans are created through a partnership between the Lead Agency and school site administrators to ensure both parties are meeting overall program expectations.

Once selected to serve at a given school, a Lead Agency will continue there, subject to continuing annual approval of the school site administrator and District.

## Overview of OUSD Expanded Learning Programs

OUSD Expanded Learning Programs strive to create and sustain "safe haven" environments where Oakland children and youth can access expanded learning opportunities and integrated education, health, cultural, and enrichment programs outside of school hours or the regular school year. OUSD Expanded Learning Programs operate in elementary, middle, and high schools across the city of Oakland.

When programming is conducted in-person, over 8,000 students across 73 schools participate in OUSD expanded learning programs that operate Monday - Friday until 6:00 pm. Students who participate in expanded learning programs every day receive an additional 540 hours of learning by the end of the school year, equivalent to 90 additional days of school. In these valuable after-school hours, students engage in youth development activities that foster their physical health, social-emotional learning/well-being, and support their academic achievement in school. In order to meet these goals, the quality and success of the District's expanded learning programs is critical.

These expanded learning and summer programs are aligned with efforts in Oakland to improve young people's educational outcomes, including Oakland's investment in the Kids First! Legislative initiative goal to "Help Children and Youth Succeed in School and Graduate High School" and the Oakland Unified School District's Full Service Community Schools initiative that seeks to provide health, education, and social services to youth, their families and the community.

OUSD expanded learning and summer programs offer critical support to schools, students, and their families. In addition to providing children and youth with sanctuary, quality expanded learning programs to support students academically and socially, OUSD expanded learning programs serve a large proportion of youth who typically benefit from additional learning support, including students from low-income households (75%) and English Learners (31%). Additionally, approximately 25% of OUSD after-school participants are African American and 45% are Latino.

OUSD seeks community partners whose organization mission and vision closely align and support the District's strategic plan and vision for Full Service Community Schools.

High quality expanded learning programs must satisfy the various grant funding requirements—detailed further below and in the MOU—and provide additional opportunities for youth to practice the academic and social skills they need to succeed. OUSD expanded learning programs provide youth with a mix of academic support, recreational/physical, and enrichment activities. Within these broad categories, expanded learning providers work collaboratively with school partners to develop a balance of activities that meet the unique interests and needs of the student population and support the goals and priorities of the school

community for student achievement and well-being. Below are examples of the mix of after-school activities offered in OUSD Expanded Learning Programs.

SAMPLE AFTER-SCHOOL ACTIVITIES BY CATEGORY

CATEGORY	ACTIVITIES
Academic Support	Academic Enrichment Learning, Tutoring, Expanded Library Services, Supplementary Education Services, Homework Support, Credit Recovery, Reading & Literacy, Math, Science
Recreation/ Physical Activity	Cooperative Games, Dance, Martial Arts, Yoga, Intramural Sports, Sports Leagues, Mindfulness
Enrichment	Arts and Cultural Activities, Health and Nutrition Education, Substance Abuse & Drug Prevention, Violence Prevention, Counseling & Character Education
College and Career	Career & Job Training, Entrepreneurial Education, Technology/Telecommunications Training, Community Service & Service Learning, Internships and Apprenticeships
Leadership Development	Peer Mentoring, Peer Tutoring, Youth-Led Community Service
Science Technology Engineering & Math	Gardening, Coding, Robotics, Making, Forensics, Cooking
Outdoor Education	Community Mapping, Hiking, Backcountry Camping, Kayaking, Bicycling

## E. Funding

OUSD Expanded Learning Programs are currently primarily funded through grants from the California Department of Education (CDE). CDE provides funds to school districts that collaborate with community partners to provide safe and educationally enriching alternatives for children and youth during non--school hours. The funds are awarded to specific school sites through a competitive process. The base grants that CDE awards to OUSD for after-school programs represent three funding sources:

- After-School Education & Safety (ASES) for elementary, middle, and K-8 schools are state funds. ASES grants are three-year renewable funding sources.
- 21st Century Community Learning Center (21st CCLC) grants for elementary,



middle, and K-8 schools are federal funds. 21st CCLC grants are awarded based on a highly competitive application process, and last for five years.

- 21st Century After-School Safety and Enrichment for Teens (ASSETS) grants for high schools are federal funds. 21st Century ASSETS grants are awarded based on a highly competitive application process, and last for five years.

OUSD directly applies for these grant funds from the California Department of Education, and grant funds are received and managed by the school district. OUSD contracts a portion of grant funds to Lead Agencies to operate expanded learning programs in close partnership with schools.

In addition to state grants, the City of Oakland's Oakland for Children and Youth have a long partnership with OUSD to support expanded learning programs. OUSD is looking for Lead Agencies that can competitively apply for OFCY's comprehensive after-school strategy. OFCY funding is awarded on a three-year grant cycle; therefore, schools and lead agencies are required to develop long-term partnerships that last over the course of the three-year OFCY grant cycle. 2021-2022 school year will be the third and final year of the OFCY grant cycle from 2018. As such, Lead Agencies will be able to apply for 2022 - 2025 OFCY funding. OFCY RFP is anticipated to be released in winter 2021 for programming starting in the 2022 school year.

Additionally, Lead Agency partners leverage other funding and resources to support high quality programs, including private grant dollars, AmeriCorps grants, volunteers, and other in-kind resources. Leveraging additional resources on behalf of the expanded learning programs is an essential function of the Lead Agency partner because of the reality that state and federal expanded learning grant dollars alone are often inadequate to run a high-quality program. ASES and 21<sup>st</sup> Century grant dollars are currently awarded at a rate of:

- ASES: \$8.88/student/day for K-8 students
- 21<sup>st</sup> Century: \$7.50/student/day for K-8 students
- 21<sup>st</sup> Century ASSETS: \$10/student/day for high school students

## Other considerations for the allocations of funds

- Distance/Remote/Hybrid Programming:
  - During a state or national emergency CDE could expand learning programs to have the flexibility to provide adaptive services that best meet the needs of our students and communities and are required by OUSD, Region 4 ACOE and CDE.
- Other considerations for the allocations of funds are that:
  - OUSD elementary and middle school ASES grants can only be used to provide expanded learning programming daily (180 days) immediately after the school



- day and facilitate programming for at least 15 hours a week until at least 6:00 pm.
- OUSD High School ASSETS base grants can be used to operate programs before school, after school, weekends and during summer/intersession in accordance with grant guidelines.
  - Some sites may also receive 21<sup>st</sup> Century related grants including Supplemental funding (to support summer programming).
  - ASES and 21<sup>st</sup> CCLC grant funds are intended to complement, but not supplant, other funding provided by OUSD, school sites, or community partners.
  - ASES and 21<sup>st</sup> CCLC Grant funds are inadequate to cover the true cost of running a high quality expanded learning program. OUSD and its Lead Agency community partners are committed to leveraging additional funding and resources to match grants provided by the California Department of Education.
  - ASES/21st Century grants are attendance-based grants.

***Sites that fail to meet calculated attendance will trigger California Department of Education intervention and funding levels may be reduced. Sites must earn 85% of attendance to be in good standing for full funding. Failure to achieve attendance targets may result in a Lead Agency being removed from the OUSD approved list of Lead Agencies.***

## F. OUSD Expanded Learning / Program Operation

We know in recent years, the field of education and expanded learning programs had to pivot due to global pandemic, power outage, wildfires, etc. Here in Oakland, approved Lead Agencies must be equipped and have organizational infrastructure to provide remote programs, hybrids, or any other configuration of programs mutually agreed upon in the MOUs.

In addition, in the spirit of OUSD's Full Service Community Schools vision, our approved expanded learning organizations partners work closely with schools and their principals to develop specific programmatic goals to provide holistic support and equitable learning opportunities for students. As school-day teachers focus on providing high quality instruction in the classroom, youth development workers provide high quality expanded learning opportunities to students during the after school and outside of regular school hours when youth are most vulnerable to crime, violence, and risky behavior.

**Below is an outline of operational requirements.**

*Please note that the below list of compliance requirements is not exhaustive. Lead Agencies are expected to know and comply with these and other district and state and federal requirements not listed here, including but not limited to state and federal laws and*



*requirements outlined in applicable OUSD Board policies and the Memorandum of Understanding (“MOU”) with OUSD which all Lead Agencies selected to serve a school site must sign and have approved by OUSD’s Governing Board. A sample MOU is attached as Appendix III. Please note this MOU is subject to change depending on District needs. Applicants are encouraged to review it for more program requirement specifics.*

## G. Base-line Expanded Learning Program Requirements

The goal of the expanded learning program is to support student success in school through academic support, social emotional development and educational enrichment. The school site administrator, working in partnership with the Expanded Learning Lead Agency, is an integral part of developing the expanded learning program components that are appropriate to support his/her school site goals articulated in the School Site Plan. All Lead Agencies are selected by Principals to collaborate on the development and implementation of the expanded learning program in compliance with State and Federal guidelines, and District requirements.

OUSD’s Expanded Learning Office goals align with grant requirements which aim to provide a comprehensive expanded learning program during the school year and/or summer program which consists of a balance of academic and enrichment activities, including daily physical activity components. The funds cannot be used to supplant school day activities.

An expanded learning program must include the following:

- To satisfy **ASES Funding**:
  - Educational and literacy component to provide tutoring and/or homework assistance,
  - Educational enrichment component and,
  - Daily physical activity/recreation component and
- To satisfy **21st CCLC E/M**:
  - Educational and literacy component to provide tutoring and/or homework assistance,
  - Educational enrichment component,
  - Physical activity/recreation component, and
- To satisfy **ASSETs**:
  - Educational and literacy component to provide tutoring and/or homework assistance,
  - Educational enrichment component,
  - Physical activity/recreation component, and

In addition, **all programs** must provide a nutritious snack or supper each day.



## Required Program Hours

- Elementary and Middle School After-School Programs must operate 5 days/week, for at least 15 hours/week, commencing immediately at the end of the regular school day and run until at least 6 p.m.
- High School After-School Programs must operate a minimum of 15 hours/week
- Summer School Programs need only comply with legislative or funder requirements
- OUSD's Expanded Learning Programs Office (ExLO) has established early release policies that must be implemented at each expanded learning and/or summer program. Further details of required hours and attendance expectations are located in the MOU.

## H. Staffing

Staff working in OUSD Expanded Learning Programs must meet the minimum requirements to be in compliance with the California Dept of Education Codes. Staff members who directly supervise students must meet the district's qualification for an instructional aide or provide documentation that confirms completing 48 college units or the equivalent of an AA college degree.

Programs must operate with a minimum staff to student ratio of 1:20. Unless otherwise advised due to the health and safety of the students. It is highly recommended that each expanded learning program have a Site Coordinator who is full-time and situated at the school site during the day. The California Education Code provides that "selection of the program site [coordinator] shall be subject to the approval of the school site principal." The Lead Agency must notify school principals of any expanded learning staff changes.

Oakland expanded learning programs share a basic staffing pattern across all sites, though specific staff duties may vary somewhat from site to site. The most common staffing plan includes a full-time Site Coordinator, a Quality Support Coach, and youth development workers. Many programs also work with additional *service providers for specific services, and some may rely on regular volunteer assistance as well*. At some sites, certificated teachers provide targeted academic assistance and academic enrichment activities for expanded learning participants through extended contracts.

## I. Enrollment, Attendance and Evaluation Documentation

Approved Lead Agencies will need to consider CDE Guidelines, OUSD Expanded Learning Office expectations, and site-level input (e.g. site administrator) when it comes to student enrollment consideration, attendance protocol, and programmatic evaluation.



- a. Enrollment: Approved Lead Agencies must be familiar with CDE guidelines of ASES, 21st CCLC, and ASSETs Programs when working with a unique population defined as foster youth, McKinney-Vento, and students qualify with free-reduced lunch status. Lead Agencies must prioritize enrollment for any child that is homeless, defined by the federal McKinney-Vento Homeless Assistance Act (42 U.S.C. Sec.1143a), newcomers (refugee, asylee, and unaccompanied minor), or if the child is in foster care. Lead agency will work with the school site administrator to develop a written enrollment policy. The enrollment policy needs to include, but not be limited to, enrollment priorities, application process, and acceptance notification, waitlist procedures, behavior guidelines, parental expectations, student expectations, procedure for removing students from expanded learning programs, and so on. Approved Lead Agencies are required to provide the written enrollment policy to all families who apply for the program.
  
- b. Attendance: Approved Lead Agency is required to be aware of all required attendance submission protocol and procedures to ensure good standing status with the Expanded Learning Office and CDE. All attendance documentation shall be closely monitored, and managed for accuracy by the Site Coordinator and/or occasional audit request by the district and CDE. This includes accurate completion and daily maintenance of student sign in/out sheets, weekly inputting of attendance data into the OUSD online system, and monthly submission of scanned electronic attendance records to OUSD ExLO. Lead Agencies are also responsible for conducting internal audits of attendance records to ensure that program sites maintain accurate, verifiable data on student attendance. All program records must be maintained for five years for auditing purposes.

## J. Contract and Payments

Agencies that are approved through the process described in this RFQ must enter a 3-year master contract with the District. They may not begin operating at a school site unless the District and agency have executed a contract on the District's template. The District's Board of Education will likely approve these master contracts during the June/August 2022 Board meeting.

Although the master contract will last for 3 years, note that agencies and sites will be matched in 1-year relationships, as they are currently.

In late winter/early Spring of each year, all Lead Agencies must initiate and engage in annual program planning with school leadership at each program site. Lead Agencies will submit a program plan and budget for the upcoming school year to the OUSD EXLO and



Board of Education for approval, at the beginning of each school year.

Invoices are processed on a cost reimbursement basis for actual expenditures incurred. Due to the timing of OUSD contracting and fiscal procedures, Lead Agency partners must operate with a 2-3 month reserve covering the full cost of the agency's OUSD expanded learning program implementation. Typically, there are delays to the initial payment of agency invoices at the beginning of each school year.

## K. Guidelines for Charging Fees

The intent of ASES and 21st CCLC grants, which aligns with OUSD values, is to establish local programs that offer academic support and enrichment to students in need of such services regardless of a families inability to pay.

Both the CDE and OUSD discourage charging fees as that could exclude students in need from attending and taking advantage of the expanded learning program. ASES and 21st Century grants do not prohibit charging fees for expanded learning programs; however, programs which choose to charge fees, will need to collaborate with a Site Administrator to create and submit the program's fee structure for approval in accordance with the terms in the MOU. In addition, all 21st Century and ASSETS grants will be required to report any fees collected (i.e.- registration fees, family fees, application fees, etc.). Fees collected could be deducted from the 21st CCLC grant amount received by the California Department of Education (CDE).

Programs that opt to charge program fees may not prohibit any family from participating due to financial circumstances. All program materials related to outreach and enrollment must state clearly that no child will be denied services due to inability to pay.

## L. RFQ Process

Any agency that is interested in serving in the OUSD Expanded Learning Lead Agency role for the 2022 - 25 school year and/or beyond must successfully complete the Lead Agency RFQ process and earn *highly recommended* or *conditionally recommended* status, detailed below. Therefore, 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 with OUSD to serve in the Lead Agency role in the 2022-23 school year. If the OUSD ASPO moves forward with the adoption of an annual RFQ as anticipated, organizations that are not selected during this year's RFQ process will have the opportunity to qualify as a Lead Agency for future school years beyond 2025. Additionally, any agency that participated in the 2022 RFQ and earned *highly recommended* or *conditionally recommended* status does not have to submit a new RFQ for three years.



Organizations that submit an RFQ by the deadline will be assessed based on their RFQ responses, an interview between the community organization and the 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. Applications that have the potential to earn the *highly recommended* or *conditionally recommended* status and require additional information will be invited for an interview with the RFQ Review Team.

Organizations completing this 2021 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 OUSD and listed in Section III of this RFQ. This *highly recommended* status will be valid for up to 3 years, depending on the organization's successful results in OUSD's annual Lead Agency evaluation process.
- 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 OUSD and listed in Section III of this RFQ. Organizations receiving this *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. This *conditionally recommended* status will be valid for up to one year. Within that year, the community organization will be asked to provide the OUSD EXLO 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. At the end of this first conditional year, the community partner will be re-assessed by the OUSD EXLO team and re-categorized as *highly recommended, conditionally recommended, or not recommended*. Re-assessment will include results of the annual Lead Agency evaluation process, if the organization is currently serving as a Lead Agency.
- 3) **Not Recommended:** Community organization has not adequately demonstrated its capacity to serve in the Lead Agency role and to fulfill most of the Lead Agency responsibilities outlined by OUSD and listed in Section III of this RFQ. 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 OUSD ASPO opens up a new RFQ cycle, if the organization has made significant improvements in strengthening its capacity to serve in the Lead Agency role. Organizations can appeal by following the instructions in the appeals process described in Appendix V.

OUSD will notify an agency of its determination by August 22, 2021 via email. If OUSD determines that an agency is Not Recommended, the agency shall have the opportunity to contest that determination. Additional details regarding this process are contained in Section L.

The school site administrator may choose a new Lead Agency, or may choose to continue to work with the same Lead Agency on an annual basis; subject to the District's annual availability of funds, satisfactory contractor performance with respect to meeting targeted attendance goals,



the contractor's ability to provide a quality program that supports school and district objectives, community partner evaluation criteria set forth by the District, and/or any other factors relevant to the school site. Beginning in 2021, OUSD will implement a new annual evaluation process to assess each community partner's effectiveness in fulfilling Lead Agency responsibilities.

## M. Minimum Qualifications

Applicants may respond to **one or more of the** following Lead Agency categories:

Lead Agency: Elementary School

Lead Agency: Middle School (including K-8)

Lead Agency: High School

OUSD is seeking applications from established community organizations that currently possess 501(c)(3) status and adequate fiscal reserves to cover at least 2 months of general operating expenses as a Lead Agency partner. Grant funds sub-contracted to Lead Agency partners do not cover the full cost of running a full comprehensive expanded learning program in Oakland; thus, organizations choosing to serve in the Lead Agency role must be financially stable and demonstrate the capacity to leverage other resources in support of youth programming.

A demonstrable experience in operating a comprehensive expanded learning program is strongly preferred, but all organizations must provide acceptable documents demonstrating two (2) years of experience in the following areas:

- Providing program services to the students in the service category (ies) being applied for. Specifically, evidence of a positive track record of the capacity to effectively coordinate the entirety of a school's afterschool and/or extended learning year-long program as well as successful collaboration with the school site administrator, faculty and staff.
- Agency administrative capacity to comply with compliance and fiscal policies of the OUSD and CDE, including: agency administration manual; fiscal and personnel policies; attendance records; cost allocation plans, etc.
- Hiring, retention, and provision of professional development of appropriately qualified staff to provide services to OUSD students in a culturally and linguistically competent and age appropriate manner with a focus on youth development strategies.
- Capacity to effectively engage a large number of diverse students on an ongoing basis who



demonstrate the desire and enthusiasm to participate in the program at a very high and consistent rate. Additionally, the agency can illustrate specific examples and strategies it has developed that actively engage parents and family members throughout the school year.

- Maintaining collaborative relationships with school site leadership in the development and implementation of a quality expanded learning program that supports the district's and the school's goals.

Organizations that apply for the Lead Agency role must be able to comply with all requirements outlined in the standard OUSD Expanded Learning Lead Agency MOU (see Appendix IV for sample of current year MOU) should it be chosen as Lead Agency. For example, while a copy of the organization's current insurance coverage is required with this application, should the organization be chosen, it will need to attain the level of insurance outlined in the MOU.

## N. Application Submission Contents

**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:

- 1) **Proposal Cover Sheet** (see Appendix I for sample, a copy will also be included in the RFQ [Google Folder](#) once an organization registers)
- 2) **Letter of Agreement** (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.
- 3) **Written Responses to Application Questions** (no more than 10 double-spaced pages in response to the four (4) titled sections that appear in Appendix II [Application Questions](#)), signed under penalty of perjury,
- 4) **Supporting Documents**, listed in (Appendix III).
- 5) **Boilerplate Checklist:** "Expanded Learning Program and Services Agreement"  
- Submission of the Signed Boilerplate Checklist (Appendix IV) will constitute a representation by your firm that it has read all of the clauses contained in the OUSD Lead Agency Memorandum of Understanding. The sample contract for the services detailed in this RFQ (Appendix IV, version for Fiscal Year 21-22),



and that your firm is willing to comply with OUSD contracting requirements.

- 6) **Sample Program Schedule and Summary:** Based on the sample program budget in question (2), please provide a sample program schedule along with a short description of each activity. No more than (2) pages.

## O. Application Submission Details

Applications must be received by, **June, 30, 2021**

All applications will be submitted electronically:

- Organizations will need to [Pre-Register with the Expanded Learning Office](#) and receive access to a Google Folder.
- The complete RFQ application as well as signature pages and required supporting documentation will need to be uploaded into their assigned Google Folder.

*\*\* Applications submitted after 5:00 pm on June 30, 2021 will not be considered.*

*\*\* Applications submitted by facsimile, telephone or electronic mail will not be accepted.*

### FORMAT

All submissions must be on the RFQ Application Form, typed using an easy to read 12-point font such as Arial or Times New Roman and one inch margins. All submissions must be double-spaced. All submissions must answer all four (4) titled sections below in no more than 10 pages total. Organizations may elaborate on specific documents provided in the Required Supporting Documentation (Appendix III)



## P. Evaluation and Selection

For all applications, the completion of the application will be assessed first; applications that do not submit complete documentation demonstrating the capacity to meet the minimum requirements will not have the application reviewed.

Applications demonstrating the capacity to meet minimum requirements will have their qualifications evaluated and scored by an RFQ Review Team made up of individuals with expertise in the relevant subject matter for which the application is submitted.

### Evaluation Rubric

Performance Area	Expectations for Highly Recommended Lead Agencies
<p><b>Organizational Capacity and District Alignment</b> (25 Points)</p>	<ul style="list-style-type: none"> <li>• Agency has a clear mission and vision that complements OUSD’s vision for community schools and college, career, and community ready students.</li> <li>• Agency can clearly articulate how expanded learning partnership with Oakland schools makes sense for their organization, and why they are well positioned to engage in partnership with OUSD.</li> <li>• Agency has extensive experience serving the Oakland community and/or in communities of similar demographics, assets, and challenges.</li> <li>• Agency has extensive experience working in partnership with school sites and district leaders.</li> <li>• Agency has organizational experience in the hiring, retention, and provision of professional development to appropriately qualified staff to provide services to OUSD students in a culturally and linguistically competent and age appropriate manner with a focus on youth development strategies.</li> <li>• Agency has the capacity to serve OUSD’s diverse student demographics.</li> </ul>
<p><b>Fiscal Management and Resource Development</b> (25 Points)</p>	<ul style="list-style-type: none"> <li>• Agency has accurate documentation that highlights how the Lead Agency will allocate funds to run quality expanded learning programs based on grant requirements detailed in the funding description. i.e. 1:20 ratio etc.</li> <li>• Agency has a strong budget template that clearly illustrates staffing costs, a salaried full time coordinator, supplies, administrative costs and additional contributions to enhanced programming.</li> <li>• Agency clearly describes how they will secure additional funding to match the contracted funds.</li> <li>• Agency is able to clearly describe its systems, structures and processes to ensure sound fiscal management of grant funds and how to comply with grant-related record keeping for auditing purposes.</li> <li>• Agency has audited financial statements and can produce accurate fiscal reports upon request.</li> </ul>



<p><b>Agency Infrastructure</b> (25 Points)</p>	<ul style="list-style-type: none"> <li>• Agency has an organizational chart that supports successful program implementation and clearly describes agency staffing systems, and processes that will ensure that all Lead Agency responsibilities will be fulfilled effectively and with fidelity.</li> <li>• Agency has designated administrative systems and procedures in place to ensure that expanded learning programs are operating in full compliance of requirements set forth by OUSD and the California Department of Education (CDE).</li> <li>• There is clearly at least one designated manager/director level staff person in the agency that is the primary point of contact for the OUSD expanded learning partnership. This individual regularly participates in all district expanded learning collaborative meetings, required professional development, and is regularly present at program sites to support the site coordinator and the school partnership.</li> <li>• Agency shows capacity to hire and support a clearly designated coordinator at each school site to facilitate and maintain active collaboration with the school site administrator and other school faculty.</li> </ul>
<p><b>Youth Development Expertise and District Alignment</b> (25 Points)</p>	<ul style="list-style-type: none"> <li>• Agency’s program model clearly supports youth development. Agency provides descriptions of successes and challenges serving Oakland youth.</li> <li>• Agency has strong systems and processes in place to support ongoing Continuous Quality Improvement (CQI), including: structured development plans;</li> <li>• Agency utilizes district opportunities, other partners and the greater community to continuously innovate and grow their youth development practices to better serve the community.</li> </ul>

Applicants must agree to abide by all OUSD policy requirements as outlined in the Appendix IV Boilerplate MOU checklist. The list of “Approved Expanded Learning Lead Agencies” will be utilized by school site Principals for a period of up to three (3) years pending funding availability to select a Lead Agency to administer the after-school program on his/her school site.

## Q. Terms & Conditions for Receipt of Applications

### Errors and Omissions by Applicant

Applicants are responsible for reviewing all portions of this RFQ, and promptly notifying the District, in writing, if they discover any ambiguity, discrepancy, omission, or other error in the RFQ. Any such notification should be directed to the District promptly after discovery, but in no event later than five working days prior to the date for receipt of applications. Modifications and clarifications will be made by addenda as provided below.

### Change Notices



The District may modify the RFQ prior to the application due date by issuing Change Notices, which will be posted on the Afterschool Programs page of the OUSD website. The applicant shall be responsible for ensuring that its application reflects any and all Change Notices issued by the District prior to the application due date regardless of when the application is submitted. Therefore, the District recommends that applicants consult the website frequently, including shortly before the application due date, or sign up for our mailing list (<https://www.ousd.org/Page/12206>) for updates to ensure they have downloaded all Change Notices.

### Failure to Object to Errors and Omissions in Application

Failure by the District to object to an error, omission, or deviation in the application will in no way modify the RFQ or excuse the vendor from full compliance with the specifications of the RFQ or any contract awarded pursuant to the RFQ.

### Financial Responsibility

The District accepts no financial responsibility for any costs incurred by applicants in responding to this RFQ. Submissions of the RFQ will become property of the District and may be used by the District in any way deemed appropriate.

### Proposer's Obligations Under the Conflict of Interest Laws and Board Policies

A proposer must be aware that if the proposer will enter into a contract with the District, proposer/contractor shall be responsible to comply with conflict of interest laws and Board policies, which are briefly summarized in Section 11.4 ("Conflict of Interest") of the attached Appendix IV ("OUSD After-School Lead Agency MOU" sample contract). It is the responsibility of a contractor to comply with the law and OUSD Board policies. Submission of an application signifies that the quoted prices are genuine and not the result of collusion or any other anti-competitive activity.

### Reservations of Rights by the District

The issuance of this RFQ does not constitute an agreement by the District that any contract will actually be entered into by the District. The District expressly reserves the right at any time to:

- Reject any or all applications;
- Reissue a Request for Qualifications;
- Prior to submission deadline for applications, modify all or any portion of the selection procedures, including deadlines for accepting responses, the specifications or requirements for any materials, equipment or services to be provided under this RFQ, or the requirements for contents or format of the



applications;

- Procure any materials, equipment or services specified in this RFQ by any other means;
- Determine that no project will be pursued.

## No Waiver

No waiver by the District of any provision of this RFQ shall be implied from any failure by the District to recognize or take action on account of any failure by a proposer to observe any provision of this RFQ.

## R. Standard Contract Provisions

Any agency selected from the *Expanded Learning Program Lead Agency Qualified List* by a school site Principal, and which chooses to enter into contract with the District, will enter into a contract substantially in the form of the Expanded Learning Lead Agency MOU, attached hereto as Appendix IV. Failure to timely execute the contract, or to furnish any and all insurance certificates and policy endorsements, surety bonds or other materials required in the contract, shall be deemed an abandonment of a contract offer. The District, in its sole discretion, may select another qualified agency and may proceed against the original selectee for damages.



## APPENDIX I: RFQ Application

### 2021 OUSD Request for Qualifications Application (Template)

ASES, 21st CCLC, and ASSETS After-School Programs

Cover Sheet Template:

Organization Name			
Primary Contact Person:		Secondary Contact Person:	
Email:		Email:	
Telephone #:		Telephone #:	

Service Category: Check the grade levels your organization is interested in serving.	
	Elementary (TK-5)
	Elementary/Middle (TK-8)
	Middle (6-8)
	High School (9-12)
	Alternative High School
	Continuation High School
	Comprehensive High School

Does your organization have 501c3 status? Please provide documentation of this status in your supporting documentation section.		Yes
		No
Are you currently an OUSD Approved Lead Agency Partner?		Yes
		No

**EXPANDED LEARNING**



Have you served as an OUSD Lead Agency partner before in past years?  If so, please identify the years and durations served.		Yes
		No
		# Years
Do you currently serve in the Lead Agency role for any other school districts besides OUSD?		Yes
		No
If yes, please list all school districts you have served.		
(Empty space for listing school districts)		
How many school sites does your organization have the capacity to serve as a lead agency?		# Sites
In the box below, please briefly explain your rationale for this number of sites?		
(Empty space for rationale)		

On behalf of \_\_\_\_\_ (Agency), I, \_\_\_\_\_ (name)  
 \_\_\_\_\_ (Position), declare under penalty of perjury under the laws  
 of the State of California that the foregoing is true and correct.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_



## APPENDIX II: Application Questions

After reading the RFQ narrative, please respond to all of the questions within all four (4) titled sections below in no more than 10 double-spaced pages in 12pt Font. Organizations may elaborate on specific documents provided in the Required Supporting Documentation (Appendix III)

### 1. ORGANIZATIONAL CAPACITY (2-3 pages double space)

- OUSD's mission is to build a Full Service Community District focused on high academic achievement while serving the whole child, eliminating inequity, and providing each child with excellent educators, every day. Our vision is that all Oakland Unified School District students will find joy in their academic experience while graduating with the skills to ensure they are caring, competent, fully-informed, critical thinkers who are prepared for college, career, and community success. Please explain why your organization is uniquely positioned to engage in partnership with the OUSD Expanded Learning Office to serve students. What is your organization's mission and vision and how does it align with OUSD?
- Describe your experience and approach to serving the Oakland community and/or other communities with similar demographics, assets, challenges, etc. Discuss your background working with Oakland families and other community partners. (Reference the supporting documents required under Eligible Applicant Qualifications Appendix III to support your experience).
- OUSD Expanded Learning Office is looking for partners who can demonstrate the ability to collaborate with transparency and commit to shared decision making with Oakland students, families, site leaders and district leaders. Provide our office with clear examples of how your agency has or will approach working with stakeholders and engage in collaborative leadership.
- Describe your organization's strategy in hiring, retention, and providing professional development of appropriate qualified staff to provide services to OUSD students in a culturally appropriate manner. Please include artifacts to support your description. i.e. Job announcements.

### 2. FISCAL MANAGEMENT AND RESOURCE DEVELOPMENT (2 pages)

- Using your organization's budget and profit and loss statement provided in the required supporting documentation, create a budget narrative showing how your agency would allocate funds to run a high-quality expanded learning program. These budgets will need to be based on the grant requirements detailed in the Funding description above (Section E.); including a required staffing ratio of 1:20 (or better). Utilize any of the following anticipated contract amounts to develop your budget.
- Your budget should also show secured leveraged funds and resources that you would



- contribute to the operational costs of running an after-school program.
- Elementary: \$133,000 to serve 84 students for 180 days of school year
    - (approx. 17 hours/week)
  - Middle school: \$177,000 to serve 112 students for 180 days of school year
    - (approx. 17 hours/week)
  - High school: \$250,000 to serve 140 students for 180 days
    - (approximately 15 hours/week)
  - Your budget must detail:
    - Staffing costs for service delivery, staff training, and prep time
    - Full time site coordinator
    - Any agency management-level staff who will be paid by grant funds for support of direct service programming
    - Supplies, materials, curriculum, books, field trips, etc.
    - Agency administrative costs not to exceed 4% of contracted amount Note:
      - Your budget does not need to include snack costs
  - Describe how your organization will secure additional funding to match the contracted funds from OUSD. The CDE requires that each ASES program provide cash or in-kind local funds totaling no less than one-third of the grant amount. Facilities or space usage may fulfill no more than 25 percent of the required local contribution (EC sections 8483.7[a][5] and 8483.75[a][4]). Allowable match includes cost of services provided by the local educational agency (LEA) and/or their subcontractors, using non-ASES funds. All ASES and 21st CCLC grantees are required to allocate a minimum of 30% of the grant amount. What additional grant dollars and resources will your agency secure to help cover the costs of running an OUSD expanded learning program? Indicate sources and dollar value of contributions already secured and resources already leveraged. Describe your funding strategies and potential funding opportunities.
  - Describe your organization's system, structures and processes to ensure sound fiscal management of grant funds, including expenditure reporting and payroll processes. How will your organization ensure compliant use of grant funds and proper maintenance of fiscal and other grant-related records for auditing purposes? Also discuss whether your organization has audited financial statements and the audit results secured within the last 2 years.

### 3. AGENCY INFRASTRUCTURE (2 Pages)

- Using an organizational chart, describe how the OUSD expanded learning program will be supported administratively and programmatically. Specifically, identify and describe the agency staffing, systems, and processes that will ensure each of the listed Lead Agency responsibilities will be fulfilled effectively.
- Describe the administrative systems and procedures your agency will put in place to ensure that your expanded learning program(s) is/are operating fully in compliance with



requirements set forth by OUSD and the CA Dept. of Education. (*Unless otherwise stated by CDE under extenuating circumstances all sites are required to*):

- Student ratio of 1:20 or better;
  - Staff meet OUSD Instructional Aide requirement (48 college units or Instructional Aid Certificate)
  - Full time school Site Coordinator stationed at each school site during the day
  - 85% attendance documented by daily OUSD mandated attendance protocols
  - Professional record keeping and reproduction upon request for district audits
- Describe the role of the Site Coordinator who will be the primary point(s) of contact for the OUSD expanded learning partnership, and who will maintain active collaboration with the school site leadership. Describe how this individual will ensure strong partnership with OUSD, the partnering school site(s), and other community partners working within OUSD expanded learning programs.

#### 4. YOUTH DEVELOPMENT EXPERTISE, PROGRAM QUALITY ASSESSMENT PROCESS, AND SCHOOL DISTRICT ALIGNMENT (3 Pages)

- Describe how your organization's program model supports youth development. Cite prior noteworthy successes and challenges serving Oakland youth. How do you ensure each program is aligned with OUSD priorities? How does your program demonstrate that diversity, equity and inclusion are foundational in serving OUSD students?
- Please review the CDE's quality standards which are accessible on the [CDE Website](#). These standards identify organization, staff and programmatic touchpoints used by CDE to guide program quality. Please identify and discuss your agency's strengths and key areas for improvement in providing quality youth development programming.
- How does your organization ensure that all of your expanded learning staff have baseline knowledge and understanding of youth development best practices? What tools and training does your organization utilize to build the capacity of your staff and programs to create responsive high quality youth development practices?
- What types of data does your organization use to evaluate program quality? How has your organization used this information to inform program quality growth? Please share what indicators demonstrate that your organization is making the desired impact.



## APPENDIX III. Instructions for RFQ Application Submission:

Please use [this link to register to receive access to a Google RFQ folder](#). The Google folder will house the RFQ application and supporting documents that will need to be uploaded there. Access to this link will be available until June 15, 2021. Deadline for submission for a completed RFQ application and supporting documentation is June 30, 2021 by 5:00 pm.

Any documents submitted after the deadline will not be accepted or reviewed.

### Required Supporting Documentation Instructions:

All uploaded files will need to be in PDF format and accessible to OUSD. Any files missing could result in a disqualification from the RFQ process.

#### **All files will need to be clearly labeled based on the list below:**

- One (1) sample Expanded learning program schedule with activity summary
- A sample budget pertaining to the program schedule and activity summary
- Profit and loss statement and/or copy of 2020 990 Tax Form
- Copy of Monitoring Reports and/or other external evaluations of the program (maximum of 1)
- Organizational chart of agency that illustrates how the OUSD Expanded Learning Program is to be supported administratively and programmatically (indicate specific names next to titles of staff whenever possible)
- Copy of organization's 501(c)(3) letter
- Bank statements to show proof of operating cash reserves (reference application question 2 in appendix II for details)
- Job description for site coordinator and program instructor
- Copy of IRS letter certifying tax exempt status
- Proof of "active" status with the office of the California Secretary of State Board roster and minutes – Include the current board roster indicating officers and affiliations as well as Board approved minutes from the 2020-2021 school year.
- Signed letter of agreement (as elaborated upon in Section N)
- Most recent audited financial statements within 2 years and summary of the audit findings
- Letters of reference (maximum of 2)
- Documents demonstrating fulfillment of minimum qualifications (outlined in Section 13)
- Copy of certificate of current insurance



## APPENDIX IV: OUSD Expanded Learning Lead Agency MOU Boilerplate Checklist

1. Intent
2. Term of MOU
3. Termination
4. Compensation
  - 4.1. Total Compensation
  - 4.2. Positive Attendance
    - 4.2.1. Reconciliation Process for Positive Attendance Based Grant Funds
    - 4.2.2. Administrative Charges and Reconciliation
  - 4.3. OUSD Administrative Fees
  - 4.4. Agency Administrative Fees
  - 4.5. Program Budget
  - 4.6. Modifications to Budget
  - 4.7. Program Fees
5. Scope of Work
  - 5.1. Student Outcomes
    - 5.1.1. Alignment with Community School Strategic Site Plan
  - 5.2. Oversight
  - 5.3. Enrollment
  - 5.4. Program Requirements
    - 5.4.1. Program Hours
    - 5.4.2. Program Days
    - 5.4.3. Program Components
    - 5.4.4. Staff Ratio
  - 5.5 Data Collection
    - 5.5.1. Accountability Reports
    - 5.5.2. Attendance Reports
    - 5.5.3. Use of Enrollment Packet
  - 5.6. Maintain Clean, Safe and Secure Environment



- 
- 5.7. Meeting Participation
  - 5.8. Relationships
  - 5.9. Licenses
  - 6. Field Trip Policy. Field Trips, Off Site Events and Off Site Activities
    - 6.1. – 6.13.2., including, but not limited to:
      - 6.1. Licenses Permission Slips/Acknowledgement
        - 6.1.3. Notice of Waiver of All Claims
      - 6.5. Health Conditions/Medication
      - 6.6. Supervision
      - 6.7. Transportation Requirements
      - 6.11. Additional Requirements for High Risk, Overnight, Out of State Trips
      - 6.12. Additional Requirements for Field Trips/Excursions Which Include Swimming or Wading
      - 6.13. Additional Requirements for Trips to East Bay Regional Park District Bodies of Water (swimming pools, lagoons, shoreline parks and lakes) and Related Facilities
  - 7. Financial Records
    - 7.1. Accounting Records
    - 7.2. Disputes
  - 8. Invoicing
    - 8.1. Billing Structure
    - 8.2. Unallowable Expenses
    - 8.3. Invoice Requirements
    - 8.4. Submission of Invoices
    - 8.5. Submission of Invoices for ASESP and 21<sup>st</sup> Century Grants
  - 9. Ownership of Documents
  - 10. Changes
    - 10.1. Agency Changes
    - 10.2. Changing Legislation
  - 11. Conduct of Consultant
    - 11.1. Child Abuse and Neglect Reporting Act
    - 11.2. Staff Requirements
      - 11.2.1. Tuberculosis Screening



- 11.2.2. Fingerprinting of Agents
- 11.2.3. Minimum Qualifications
- 11.3. Removal of Staff
- 11.4. Conflict of Interest
- 11.5. Drug-Free/Smoke Free Policy
- 11.6. Non-Discrimination
- 12. Indemnification
- 13. Insurance
  - 13.1. Commercial General Liability
  - 13.2. Worker's Compensation
  - 13.3. Property and Fire
- 14. Litigation
- 15. Incorporation of Recitals and Exhibits
- 16. Counterparts
- 17. Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion
- 18. All exhibits, with required forms and timelines

## [OUSD AFTER-SCHOOL LEAD AGENCY MOU SAMPLE CONTRACT](#)

The contract template that is currently being used by lead agencies can be accessed by clicking the following link. However, please be aware that we are in the process of revising the contract template in 2 main respects: (1) the revised contract will be a master contract between OUSD and the lead agency that does not specify the school site(s) where the agency is assigned, and (2) that master contract will last for 3 years (but note that agencies and sites will continue be matched in 1-year relationships, as they are currently). The other terms will be substantially similar to those in the current contract template.

All applicants are required to review the contract template currently in use, and sign the OUSD Expanded Learning Lead Agency MOU Boilerplate Checklist of the RFQ (Appendix IV).

*Submission of this Signed Boilerplate Checklist will constitute a representation by your firm that it has read all the clauses listed in the OUSD Expanded Learning Lead Agency MOU contract sample (Appendix IV), is willing and able to comply with OUSD contracting requirements, and understands that the standard OUSD Expanded Learning Lead Agency MOU is subject to change annually.*




---

**Signature**


---

**Date**


---

**Name and Title of Signatory**


---

**Name of Organization**

## APPENDIX V: Appeals Process for Applicants

Any applicant may appeal to the Oakland Unified School District Community Schools Department if the determination that it is not prequalified. An appeal must be based on one or both of two following:

- **Unfair process** (e.g., the appellant's proposal was treated differently than others, conflict of interest by OUSD Department of Expanded Learning staff, etc.)
- **Material error** (e.g., the appellant's proposal was reviewed under the wrong funding strategy, failure to consider all application materials, incorrect application of evaluation rubric or some other mistake of fact occurred), or

The appellant must submit the appeal by August 27, 2021 (i.e., 5 business days after the Lead Agency Notification Date). If the appellant fails to file an appeal prior to the applicable appeals deadline, the appellant waives any and all rights to challenge the decision of the District, whether by administrative process, judicial process, or any other legal process or proceeding.

An appeal must clearly state the facts that establish one of the above-referenced bases for appeal and how, as a result, the appellant's proposal was affected negatively. The appeal will be considered and adjudged by the Executive Director of Community Schools Student Services, whose decision will be final. Appellant should submit the appeal and any supporting documents should be sent electronically by email to:

Andrea Bustamante, Executive Director  
Community Schools Student Services  
andrea.bustamante@ousd.org

Appellants will receive written notice of the outcome of their appeal by September 3, 2021. In the event that an applicant's appeal is successful, the agency will be treated as all other prequalified agencies.



## APPENDIX I: RFQ Application

### 2021 OUSD Request for Qualifications Application (Template)

ASES, 21st CCLC, and ASSETS After-School Programs

Cover Sheet Template:

Cover Sheet Template			
Organization Name	Safe Passages		
Primary Contact Person:	Josefina Alvarado Mena	Secondary Contact Person:	Alicia Perez
Email:	jalvarado@safepassages.org	Email:	aperez@safepassages.org
Telephone #:	(510) 328-4458	Telephone #:	(510) 324-7447

Service Category	
Service Category: Check the grade levels your organization is interested in serving.	
X	Elementary (TK-5)
X	Elementary/Middle (TK-8)
X	Middle (6-8)
X	High School (9-12)
X	Alternative High School
	Continuation High School
	Comprehensive High School

Qualification Questions		
Does your organization have 501c3 status? Please provide documentation of this status in your supporting documentation section.	X	Yes
		No
Are you currently an OUSD Approved Lead Agency Partner?	X	Yes
		No

EXPANDED LEARNING



Have you served as an OUSD Lead Agency partner before in past years?  If so, please identify the years and durations served.	X	Yes
		No
	13	# Years
Do you currently serve in the Lead Agency role for any other school districts besides OUSD?	X	Yes
		No
<b>If yes</b> , please list all school districts you have served.		
Emeryville Unified School District, New Haven Unified School District		
How many school sites does your organization have the capacity to serve as a lead agency?	11	# Sites
In the box below, please briefly explain your rationale for this number of sites?		
Safe Passages currently partners with and serves as the lead agency for 11 school sites throughout OUSD.		

On behalf of Safe Passages (Agency), I, Josefina Alvarado Mena (name)  
CEO (Position), declare under penalty of perjury under the laws  
of the State of California that the foregoing is true and correct.

Signature:  Date: June 30, 2021



# Signed Letter of Agreement



250 Frank H. Ogawa Plaza, Suite 6306  
Oakland, CA 94612  
www.safepassages.org

June 29, 2021

Dear OUSD Expanded Learning Office Staff:

Safe Passages, 501(c)(3) a corporation based in Alameda County, is submitting the attached response to the OUSD After-School Lead Agency Request for Qualifications Expanded Learning Office 2021.

The mission of Safe Passages (SP) is to disrupt the cycle of poverty by engaging youth and families to build and drive a continuum of services that supports student success and community development. The mission, vision and work of SP is directly aligned with OUSD's mission to build a Full Service Community District focused on high academic achievement while serving the whole child, eliminating inequity, and providing each child with excellent teachers, everyday. Moreover, our mission and vision closely align with OUSD's strategic plan, The New Pathways to Excellence and vision for Full Service Community Schools.

Over the last 20+ years, SP has collaborated closely with OUSD to design, implement, and leverage resources to provide health, education, and social services to Oakland youth and their families, with a special focus on Oakland's most vulnerable populations (low-income, English Learners, students of color, foster youth, immigrants and refugees). Specifically, SP partnered with OUSD on the Safe Passages Middle School, Early Childhood, and Juvenile Justice Initiatives. In addition, SP served as the lead agency for the Oakland Elev8 Full Service Community Schools Initiative at 5 of the highest-need middle schools in Oakland, including the development of new Extended Learning Programs, School Based Health Centers, and Family Resource Centers.

Safe Passage has been an OUSD After School Lead agency since 2008 and has the capacity to serve 11 school sites across the K-12 continuum and meet the match requirements to implement comprehensive afterschool programs.

Safe Passages is willing and able to perform the commitments contained in the application.

Signed,

Josefina Alvarado Mena, Esq.  
CEO, Safe Passages

**Board of Directors**

**Colin Lacon, (Board Chair)**  
Director of Public Affairs Kaiser  
Permanente; Professional Faculty,  
Hass School of Business, UC  
Berkeley

**Sherry Young, (Board Treasurer)**  
Vice President, Private Client  
Advisor  
Bank of the West, Wealth  
Management

**Namita S. Brown**  
Partner, Fagen Friedman &  
Fulfrost LLP

**Lewis Cohen**  
Director of Communications  
National Center for Youth Law;  
Former Deputy Mayor, Oakland

**Reygan E. Cunningham, Attorney**  
Senior Partner  
California Partnership for Safe  
Communities

**Brent Hawkins**  
Intellectual Property Attorney,  
Partner at Morgan, Lewis &  
Bockius LLP

**Melissa Hoover,**  
Executive Director  
Democracy at Work Institute

**Carla J. Koren**  
Senior Vice President  
Senior Investment Management  
Consultant  
Morgan Stanley

**Dr. Tomás Magaña**  
Assistant Professor, Samuel  
Merritt University; Attending  
Physician La Clinica de La Raza,  
Inc.; Assistant Clinical Professor,  
Department of Pediatrics, UCSF

**Kim McAtee, Realtor**  
Compass Real Estate  
McAtee and Deverel Associates

**Joseph H. Magdovitz**  
Vice President, Head of Finance  
LendingHome

**Josefina Alvarado Mena, Esq.,**  
CEO Safe Passages

**Natasha Middleton**  
Probation Specialist/Legislative  
Coordinator; Alameda County  
Probation Department

**John O'Toole, Attorney**  
Retired Director National Center  
for Youth Law

**Dan Siegel, Attorney**  
Siegel, Yee & Brunner  
Former OUSD Board of Trustee



# Written Responses to Application Questions

## APPENDIX II: Application Questions

### 1. ORGANIZATIONAL CAPACITY (2-3 pages)

The mission of Safe Passages (SP) is to disrupt the cycle of poverty by engaging youth and families to build and drive a continuum of services that supports student success and community development. SP envisions a community where all young people have the opportunity to learn, grow, and realize their full potential. SP believes that access to educational opportunity, health services, and family support should not be dictated by race or socio-economic status, and that healthy and supported young people are better prepared to learn and succeed. SP's mission, vision and work directly align with OUSD's mission to build a Full-Service Community District focused on high academic achievement while serving the whole child, eliminating inequity, and providing each child with excellent teachers, every day. Further, our mission and vision align with the four key initiative in OUSD's 2021-24 strategic plan (*Ensuring Strong Third Grade Readers, Supporting Powerful Graduates, Creating Inspiring Schools, and Growing a Diverse and Stable Staff*) and vision for Full-Service Community Schools, as evidenced below.

For over 20 years, SP has collaborated closely with OUSD to design, implement, and leverage resources to provide health, education, and social services to Oakland youth and their families, with a special focus on Oakland's most vulnerable populations (low-income, English Learners, students of color, foster youth, immigrants and refugees). SP has partnered with OUSD on SPs' Middle School, Early Childhood, and Juvenile Justice Initiatives and has served as the lead agency for the Oakland Elev8 Full-Service Community Schools Initiative at five of the highest-need middle schools in Oakland, spearheading the development of new Extended Learning Programs, School Based Health Centers, and Family Resource Centers.

As demonstrated by the attached letters of reference, SP has extensive experience serving the Oakland community, specifically in the communities of West, Central, and East Oakland. For

over two decades, SP has collaborated with families and a range of government, university, and community-based partners to develop and deliver innovative services for children and youth birth through college and career. SP currently implements five OUSD Extended Learning programs, which includes the following: the Elev8 AmeriCorps Program, the Baby Learning Community programs, the Urban Arts Get Active program, and the Life and Career Roadmap Life Coaching Program serving foster youth and youth at risk of entering the Juvenile Justice system. SPs' approach is assets-based, building on the inherent assets of our students, families, and communities with an enduring commitment to equity, social justice, excellence, and integrity.

SPs' experience includes building, supporting and sustaining shared/collaborative leadership models in the context of the fluid funding and political landscape of public education. In addition, our experience has focused on building trusted relationships with school site and district leaders based on the consistent production of strong program deliverables and long-term sustainability. SP led the efforts to create the Youth Ventures JPA in Oakland, served as the lead agency for the Oakland Elev8 Full-Service Community School Initiative, and is engaged in the collaborative leadership of our Extended Day Partnerships in OUSD, New Haven Unified School District and Emery Unified School Districts. Our approach puts students and families first and at the center of our collaborative work with a focus on producing meaningful outcomes for students that support academic and life success. Please see the letters of reference for additional examples.

SP has a proven track record in recruiting and retaining qualified, committed, and culturally competent staff to provide services to OUSD students and families in an effective and culturally appropriate way. Organizational recruitment and hiring strategies produce a highly qualified, diverse, multilingual, multidisciplinary staff of professionals that meet all compliance requirements and reflect students and families served. Many students served return to the

organization as AmeriCorps Members or instructors. Similarly, AmeriCorps Members, interns, and extended day instructors have grown into program management positions at SP.

SP is a learning organization that rigorously engages in professional development for all staff. Professional development is delivered through team trainings, group supervision, and individual coaching and supervision. Topics include: youth development, age-appropriate academic support, social emotional supports, program improvement, classroom management, cultural and linguistic competency, family engagement, collaborating with teachers, safety and disaster preparedness, CPR, and alignment with regular school day.

## **2. FISCAL MANAGEMENT AND RESOURCE DEVELOPMENT (2 pages)**

The full proposal includes the SP sample budget representing the existing Laurel After School Program. The budget utilizes the 2021-22 OUSD after school program template and provides details highlighting leveraged funds and resources allocated. The budget was developed in collaboration with the Laurel Principal and approved.

***Budget Summary-*** The budget is designed to serve 84 students for 180 school days. The budget includes an ASES allocation of \$133,000; \$86,621 from OFCY; and \$14,879 in other lead agency funds for a total budget of \$234,500 with \$215,882 of the total budget contracted to SP.

***Budget Narrative-*** One FTE Extended Learning Coordinator is funded @ \$68,250 for a 12-month SP employee with full benefits. A total of six instructors are allocated in the budget to provide academic support and a rich variety of enrichment programming. One part-time Instructor is budgeted @ \$20.6 per hour including fringe for 20 hours/week for 38 weeks. Instructors are allocated 76 hours of prep time each program year and 30 hours of professional development, including at least 10 hours to participate in Continuous Quality Improvement activities. Five AmeriCorps instructors provide academic, STEM, and enrichment programming

20 hours/week for 36 weeks. AmeriCorps instructors are funded @ \$1000 stipend /month for 10 months of programming. Members support high-need students in collaboration with the regular day teachers during the school day and the extended learning program. AmeriCorps members dedicate 20% of their service year to professional development provided in weekly seminars and coaching provided by SP. An experienced Program Assistant (.62 FTE) is budgeted at \$25,920 and supports the program by providing behavioral supports for students. The instructional staff configuration supports a 1:12 staffing ratio. The budget allocates \$10,000 to fund a Full Service Community Schools manager @ .10 FTE to provide direct program support to the Laurel team and facilitate school community collaboration. Professional development costs (space, trainers, materials, CPR, food) are allocated @ \$395 and supported by leveraged funds. Supplies are budgeted at \$1,010, funded by OFCY. OUSD required allocations related to the Quality Program Support Coach appear in the OUSD column of the budget. Finally, SP administrative costs allocated to OUSD are \$3,179.59 or less than 3%, well below the OUSD maximum of 4%.

***Leveraging resources for after school programs-*** SP has extensive experience leveraging local, state, and federal government and private funding to support extended learning and youth development programs. During 2021-22, SP will leverage its AmeriCorps grant of \$606,000, OFCY grants of \$461,600, and foundations grants of over \$200,000 to support our extended learning programs. The Profit and Loss Statement illustrates the fiscal standing of the organization and the ability to generate and leverage significant income to support programs and services. As demonstrated by the sample budget, SP will leverage \$101,500 in additional resources to support the Laurel after school program in 2021-22.

***SP fiscal management capacity -*** SP has a long history of effective grants management and implementation of quality programs. Within the organization we take our fiscal responsibilities

seriously and have established effective systems, structures, and processes to ensure sound fiscal management of grant funds. SP' track record includes successfully managing individual grants of up to \$15 million and multiple grants at the federal, state, and local levels.

SP' fiscal management is supported by an internal controller and externally by eCratchit, a highly regarded, external CFO provider with a team of specialized accountants and CFOs, whose focus is not-for-profit accounting and reporting. This includes all day-to-day transactions, bank and other account reconciliations, cash flow analysis, budget preparation and analysis, and CFO level review and support. The firm also actively supports SP with the preparation for our annual audits and financial statements. Audited financials for FY21 are provided in full proposal. The agency has no negative audit findings over many years of external audits.

SP leadership, fiscal, and program management staff are experienced. Timekeeping, expenditure approval and tracking, payroll, and accounting infrastructure support effective grant/contract management, thereby ensuring compliance with fiscal grant/contract requirements. Proper maintenance of fiscal and other grant related documents for auditing purposes is embedded in our systems. SP produces accurate fiscal reports on a monthly basis for a wide range of public and private entities.

### **3. AGENCY INFRASTRUCTURE (2 Pages)**

In response to the disproportionate impacts of COVID-19 on communities served by SP, the organization increased its capacity to address the socioemotional and economic impacts families and students faced. All services temporarily transitioned to virtual classrooms, in collaboration with partnering schools, and over learning apps such as Zoom and Seesaw, in accordance with local COVID-19 guidance. SP also expanded its continuum of outreach, enrollment, and support services to families, including food security services, immigration

training and outreach, census outreach, public benefits enrollment support, public health outreach and education, and violence prevention outreach. Since the pandemic, these services have been accelerated with additional supports that specifically address COVID-19, including outreach on COVID-19 health protocols, unemployment enrollment, cash assistance, and linking eligible individuals to vaccine appointments.

As illustrated by the attached organizational chart, SP OUSD after school programs are supported at multiple management levels within the organization. Krystal Jenkins, the Full-Service Community Schools Director (FSCSD), will support SP AS (After School) Site Coordinators on programmatic issues. Ms. Jenkins will also serve as the primary point of contact for the OUSD AS partnership and will regularly participate in all OUSD AS collaborative meetings to represent the agency. The FSCSD reports directly to the SP Director of Strategic Partnership and Evaluation, Dr. Moreno, who provides technical assistance and support regarding the continuous improvement process. Dr. Moreno has extensive experience in a wide range of evaluation strategies and worked closely with local, state, and national evaluators on both public and private evaluation efforts. She provides coaching to the Site Coordinators on leading program improvement efforts and strengthening cross agency partnerships. Fiscal lead agency responsibilities are led by Josefina Alvarado Mena, SPs' CEO and Controller, Carmen Gonzalez, as indicated on the organizational chart. The fiscal team oversees all fiscal management, oversight responsibilities and compliance under the direction of the CEO. HR/Operations Director, Angela Mafi provides support on human resource functions, including recruitment, screening, employment verifications, onboarding, and personnel compliance issues.

Josefina Alvarado Mena, CEO holds ultimate administrative and programmatic oversight of the OUSD AS programs. Ms. Alvarado Mena is an education lawyer with over 22 years of

executive management experience. Ms. Alvarado Mena worked directly with three OUSD Superintendents and served on the Executive Management Team during her tenure. She provides executive management coaching to the SP AS Site Coordinators related to strategic planning, personnel management, integration and school partnerships.

The entire SP AS Management Team meets weekly to facilitate effective program implementation, compliance, and ensure meaningful outcomes for participants. SP maintains strong administrative systems and procedures to ensure all AS programs operate in full compliance with all programmatic and fiscal requirements established by OUSD, City of Oakland, private funders, and the CDE. Budgets are designed to support a student ratio that ranges between 1:12 and 1:15, lower than 1:20 ratio required. Program plans and budgets are discussed and reviewed by SP management, site coordinators, and school principals before being submitted to the OUSD Expanded Learning Office for compliance review and approval, for the last four AS grant cycles.

Every SP AS budget provides for a full-time site coordinator that reports to the schools site every program day and remains at the school site until the end of the after-school program. SP site coordinators are experienced youth development program managers that come from similar backgrounds as the populations served. SP implements an effective system of capacity building for AS Site Coordinators that includes individual executive coaching, group training, technical assistance, and ongoing assessment to support quality program delivery and compliance all program requirements. SP HR operates extensive systems of recruitment, screening, verification and onboarding. All AS staff meet the minimum of 48 college units or passages of the Instructional Aid Exam, TB clearance, and the required fingerprinting clearance.

SP regularly reviews the after-school attendance requirements with AS program staff and provides training and technical assistance related to the 85% attendance target and the required attendance

student sign in/out documentation. Daily attendance sheets are collected; internal audits are conducted each month and reviewed by the site coordinator's supervisor. Attendance is scanned to create a digital archive and forwarded to OUSD on a monthly basis. Attendance, program, and fiscal records are maintained in digital formats and hard copies, as needed. Fiscal transaction records are maintained within our accounting software. Attendance records are transported as needed to ensure accessibility in the event audit requests are made. Personnel files are maintained at SP and contained all required compliance documentation.

SP AS Site Coordinators are the primary points of contact for the OUSD AS partnership and are charged with sustaining an active collaboration with the school site leadership. This position participates in school-based planning and coordination vehicles, including the COST, SSTs, family home visits, and site-based leadership teams to build strong relationships with school staff to strengthen supports for students. Coordinators collaborate with the Quality Support Coach and other teachers on a regular basis to align the after-school curriculum/program with the traditional school day, remote, hybrid, or in-person. SP site leaders work collaboratively with the OUSD Expanded Learning Team in producing deliverables related to attendance, program development, and continuous improvement. AS Site Coordinators are expected to lead all program improvement efforts including, but not limited to the OUSD Continuous Quality Improvement process and implementation of the Youth Program Quality Intervention cycle each year. Coordinators facilitate partnership meetings and organize family engagement events.

#### **4. YOUTH DEVELOPMENT, ASSESSMENT PROCESS, AND ALIGNMENT (3 Pages)**

SP strives to create positive youth relationships, with the aim of providing youth with broad guidance, support and opportunities to develop into independent, life-long learners. Furthermore, the agency's practice of reaching out to other community institutions and youth service providers

to develop interagency and cross-system collaboration is founded on the belief that young people in Oakland are best able to move through their developmental stages when they are supported across all sectors of their community. Programmatic goals are to provide a continuum of services that enable youth to acquire the attitudes, competencies, values, and social skills needed to matriculate from high school and become successful adults. The agency focuses on delivering activities that nurture the developmental assets of our youth rather than focusing on problem-centered interventions or deficit-based approaches. In alignment with the CDE quality standards, all SP programming ensures that basic needs are met in our programming and when possible, in the students' homes. It is the strong belief of the agency that our programming provides a foundation of well-being that frees youth to work on their higher developmental tasks and develop their own agency.

In cooperation with funding entities, SP produces annual evaluations of its programs. Data management systems enable SP to systematically track services provided to participants and to monitor effectiveness. SP has consistently met and exceeded program enrollment and performance targets for youth development programs. School attendance, behavior, school grades, school test scores, social/emotional learning skills, and other academic skills are collected by SP and reported to OUSD via the CitySpan tracking/reporting system on a quarterly basis. Further, SP assesses academic progress three times per school year via NWEA, validated, computerized assessments that provide real-time learning about students' progress and challenges. Youth and family experiences are collected by SP via pre/post-test surveys. Data is collected twice during the school year and twice during summer programming. Outcomes include improved academic achievement- 87% of all students served increasing one or more functional grade levels in Math and/or ELA- as well as improved attendance, reduced referrals for discipline, increased family engagement, and

an increased on-time promotion to 9th grade. Lastly, SP uses all data collected to flag early warning indicators and tailor prevention/intervention strategies accordingly. All data collected is used to make program improvements as needed. Quality improvement and training as it relates to staff are built into SP' Extended day model. Coordinators lead weekly team meetings with all of their program staff. During these sessions, Coordinators lead trainings using the CDE quality standards. SP management staff regularly conducts site visits to assess strengths and areas of improvement for line staff and the overall program. Management staff works in coordination with the school principal to ensure that messaging is consistent, and the program design supports the goals of the lead agency and the school community. Additionally, SP works to ensure that program leadership and staff are experienced, well-educated in the areas of youth development, have longevity at the school site, uses effective communication, sets high expectations, and uses a bottom-up management style.

SP implements CDE quality standards and engages in an assessment, reflect, and improvement planning process using OUSD' Expanded Learning Office program reflection tool *Truth, Hope, Change, and Curiosity (THCC)* to provide high quality programming. SP' programs are evaluated internally by students, staff, and externally by key stakeholders, OUSD, and OFCY. Key areas of improvement for our programs are consistent with the majority of programs in Oakland and fall into the area of youth voice and leadership. SP implements a required one-week All-Staff Training Institute in August of each year to prepare AS staff for facilitating the process of partnering with youth for voice and leadership. The training content includes youth development best practices and an introduction to the CDE quality standards and CQI process. SP holds four additional trainings for AS staff throughout the program year on CDE quality standards that allow all staff to gain a understanding of CDE quality standards and develop an improvement plan.



# Appendix III

## Supporting Documents



# Program Budget

2021-22 AFTER SCHOOL BUDGET PLANNING SPREADSHEET

ELEMENTARY & MIDDLE SCHOOLS 01.2020

Site Name:	LAUREL ELEMENTARY SCHOOL	%	ASES		OFCY Match Funds	Other Lead Agency Funds
Site #:	131		Resource 6010, Program 1553			
Average # of students to be served daily (ADA):	83.31		OUSD	Lead Agency	Lead Agency	Lead Agency
<b>TOTAL GRANT AWARD</b>			<b>133,169.40</b>		<b>\$86,621.00</b>	<b>\$14,879.40</b>
<b>CENTRAL COSTS: INDIRECT, ADMIN, EVAL, PD, CUSTODIAL, SUPPLIES</b>						
	OUSD Indirect (5.00%)		6,341.40			
	OUSD ASPO admin, evaluation, and training/technical assistance costs		8,297.16			
	Custodial Staffing and Supplies at 3.5%		4,148.58			
	<b>TOTAL SITE ALLOCATION</b>		<b>114,382.26</b>			
<b>CERTIFICATED PERSONNEL</b>						
1120	Quality Support Coach/Academic Liaison		\$2,500.00			
1120	Certificated Teacher Extended Contracts- math or ELA academic intervention (required for MS)		0			
1120	Certificated Teacher Extended Contracts- ELL supports					
1120	Certificated Teacher Extended Contracts- math or ELA academic intervention (recommended for MS)					
	Total certificated		<b>\$2,500.00</b>		<b>0</b>	<b>0</b>
<b>CLASSIFIED PERSONNEL</b>						
2205	Site Coordinator (list here, if district employee)		0			0
2220	SSO (optional)		0			
			0			
	Total classified		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>BENEFITS</b>						
3000's	Employee Benefits for Certificated Teachers on Extended Contract (benefits at 24.5%)		612.50			
3000's	Employee Benefits for Classified Staff on Extra Time/Overtime (benefits at 28%)		0			
3000's	Employee Benefits for Salaried Employees (benefits at 42%)		0			
	Total benefits		<b>612.50</b>		<b>\$0.00</b>	<b>\$0.00</b>
<b>BOOKS AND SUPPLIES</b>						
4310	Supplies		0		\$1,010.00	0
4310	Curriculum		0			0
5829	Field Trips		0			0
4420	Equipment (including computers - OUSD only)		0			0
	Professional Development for Site Staff			395		
	Total books and supplies		<b>0</b>	<b>395</b>	<b>\$1,010.00</b>	<b>0</b>
<b>CONTRACTED SERVICES</b>						
5825	Site Coordinator (1 FTE @ \$68,250)			\$51,187.00	\$9,292.00	\$7,771.00
5825	Literacy academic/enrichment instructors (required for ES) ( 1 x \$20.6/hr x 20hrs x 36 wks), includes CQI time.			\$14,832.00		
5825	Enrichment Instructors/AmeriCorps Mentors 3 Members x \$1000/month x 10 months = 30,000			\$10,000.00	\$20,000.00	
5825	STEM instructorsAmeriCorps Mentors 2 Members x \$1000/month x 10 months = 20,000				\$16,000.00	\$4,000.00
5825	Staff time to participate in Continuous Quality Improvement process (build into staff line items.					

5825	FSCS Director/Program Support .10 FTE			0	\$10,000.00		
5825	Program Assistant .62 FTE @ 25,920			\$8,000.00	\$12,760.00		
5825	Lead Agency benefits (rate: 25%)			\$23,676.17	\$7,716.00	\$3,108.40	
	Total services		0	\$107,695.17	\$75,768.00	\$14,879.40	
<b>IN-KIND DIRECT SERVICES</b>							
						0	
	Total value of in-kind direct services					0	
<b>LEAD AGENCY ADMINISTRATIVE COSTS</b>							
	Lead Agency admin (4% max of total contracted \$)			3,179.59	\$9,843.00	\$0.00	
<b>SUBTOTALS</b>							
	Subtotals DIRECT SERVICE	85.00	\$5,103.82	\$108,090.17	\$76,778.00	\$14,879.40	
	Subtotals Admin/Indirect	15.00	16,795.82	3,179.59	\$9,843.00	\$0.00	
<b>TOTALS</b>							
	Total budgeted per column		\$21,899.64	\$111,269.76	\$86,621.00	\$14,879.40	
	Total BUDGETED	100.00	133,169.40		\$86,621.00	\$14,879.40	
	BALANCE remaining to allocate		0.00				
	TOTAL GRANT AWARD/ALLOCATION TO SITE		133,169.40				
<b>ASES MATCH REQUIREMENT:</b>							
ASES requires a 3:1 match for every grant award dollar awarded.							
	Total Match amount required for this grant:		44,389.80				
	Facilities count toward 25% of this match requirement:		11,097.45				
	Remaining match amount required:		33,292.35				
	Match should be met by combined OFCY funds, other site funds, private dollars, and in-kind resources. This total equals:		\$101,500.40				
	Total Match amount left to meet:		-68,208.05				
<b>Required Signatures for Budget Approval:</b>							
Principal:							
Lead Agency:							



# Profit and Loss Statement

**Safe Passages**  
**Profit & Loss**  
 July 2020 through May 2021

	Jul '20 - May 21
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
<b>4000 · Government &amp; Other Contracts</b>	
4400 · Contracts & Services	130,030.13
4100 · Government & Public Agencies	4,366,245.73
<b>Total 4000 · Government &amp; Other Contracts</b>	4,496,275.86
<b>4300 · Fundraising</b>	
4310 · Corporate Donations	255,940.70
4320 · Individual Donations	72,446.63
4200 · Private/Philanthropy	344,855.00
4999 · Releases of Temp Restricted NA	752,634.47
4300 · Fundraising - Other	2,500.00
<b>Total 4300 · Fundraising</b>	1,428,376.80
<b>4500 · Other Revenue</b>	
4552 · Interest Income	1.71
4550 · Unrealized Gains	170.85
4599 · Indirect Income	284,608.92
4700 · Net Income from Events	
4710 · Gross Receipts	9,306.58
<b>Total 4700 · Net Income from Events</b>	9,306.58
4800 · Refunds/Reimbursed	13,000.92
4500 · Other Revenue - Other	-2,333.17
<b>Total 4500 · Other Revenue</b>	304,755.81
<b>Total Income</b>	6,229,408.47
<b>Expense</b>	
<b>5100 · Payroll</b>	
5101 · Payroll Salaries & Wages	3,418,680.44
5102 · Americorp Members	
Americorps Members	562,090.52
<b>Total 5102 · Americorp Members</b>	562,090.52
<b>Total 5100 · Payroll</b>	3,980,770.96
<b>5300 · Fringe Expense</b>	
5301 · SP Fringe	
Payroll Related Service Fee	
5340 · ER Payroll Service Fees	4,462.50
5342 · FSA Admin Fees	443.38
5341 · 401K Admin Fees	2,333.50
<b>Total Payroll Related Service Fee</b>	7,239.38
5399 · Allocated Fringe	0.01
5330 · ER Payroll Taxes	301,418.99
5320 · Other Employee Benefits	
5311 · 403B SEP-IRA Expense	500.00
5321 · Health Benefits Expense	299,854.43
5322 · Life & Disability Expense	-292.42
5323 · Parking/Public Transit Expense	18,472.50

**Safe Passages**  
**Profit & Loss**  
 July 2020 through May 2021

	Jul '20 - May 21
5324 · Workers' Comp Insurance Expen...	9,079.14
5325 · ER Education/Training	871.41
5327 · EE Fund Mileage Reimb Exp	2,983.50
5328 · Long-Term Care Insurance	10,011.20
5334 · Benefits-Other	4,372.58
5320 · Other Employee Benefits - Other	500.00
<b>Total 5320 · Other Employee Benefits</b>	<b>346,352.34</b>
<b>Total 5301 · SP Fringe</b>	<b>655,010.72</b>
5302 · AC Fringe	
Member Fringe	0.00
Member Workers Comp	10,746.59
Member FICA	40,500.70
<b>Total 5302 · AC Fringe</b>	<b>51,247.29</b>
<b>Total 5300 · Fringe Expense</b>	<b>706,258.01</b>
5470 · Program Related Contractors	
5471 · Evaluation	71,660.00
5473 · Trainers/Facilitators	5,119.00
5500 · Direct Service Providers	
5600 · CBOs/Community Based Orgs	56,806.76
5700 · Indep Contractors	6,231.10
5500 · Direct Service Providers - Other	63,750.73
<b>Total 5500 · Direct Service Providers</b>	<b>126,788.59</b>
<b>Total 5470 · Program Related Contractors</b>	<b>203,567.59</b>
5400 · Non-Employee Contractors	
5420 · Legal	299.00
5430 · Accounting	108,088.20
5450 · Fundraising	8,613.16
5460 · Investment Mgmt	175.00
<b>Total 5400 · Non-Employee Contractors</b>	<b>117,175.36</b>
6100 · Office Expense	
6150 · Interest expense	5,702.32
6110 · Supplies	3,060.83
6120 · Postage/Shipping	621.05
6130 · Duplicating	26.64
6140 · Furnishings	1,541.64
6200 · Other	
6210 · Food/Meetings/Water	34,296.23
6220 · Equipment Rental	249.20
6240 · Dues/Subscriptions	69,821.85
6250 · Mileage/Local Travel	3,451.54
6260 · Job Postings	12,535.89
6270 · Fingerprinting/Background	6,836.75
6290 · Misc/Gifts/Etc	13,137.22
6200 · Other - Other	20.77
<b>Total 6200 · Other</b>	<b>140,349.45</b>
<b>6100 · Office Expense - Other</b>	<b>444.93</b>
<b>Total 6100 · Office Expense</b>	<b>151,746.86</b>

**Safe Passages**  
**Profit & Loss**  
 July 2020 through May 2021

	Jul '20 - May 21
<b>6900 · Overhead &amp; Shared Expenses</b>	
<b>6300 · IT/Network/Communications</b>	
<b>6310 · Phone/Internet</b>	
6311 · Cell Phones	15,737.41
6310 · Phone/Internet - Other	6,253.56
<b>Total 6310 · Phone/Internet</b>	21,990.97
6320 · Email/Web Hosting	8,353.27
6330 · Computers/Software	58,935.58
6300 · IT/Network/Communications - Other	962.83
<b>Total 6300 · IT/Network/Communications</b>	90,242.65
6700 · Interest Paid/Bank Fees	5,464.90
<b>6750 · Corporate Insurance</b>	
6751 · General Liability	10,855.28
6753 · Social Service	250.00
<b>Total 6750 · Corporate Insurance</b>	11,105.28
<b>6880 · Other Expenses{437}</b>	
6882 · Admin Taxes & Fees	
6883 · Assessments/Penalties	1,043.69
6882 · Admin Taxes & Fees - Other	246.00
<b>Total 6882 · Admin Taxes &amp; Fees</b>	1,289.69
<b>Total 6880 · Other Expenses{437}</b>	1,289.69
<b>Total 6900 · Overhead &amp; Shared Expenses</b>	108,102.52
<b>6400 · Occupancy</b>	
6410 · Rent/Leased Space	84,911.90
6420 · CAM/Common Area Maint	28,786.55
6450 · Other Utilities	46.75
<b>Total 6400 · Occupancy</b>	113,745.20
<b>6600 · Conferences/Public Events</b>	
6630 · Catering/Food	1,285.99
6650 · Transportation	12,660.74
6600 · Conferences/Public Events - Other	20,198.86
<b>Total 6600 · Conferences/Public Events</b>	34,145.59
<b>Travel and Entertainment</b>	
<b>6500 · Out-Of-Town Travel</b>	
6510 · Fares	3,019.86
6520 · Lodging	2,369.63
6530 · Meals	2,538.62
6540 · Parking/Taxi/Car Rental	1,876.59
6500 · Out-Of-Town Travel - Other	18,187.93
<b>Total 6500 · Out-Of-Town Travel</b>	27,992.63
<b>Total Travel and Entertainment</b>	27,992.63
<b>Americorp Match</b>	
Member Supplies	0.00
Staff Travel	50.18
<b>Total Americorp Match</b>	50.18
<b>6000 · Operations/Sponsored Programs</b>	
6020 · Grants & Gifts	18,001.00

**Safe Passages**  
**Profit & Loss**  
 July 2020 through May 2021

	Jul '20 - May 21
<b>6010 · Advertising/Promotional</b>	
6011 · Website	5,606.59
6010 · Advertising/Promotional - Other	104.96
<b>Total 6010 · Advertising/Promotional</b>	5,711.55
<b>6800 · Printing/Publication</b>	
6813 · Printing/Production	6,115.94
6800 · Printing/Publication - Other	3,780.77
<b>Total 6800 · Printing/Publication</b>	9,896.71
<b>6850 · Materials/Program Purchases</b>	109,449.56
<b>6860 · Participant Incentives</b>	
6861 · Parent/Student Stipends	13,109.25
6862 · Gift Cards/Vouchers/Food	36,220.55
6860 · Participant Incentives - Other	61,637.91
<b>Total 6860 · Participant Incentives</b>	110,967.71
<b>6000 · Operations/Sponsored Programs - O...</b>	3,300.00
<b>Total 6000 · Operations/Sponsored Programs</b>	257,326.53
<b>7999 · Indirect Expense</b>	284,608.92
<b>Total Expense</b>	5,985,490.35
<b>Net Ordinary Income</b>	243,918.12
<b>Other Income/Expense</b>	
<b>Other Income</b>	
9998 · Temp Restricted	578,629.92
9999 · Releases of Temp Restricted NA	-752,634.47
<b>Total Other Income</b>	-174,004.55
<b>Net Other Income</b>	-174,004.55
<b>Net Income</b>	69,913.57



# 2020 990 Tax Form

Return of Organization Exempt From Income Tax

(Rev. January 2020)

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

2019

Department of the Treasury Internal Revenue Service

Do not enter social security numbers on this form as it may be made public. Go to www.irs.gov/Form990 for instructions and the latest information.

Open to Public Inspection

Header section A-M containing organization details: Name (SAFE PASSAGES), EIN (20-4535835), Address (250 FRANK H OGAWA PLAZA STE 6306 OAKLAND, CA 94612-2035), Principal Officer (JOSEFINA ALVARADO MENA), Website (WWW.SAFEPASSAGES.ORG), and Form of Organization (Corporation).

Part I Summary

Summary table with columns for line number, description, Prior Year, and Current Year. Rows include mission statement (TO DEVELOP CHARITABLE AND EDUCATIONAL PROGRAMS FOR HIGH NEED CHILDREN AND FAMILIES.), revenue (Total revenue: 6,609,201), expenses (Total expenses: 5,346,202), and net assets (Total assets: 4,300,257).

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Signature block for JOSEFINA ALVARADO MENA, CEO, dated 05-12-2021.

Paid Preparer Use Only section for CHRISTOPHER CHIME OGBODO, CPA, dated 05-17-2021, with firm address and phone number.

May the IRS discuss this return with the preparer shown above? (see instructions) Yes No

For Paperwork Reduction Act Notice, see the separate instructions.

**Part III Statement of Program Service Accomplishments**

Check if Schedule O contains a response or note to any line in this Part III

**1** Briefly describe the organization's mission:  
**TO DEVELOP CHARITABLE AND EDUCATIONAL PROGRAMS FOR HIGH NEED CHILDREN AND FAMILIES.**

**2** Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?  Yes  No  
If "Yes," describe these new services on Schedule O.

**3** Did the organization cease conducting, or make significant changes in how it conducts, any program services?  Yes  No  
If "Yes," describe these changes on Schedule O.

**4** Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

**4a** (Code: \_\_\_\_\_) (Expenses \$ 3,299,921 including grants of \$ \_\_\_\_\_) (Revenue \$ \_\_\_\_\_)  
**SAFE PASSAGES PROVIDES EDUCATIONAL AND SUPPORT PROGRAMS FOR CHILDREN AND FAMILIES. PROGRAMS ARE PROVIDED ON A CONTINUUM FOR CHILDREN AND YOUTH BIRTH THROUGH COLLEGE AND CAREER INCLUDING PARENTING CLASSES, EARLY CHILDHOOD DEVELOPMENT SERVICES, BEHAVIORAL HEARLTH SERVICES, YOUTH DEVELOPMENT, LIFE COACHING, AND WORKFORCE DEVELOPMENT PROGRAMS AND SERVICES.**

**4b** (Code: \_\_\_\_\_) (Expenses \$ 865,148 including grants of \$ \_\_\_\_\_) (Revenue \$ \_\_\_\_\_)  
**SAFE PASSAGES AFTER SCHOOL PROGRAMS: IMPLEMENTED HIGH IMPACT ACADEMIC, ENRICHMENT AND RECREATIONAL ACTIVITIES IN PARTNERSHIP WITH CITY OF OAKLAND AND OAKLAND UNIFIED SCHOOL DISTRICT AT MULTIPLE MIDDLE SCHOOL AND HIGH SCHOOL SITES.**

**4c** (Code: \_\_\_\_\_) (Expenses \$ 761,048 including grants of \$ \_\_\_\_\_) (Revenue \$ \_\_\_\_\_)  
**AMERICORPS: TRAINED AND PLACED MEMBERS FUNDED BY THE FEDERAL CORPORATION FOR NATIONAL COMMUNITY SERVICE TO PROVIDE ACADEMIC AND MENTORING SERVICES TO CHILDREN OF FAMILIES IN NEIGHBORHOOD SCHOOLS.**

**4d** Other program services (Describe on Schedule O.)  
(Expenses \$ \_\_\_\_\_ including grants of \$ \_\_\_\_\_) (Revenue \$ \_\_\_\_\_)

**4e** Total program service expenses ▶ **4,926,117**

**Part IV Checklist of Required Schedules**

		Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A . . . . .</i>	<input checked="" type="checkbox"/>	
2	Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> (see instructions)? . . . . .	<input checked="" type="checkbox"/>	
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I . . . . .</i>		<input checked="" type="checkbox"/>
4	<b>Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II . . . . .</i>		<input checked="" type="checkbox"/>
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? <i>If "Yes," complete Schedule C, Part III . . . . .</i>		<input checked="" type="checkbox"/>
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I . . . . .</i>		<input checked="" type="checkbox"/>
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II . . . . .</i>		<input checked="" type="checkbox"/>
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III . . . . .</i>		<input checked="" type="checkbox"/>
9	Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV . . . . .</i>		<input checked="" type="checkbox"/>
10	Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi endowments? <i>If "Yes," complete Schedule D, Part V . . . . .</i>		<input checked="" type="checkbox"/>
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.		
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI . . . . .</i>		<input checked="" type="checkbox"/>
b	Did the organization report an amount for investments - other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII . . . . .</i>		<input checked="" type="checkbox"/>
c	Did the organization report an amount for investments - program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII . . . . .</i>		<input checked="" type="checkbox"/>
d	Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX . . . . .</i>		<input checked="" type="checkbox"/>
e	Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X . . . . .</i>	<input checked="" type="checkbox"/>	
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X . . . . .</i>		<input checked="" type="checkbox"/>
12a	Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII . . . . .</i>	<input checked="" type="checkbox"/>	
b	Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional . . . . .</i>		<input checked="" type="checkbox"/>
13	Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E . . . . .</i>		<input checked="" type="checkbox"/>
14a	Did the organization maintain an office, employees, or agents outside of the United States? . . . . .		<input checked="" type="checkbox"/>
b	Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV . . . . .</i>		<input checked="" type="checkbox"/>
15	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV . . . . .</i>		<input checked="" type="checkbox"/>
16	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV . . . . .</i>		<input checked="" type="checkbox"/>
17	Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I (see instructions) . . . . .</i>		<input checked="" type="checkbox"/>
18	Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II . . . . .</i>		<input checked="" type="checkbox"/>
19	Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III . . . . .</i>		<input checked="" type="checkbox"/>
20a	Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H . . . . .</i>		<input checked="" type="checkbox"/>
b	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return? . . . . .		
21	Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II . . . . .</i>		<input checked="" type="checkbox"/>

Part IV Checklist of Required Schedules (continued)

Table with 3 columns: Question, Yes, No. Rows 22-38 detailing various organizational requirements and compliance checks.

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V. [ ]

Table with 3 columns: Question, Yes, No. Rows 1a-1c regarding Form 1096, Form W-2G, and backup withholding rules.

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)

Table with columns for question number, question text, and Yes/No response boxes. Includes questions 2a through 16 regarding employee reporting, tax shelter transactions, foreign accounts, and charitable contributions.

Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI [X]

Section A. Governing Body and Management

Table with 5 columns: Question, Line Number, Yes, No. Rows include: 1a Enter the number of voting members... 10; 1b Enter the number of voting members included in line 1a... 9; 2 Did any officer, director, trustee, or key employee have a family relationship... X; 3 Did the organization delegate control over management duties... X; 4 Did the organization make any significant changes to its governing documents... X; 5 Did the organization become aware during the year of a significant diversion of the organization's assets... X; 6 Did the organization have members or stockholders... X; 7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body... X; 7b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body... X; 8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following: 8a The governing body? X; 8b Each committee with authority to act on behalf of the governing body? X; 9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O... X

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

Table with 5 columns: Question, Line Number, Yes, No. Rows include: 10a Did the organization have local chapters, branches, or affiliates? X; 10b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?; 11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? X; 11b Describe in Schedule O the process, if any, used by the organization to review this Form 990.; 12a Did the organization have a written conflict of interest policy? If "No," go to line 13 X; 12b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? X; 12c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done X; 13 Did the organization have a written whistleblower policy? X; 14 Did the organization have a written document retention and destruction policy? X; 15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision? 15a The organization's CEO, Executive Director, or top management official X; 15b Other officers or key employees of the organization X; 16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? X; 16b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?

Section C. Disclosure

- 17 List the states with which a copy of this Form 990 is required to be filed California
18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply. [ ] Own website [X] Another's website [X] Upon request [ ] Other (explain on Schedule O)
19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
20 State the name, address, and telephone number of the person who possesses the organization's books and records

SAFE PASSAGES (510)238-4914, 250 FRANK H OGAWA PLAZA STE 6306, OAKLAND, CA 94612-2035

**Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

Check if Schedule O contains a response or note to any line in this Part VII

**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees**

**1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

See instructions for the order in which to list the persons above.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) COLIN LACON BOARD CHAIRMAN	1.00	X						0	0	0
(2) SHERRY BEELER YOUNG BOARD TREASURER	1.00	X						0	0	0
(3) MELISSA HOOVER BOARD MEMBER	1.00	X						0	0	0
(4) REYGAN E HARMON BOARD MEMBER	1.00	X						0	0	0
(5) LEWIS S COHEN BOARD MEMBER	1.00	X						0	0	0
(6) DAN SIEGEL BOARD MEMBER	1.00	X						0	0	0
(7) TOMAS MAGANA BOARD MEMBER	1.00	X						0	0	0
(8) NAMITA BROWN BOARD MEMBER	1.00	X						0	0	0
(9) JOHN O'TOOLE BOARD MEMBER	1.00	X						0	0	0
(10) JOSEFINA ALVARADO MENA CEO	40.00	X		X		X		211,122	0	13,275
(11) ALICIA PEREZ LEGISLATIVE DIRECTOR	40.00					X		121,677	0	10,578
(12) DEVONE BOGGAN OFFICER	40.00					X		203,210	0	19,825
(13) NINA MORENO RESEARCH AND STRATEGIC PARTNERS	40.00					X		112,812	0	8,899
(14) KHAALID A MUTTAQI CHIEF OPERATING OFFICER	40.00					X		108,268	0	1,440

**Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees** (continued)

(A) Name and title	(B) Average hours per week per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(15) -----										
(16) -----										
(17) -----										
(18) -----										
(19) -----										
(20) -----										
(21) -----										
(22) -----										
(23) -----										
(24) -----										
(25) -----										
<b>1b Subtotal</b> . . . . .										
<b>c Total from continuation sheets to Part VII, Section A</b> . . . . .										
<b>d Total (add lines 1b and 1c)</b> . . . . .							<b>757,089</b>	<b>0</b>	<b>54,017</b>	

**2** Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **5**

	Yes	No
<b>3</b> Did the organization list any <b>former</b> officer, director, trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i> . . . . .		<b>X</b>
<b>4</b> For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i> . . . . .	<b>X</b>	
<b>5</b> Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i> . . . . .		<b>X</b>

**Section B. Independent Contractors**

**1** Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation

**2** Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **5**

**Part VIII Statement of Revenue**

Check if Schedule O contains a response or note to any line in this Part VIII

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514	
Contributions, Gifts, Grants and Other Similar Amounts	1a	Federated campaigns . . . . .	1a				
	b	Membership dues . . . . .	1b				
	c	Fundraising events . . . . .	1c				
	d	Related organizations . . . . .	1d				
	e	Government grants (contributions) . .	1e	3,842,286			
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	2,766,915			
	g	Noncash contributions included in lines 1a-1f . . . . .	1g	\$			
	h	<b>Total.</b> Add lines 1a-1f . . . . . ▶		6,609,201			
Program Service Revenue			Business Code				
	2a	_____					
	b	_____					
	c	_____					
	d	_____					
	e	_____					
	f	All other program service revenue . . . . .					
g	<b>Total.</b> Add lines 2a-2f . . . . . ▶						
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts) . . . . . ▶					
	4	Income from investment of tax-exempt bond proceeds . . . ▶					
	5	Royalties . . . . . ▶					
	6a	Gross rents . . . . .	(i) Real				
			(ii) Personal				
			6a				
			6b				
	6c	Rental income or (loss)	6c				
	d	Net rental income or (loss) . . . . . ▶					
	7a	Gross amount from sales of assets other than inventory	(i) Securities				
			(ii) Other				
			7a				
			7b				
	7c	Less: cost or other basis and sales expenses . . . . .	7c				
	d	Net gain or (loss) . . . . . ▶					
8a	Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18 . . . . .						
		8a					
		8b					
c	Net income or (loss) from fundraising events . . . . . ▶						
9a	Gross income from gaming activities, See Part IV, line 19 . . . . .						
		9a					
		9b					
c	Net income or (loss) from gaming activities . . . . . ▶						
10a	Gross sales of inventory, less returns and allowances . . . . .						
		10a					
		10b					
c	Net income or (loss) from sales of inventory . . . . . ▶						
Miscellaneous Revenue			Business Code				
	11a	_____					
	b	_____					
	c	_____					
	d	All other revenue . . . . .					
e	<b>Total.</b> Add lines 11a-11d . . . . . ▶						
12	<b>Total revenue.</b> See instructions . . . . . ▶		6,609,201	0	0	0	

**Part IX Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

<b>Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.</b>		(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1	Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 . . .				
2	Grants and other assistance to domestic individuals. See Part IV, line 22 . . . . .				
3	Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16 . . . .				
4	Benefits paid to or for members . . . . .				
5	Compensation of current officers, directors, trustees, and key employees . . . . .	757,089	757,089		
6	Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) . . . . .				
7	Other salaries and wages . . . . .	2,753,341	2,570,496	91,839	91,006
8	Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions) . .				
9	Other employee benefits . . . . .	411,879	390,426	10,614	10,839
10	Payroll taxes . . . . .	268,548	254,560	7,026	6,962
11	Fees for services (nonemployees):				
a	Management . . . . .				
b	Legal . . . . .				
c	Accounting . . . . .				
d	Lobbying . . . . .				
e	Professional fundraising services. See Part IV, line 17 .				
f	Investment management fees . . . . .				
g	Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.) . .	391,295	293,829	97,466	
12	Advertising and promotion . . . . .	8,840	4,321	4,519	
13	Office expenses . . . . .	164,106	137,518	26,588	
14	Information technology . . . . .	75,930	60,657	15,273	
15	Royalties . . . . .				
16	Occupancy . . . . .	121,874	85,424	24,407	12,043
17	Travel . . . . .	53,879	53,879		
18	Payments of travel or entertainment expenses for any federal, state, or local public officials . . . . .				
19	Conferences, conventions, and meetings . . . . .	48,484	41,119	7,365	
20	Interest . . . . .				
21	Payments to affiliates . . . . .				
22	Depreciation, depletion, and amortization . . . . .				
23	Insurance . . . . .	28,673	27,180	750	743
24	Other expenses. Itemize expenses not covered above (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a	<b>PARTICIPANT INCENTIVES</b>	133,909	132,957	952	
b	<b>MATERIALS AND SUPPLIES</b>	118,092	110,867	7,225	
c	<b>PRINTING AND PUBLICATIONS</b>	4,975	4,975		
d	<b>OTHER EXPENSES</b>	5,288	820	4,468	
e	All other expenses _____				
25	<b>Total functional expenses.</b> Add lines 1 through 24e. .	5,346,202	4,926,117	298,492	121,593
26	<b>Joint costs.</b> Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720) . . . . .				

**Part X Balance Sheet**

Check if Schedule O contains a response or note to any line in this Part X

		(A) Beginning of year		(B) End of year
<b>Assets</b>	<b>1</b> Cash - non-interest-bearing	1,307,903	1	2,348,193
	<b>2</b> Savings and temporary cash investments		2	
	<b>3</b> Pledges and grants receivable, net	849,656	3	1,889,905
	<b>4</b> Accounts receivable, net		4	
	<b>5</b> Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	<b>6</b> Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	<b>7</b> Notes and loans receivable, net		7	
	<b>8</b> Inventories for sale or use		8	
	<b>9</b> Prepaid expenses and deferred charges	24,328	9	62,159
	<b>10a</b> Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	<b>10a</b>		
	<b>b</b> Less: accumulated depreciation	<b>10b</b>		<b>10c</b>
	<b>11</b> Investments - publicly traded securities		11	
	<b>12</b> Investments - other securities. See Part IV, line 11		12	
	<b>13</b> Investments - program-related. See Part IV, line 11		13	
	<b>14</b> Intangible assets		14	
	<b>15</b> Other assets. See Part IV, line 11		15	
<b>16 Total assets.</b> Add lines 1 through 15 (must equal line 33)		2,181,887	16	4,300,257
<b>Liabilities</b>	<b>17</b> Accounts payable and accrued expenses	43,893	17	91,012
	<b>18</b> Grants payable		18	
	<b>19</b> Deferred revenue		19	
	<b>20</b> Tax-exempt bond liabilities		20	
	<b>21</b> Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	<b>22</b> Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	<b>23</b> Secured mortgages and notes payable to unrelated third parties		23	
	<b>24</b> Unsecured notes and loans payable to unrelated third parties		24	
	<b>25</b> Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D	239,614	25	1,047,866
	<b>26 Total liabilities.</b> Add lines 17 through 25	283,507	26	1,138,878
<b>Net Assets or Fund Balances</b>	<b>Organizations that follow FASB ASC 958, check here</b> <input checked="" type="checkbox"/> <b>and complete lines 27, 28, 32, and 33.</b>			
	<b>27</b> Net assets without donor restrictions	892,385	27	1,087,371
	<b>28</b> Net assets with donor restrictions	1,005,995	28	2,074,008
	<b>Organizations that do not follow FASB ASC 958, check here</b> <input type="checkbox"/> <b>and complete lines 29 through 33.</b>			
	<b>29</b> Capital stock or trust principal, or current funds		29	
	<b>30</b> Paid-in or capital surplus, or land, building, or equipment fund		30	
	<b>31</b> Retained earnings, endowment, accumulated income, or other funds		31	
	<b>32</b> Total net assets or fund balances	1,898,380	32	3,161,379
<b>33</b> Total liabilities and net assets/fund balances	2,181,887	33	4,300,257	

**Part XI Reconciliation of Net Assets**

Check if Schedule O contains a response or note to any line in this Part XI

<b>1</b>	Total revenue (must equal Part VIII, column (A), line 12)	<b>1</b>	6,609,201
<b>2</b>	Total expenses (must equal Part IX, column (A), line 25)	<b>2</b>	5,346,202
<b>3</b>	Revenue less expenses. Subtract line 2 from line 1	<b>3</b>	1,262,999
<b>4</b>	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	<b>4</b>	1,898,380
<b>5</b>	Net unrealized gains (losses) on investments	<b>5</b>	
<b>6</b>	Donated services and use of facilities	<b>6</b>	
<b>7</b>	Investment expenses	<b>7</b>	
<b>8</b>	Prior period adjustments	<b>8</b>	
<b>9</b>	Other changes in net assets or fund balances (explain on Schedule O)	<b>9</b>	0
<b>10</b>	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	<b>10</b>	3,161,379

**Part XII Financial Statements and Reporting**

Check if Schedule O contains a response or note to any line in this Part XII

		Yes	No
<b>1</b>	Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.		
<b>2a</b>	Were the organization's financial statements compiled or reviewed by an independent accountant? . . . . . If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		X
<b>b</b>	Were the organization's financial statements audited by an independent accountant? . . . . . If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	X	
<b>c</b>	If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? . . . . . If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.	X	
<b>3a</b>	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? . . . . .	X	
<b>b</b>	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits . . . . .	X	

**SCHEDULE A**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Public Charity Status and Public Support**

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2019**

**Open to Public Inspection**

Name of the organization

Employer identification number

**SAFE PASSAGES**

20-4535835

**Part I Reason for Public Charity Status** (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1  A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i)**.
- 2  A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E (Form 990 or 990-EZ).)
- 3  A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.
- 4  A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state: \_\_\_\_\_
- 5  An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II.)
- 6  A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.
- 7  An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 8  A community trust described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 9  An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: \_\_\_\_\_
- 10  An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions - subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2)**. (Complete Part III.)
- 11  An organization organized and operated exclusively to test for public safety. See **section 509(a)(4)**.
- 12  An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3)**. Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
  - a  **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
  - b  **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
  - c  **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
  - d  **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
  - e  Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.

f Enter the number of supported organizations . . . . .

g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
(A)						
(B)						
(C)						
(D)						
(E)						
<b>Total</b>						

**Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**  
 (Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") . . . . .	3,672,325	3,434,788	5,214,204	4,688,668	6,609,201	23,619,186
<b>2</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf . . . . .						
<b>3</b> The value of services or facilities furnished by a governmental unit to the organization without charge . . . . .						
<b>4 Total.</b> Add lines 1 through 3 . . . . .	3,672,325	3,434,788	5,214,204	4,688,668	6,609,201	23,619,186
<b>5</b> The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) . . . . .						9,681,723
<b>6 Public support.</b> Subtract line 5 from line 4						13,937,463

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
<b>7</b> Amounts from line 4 . . . . .	3,672,325	3,434,788	5,214,204	4,688,668	6,609,201	23,619,186
<b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources . . . . .	65	100				165
<b>9</b> Net income from unrelated business activities, whether or not the business is regularly carried on . . . . .						
<b>10</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) . . . . .						
<b>11 Total support.</b> Add lines 7 through 10 . . . . .						23,619,351
<b>12</b> Gross receipts from related activities, etc. (see instructions) . . . . .					12	
<b>13 First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> . . . . . ▶ <input type="checkbox"/>						

**Section C. Computation of Public Support Percentage**

<b>14</b> Public support percentage for 2019 (line 6, column (f) divided by line 11, column (f)) . . . . .	<b>14</b>	59.01 %
<b>15</b> Public support percentage from 2018 Schedule A, Part II, line 14 . . . . .	<b>15</b>	59.17 %
<b>16a 33 1/3% support test - 2019.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization. . . . . ▶ <input checked="" type="checkbox"/>		
<b>b 33 1/3% support test - 2018.</b> If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization . . . . . ▶ <input type="checkbox"/>		
<b>17a 10%-facts-and-circumstances test - 2019.</b> If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and <b>stop here.</b> Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization . . . . . ▶ <input type="checkbox"/>		
<b>b 10%-facts-and-circumstances test - 2018.</b> If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and <b>stop here.</b> Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization . . . . . ▶ <input type="checkbox"/>		
<b>18 Private foundation.</b> If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions . . . . . ▶ <input type="checkbox"/>		

**Part III Support Schedule for Organizations Described in Section 509(a)(2)**

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
<b>2</b> Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose . . . . .						
<b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513.						
<b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf . . . . .						
<b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge . . . . .						
<b>6 Total.</b> Add lines 1 through 5 . . . . .						
<b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons . . .						
<b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
<b>c</b> Add lines 7a and 7b . . . . .						
<b>8 Public support.</b> (Subtract line 7c from line 6.) . . . . .						

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
<b>9</b> Amounts from line 6 . . . . .						
<b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources . .						
<b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975 . . . . .						
<b>c</b> Add lines 10a and 10b . . . . .						
<b>11</b> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
<b>12</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) . . . . .						
<b>13 Total support.</b> (Add lines 9, 10c, 11, and 12.) . . . . .						

**14 First five years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** . . . . . ▶

**Section C. Computation of Public Support Percentage**

<b>15</b> Public support percentage for 2019 (line 8, column (f), divided by line 13, column (f)) . . . . .	<b>15</b>	%
<b>16</b> Public support percentage from 2018 Schedule A, Part III, line 15 . . . . .	<b>16</b>	%

**Section D. Computation of Investment Income Percentage**

<b>17</b> Investment income percentage for <b>2019</b> (line 10c, column (f), divided by line 13, column (f)). . . . .	<b>17</b>	%
<b>18</b> Investment income percentage from <b>2018</b> Schedule A, Part III, line 17. . . . .	<b>18</b>	%

**19a 33 1/3% support tests - 2019.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization . . ▶

**b 33 1/3% support tests - 2018.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ▶

**20 Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions. . . . ▶

**Part IV Supporting Organizations**

(Complete only if you checked a box in line 12 on Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of Part I, complete Sections A and D, and complete Part V.)

**Section A. All Supporting Organizations**

	Yes	No
<b>1</b> Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
<b>2</b> Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
<b>3a</b> Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer (b) and (c) below.</i>		
<b>b</b> Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
<b>c</b> Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
<b>4a</b> Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked 12a or 12b in Part I, answer (b) and (c) below.</i>		
<b>b</b> Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
<b>c</b> Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
<b>5a</b> Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
<b>b</b> <b>Type I or Type II only.</b> Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
<b>c</b> <b>Substitutions only.</b> Was the substitution the result of an event beyond the organization's control?		
<b>6</b> Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
<b>7</b> Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
<b>8</b> Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
<b>9a</b> Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
<b>b</b> Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
<b>c</b> Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
<b>10a</b> Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer 10b below.</i>		
<b>b</b> Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

**Part IV Supporting Organizations (continued)**

	Yes	No
<b>11</b> Has the organization accepted a gift or contribution from any of the following persons?		
<b>a</b> A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?		
<b>b</b> A family member of a person described in (a) above?		
<b>c</b> A 35% controlled entity of a person described in (a) or (b) above? <i>If "Yes" to a, b, or c, provide detail in Part VI.</i>		

**Section B. Type I Supporting Organizations**

	Yes	No
<b>1</b> Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? <i>If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</i>		
<b>2</b> Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <i>If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.</i>		

**Section C. Type II Supporting Organizations**

	Yes	No
<b>1</b> Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? <i>If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).</i>		

**Section D. All Type III Supporting Organizations**

	Yes	No
<b>1</b> Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
<b>2</b> Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>		
<b>3</b> By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>		

**Section E. Type III Functionally Integrated Supporting Organizations**

<b>1</b> Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).		
<b>a</b> <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.		
<b>b</b> <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.		
<b>c</b> <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions).		
<b>2</b> Activities Test. Answer (a) and (b) below.		
<b>a</b> Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i>		
<b>b</b> Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i>		
<b>3</b> Parent of Supported Organizations. Answer (a) and (b) below.		
<b>a</b> Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>Provide details in Part VI.</i>		
<b>b</b> Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>		

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations**

- 1  Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI). **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

<b>Section A - Adjusted Net Income</b>		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3.	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	<b>Adjusted Net Income</b> (subtract lines 5, 6, and 7 from line 4)	8	
<b>Section B - Minimum Asset Amount</b>		(A) Prior Year	(B) Current Year (optional)
1 Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):			
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	<b>Total</b> (add lines 1a, 1b, and 1c)	1d	
e <b>Discount</b> claimed for blockage or other factors (explain in detail in <b>Part VI</b> ):			
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d.	3	
4	Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by .035.	6	
7	Recoveries of prior-year distributions	7	
8	<b>Minimum Asset Amount</b> (add line 7 to line 6)	8	
<b>Section C - Distributable Amount</b>			Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1	
2	Enter 85% of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, Column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	<b>Distributable Amount.</b> Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations** (continued)

Section D - Distributions	Current Year
1 Amounts paid to supported organizations to accomplish exempt purposes	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	
4 Amounts paid to acquire exempt-use assets	
5 Qualified set-aside amounts (prior IRS approval required)	
6 Other distributions (describe in <b>Part VI</b> ). See instructions.	
7 <b>Total annual distributions.</b> Add lines 1 through 6.	
8 Distributions to attentive supported organizations to which the organization is responsive (provide details in <b>Part VI</b> ). See instructions.	
9 Distributable amount for 2019 from Section C, line 6	
10 Line 8 amount divided by line 9 amount	

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2019	(iii) Distributable Amount for 2019
1 Distributable amount for 2019 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2019 (reasonable cause required - explain in <b>Part VI</b> ). See instructions.			
3 Excess distributions carryover, if any, to 2019			
<b>a</b> From 2014 . . . . .			
<b>b</b> From 2015 . . . . .			
<b>c</b> From 2016 . . . . .			
<b>d</b> From 2017 . . . . .			
<b>e</b> From 2018 . . . . .			
<b>f</b> <b>Total</b> of lines 3a through e			
<b>g</b> Applied to underdistributions of prior years			
<b>h</b> Applied to 2019 distributable amount			
<b>i</b> Carryover from 2014 not applied (see instructions)			
<b>j</b> Remainder. Subtract lines 3g, 3h, and 3i from 3f.			
4 Distributions for 2019 from Section D, line 7: \$			
<b>a</b> Applied to underdistributions of prior years			
<b>b</b> Applied to 2019 distributable amount			
<b>c</b> Remainder. Subtract lines 4a and 4b from 4.			
5 Remaining underdistributions for years prior to 2019, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in <b>Part VI</b> . See instructions.			
6 Remaining underdistributions for 2019. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in <b>Part VI</b> . See instructions.			
7 <b>Excess distributions carryover to 2020.</b> Add lines 3j and 4c.			
8 Breakdown of line 7:			
<b>a</b> Excess from 2015 . . . .			
<b>b</b> Excess from 2016 . . . .			
<b>c</b> Excess from 2017 . . . .			
<b>d</b> Excess from 2018 . . . .			
<b>e</b> Excess from 2019 . . . .			



**Schedule B**  
**(Form 990, 990-EZ,**  
**or 990-PF)**

Department of the Treasury  
Internal Revenue Service

**Schedule of Contributors**

OMB No. 1545-0047

**2019**

- ▶ **Attach to Form 990, Form 990-EZ, or Form 990-PF.**
- ▶ **Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.**

Name of the organization

**Employer identification number**

**SAFE PASSAGES**

**20-4535835**

**Organization type** (check one):

**Filers of:**

**Section:**

Form 990 or 990-EZ

501(c)( 3 ) (enter number) organization

4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

527 political organization

Form 990-PF

501(c)(3) exempt private foundation

4947(a)(1) nonexempt charitable trust treated as a private foundation

501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

**Note:** Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

**General Rule**

- For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

**Special Rules**

- For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** \$5,000; or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.
- For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I, II, and III.
- For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year . . . . . ▶ \$ \_\_\_\_\_

**Caution:** An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

For Paperwork Reduction Act Notice, see the Instructions for Form 990, 990-EZ, or 990-PF.

Schedule B (Form 990, 990-EZ, or 990-PF) (2019)

EEA

Name of organization

SAFE PASSAGES

Employer identification number

20-4535835

**Part I** Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	IMMIGRANT LEGAL RESOURCE CENTER 1458 HOWARD STREET SAN FRANCISCO, CA 94103	\$ 20,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2	ANDRUS FAMILY FUND 200 MADISON AVE 25TH FLOOR NEW YORK, NY 10017	\$ 110,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
3	EAST BAY COMMUNITY FOUNDATION 200 FRANK H OGAWA PLAZA OAKLAND, CA 94612	\$ 42,500	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
4	CALIFORNIA ENDOWMENT 1000 N ALAMEDA ST LOS ANGELES, CA 90012	\$ 600,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
5	AVALON TRUST COMPANY 125 LINCOLN AVE SANTA FE, NM 87501-2052	\$ 7,500	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
6	EVERYTOWN FOR GUN SAFELY SUPPORT P O BOX 4184 NEW YORK, NY 10163	\$ 60,243	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization

SAFE PASSAGES

Employer identification number

20-4535835

**Part I** Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
7	PUBLIC WELFARE FOUNDATION  1200 U ST NW  WASHINGTON, DC 20009	\$ 20,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
8	SILLS FAMILY FOUNDATION  205 WEST END AVENUE APT 2N  NEW YORK, NY 10023	\$ 10,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
9	THE TIDES FOUNDATION  1014 TORNEY AVENUE  SAN FRANCISCO, CA 94129	\$ 7,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
10	THE HARRY AND JEANETTE WEINBERG FDN  7 PARK CENTER COURT  OWINGS MILLS, MD 21117-4200	\$ 450,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
11	EMERSON COLLECTIVE LLC  555 BRYANT STREET STE 259  OAKLAND, CA 94601	\$ 50,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
12	CALIFORNIA FAMILY RESOURCE ASSOC  4700 ROSEVILLE ROAD SUITE 102  NORTH HIGHLANDS, CA 95660	\$ 58,107	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization

SAFE PASSAGES

Employer identification number

20-4535835

**Part I** Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
13	HEISING SIMONS FOUNDATION 400 MAIN STREET SUITE 200 LOS ALTOS, CA 94022	\$ 25,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
14	STATE COMPENSATION INSURANCE FUND 333 BUSH ST FL 8 SAN FRANCISCO, CA 94104	\$ 10,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
15	SACRAMENTO REGIONAL COMMUNITY FOUNDD 955 UNIVERSITY AVE STE A SACRAMENTO, CA 95825	\$ 7,500	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
16	SUNLIGHT GIVING 855 EL CAMINO REAL BLDG 4 PALO ALTO, CA 94301	\$ 250,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
17	THE CALIFORNIA WELLNESS FOUNDATION 6320 CANOGA AVENUE SUITE 1700 WOODLAND HILLS, CA 91367	\$ 425,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
18	HEWLETT FOUNDATION 2121 SAN HILL ROAD MENLO PARK, CA 94025	\$ 100,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization <b>SAFE PASSAGES</b>	Employer identification number <b>20-4535835</b>
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**Part I** **Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
19	KAISER FOUNDATION HEALTH  1950 FRANKLIN ST, FL 19  OAKLAND, CA 94612	\$ 30,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
_____	_____  _____  _____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
_____	_____  _____  _____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
_____	_____  _____  _____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
_____	_____  _____  _____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
_____	_____  _____  _____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
_____	_____  _____  _____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

SCHEDULE D (Form 990)

Supplemental Financial Statements

OMB No. 1545-0047

Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.

2019

Attach to Form 990.

Open to Public Inspection

Go to www.irs.gov/Form990 for instructions and the latest information.

Department of the Treasury Internal Revenue Service

Name of the organization

Employer identification number

SAFE PASSAGES

20-4535835

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

Table with 2 columns: (a) Donor advised funds, (b) Funds and other accounts. Rows include: 1 Total number at end of year, 2 Aggregate value of contributions to (during year), 3 Aggregate value of grants from (during year), 4 Aggregate value at end of year, 5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?, 6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?

Part II Conservation Easements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

Table with 2 columns: Held at the End of the Tax Year. Rows include: 1 Purpose(s) of conservation easements held by the organization (check all that apply), 2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year, 3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year, 4 Number of states where property subject to conservation easement is located, 5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?, 6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year, 7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year, 8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?, 9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

Table with 2 columns: Revenue included on Form 990, Part VIII, line 1; Assets included in Form 990, Part X. Rows include: 1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII the text of the footnote to its financial statements that describes these items. 1b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items: (i) Revenue included on Form 990, Part VIII, line 1 (ii) Assets included in Form 990, Part X 2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items: a Revenue included on Form 990, Part VIII, line 1 b Assets included in Form 990, Part X

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets** *(continued)*

- 3** Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply):
- a**  Public exhibition
  - b**  Scholarly research
  - c**  Preservation for future generations
  - d**  Loan or exchange programs
  - e**  Other \_\_\_\_\_
- 4** Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.
- 5** During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? . . . . .  Yes  No

**Part IV Escrow and Custodial Arrangements.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 1a** Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? . . . . .  Yes  No
- b** If "Yes," explain the arrangement in Part XIII and complete the following table:
- |  | Amount    |
|--|-----------|
| <b>c</b> Beginning balance . . . . .             | <b>1c</b> |
| <b>d</b> Additions during the year . . . . .     | <b>1d</b> |
| <b>e</b> Distributions during the year . . . . . | <b>1e</b> |
| <b>f</b> Ending balance . . . . .                | <b>1f</b> |
- 2a** Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? . . . . .  Yes  No
- b** If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII . . . . .

**Part V Endowment Funds.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
<b>1a</b> Beginning of year balance . . . . .					
<b>b</b> Contributions . . . . .					
<b>c</b> Net investment earnings, gains, and losses . . . . .					
<b>d</b> Grants or scholarships . . . . .					
<b>e</b> Other expenditures for facilities and programs . . . . .					
<b>f</b> Administrative expenses . . . . .					
<b>g</b> End of year balance . . . . .					

- 2** Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:
- a** Board designated or quasi-endowment ▶ \_\_\_\_\_ %
  - b** Permanent endowment ▶ \_\_\_\_\_ %
  - c** Term endowment ▶ \_\_\_\_\_ %
- The percentages on lines 2a, 2b, and 2c should equal 100%.
- 3a** Are there endowment funds not in the possession of the organization that are held and administered for the organization by:
- |   | Yes           | No |
|---|---------------|----|
| <b>(i)</b> Unrelated organizations . . . . .  | <b>3a(i)</b>  |    |
| <b>(ii)</b> Related organizations . . . . .   | <b>3a(ii)</b> |    |
| <b>b</b> If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? . . . . . | <b>3b</b>     |    |
- 4** Describe in Part XIII the intended uses of the organization's endowment funds.

**Part VI Land, Buildings, and Equipment.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
<b>1a</b> Land . . . . .				
<b>b</b> Buildings . . . . .				
<b>c</b> Leasehold improvements . . . . .				
<b>d</b> Equipment . . . . .				
<b>e</b> Other . . . . .				

**Total.** Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.) . . . . . ▶

**Part VII Investments - Other Securities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives . . . . .		
(2) Closely-held equity interests . . . . .		
(3) Other _____		
(A) _____		
(B) _____		
(C) _____		
(D) _____		
(E) _____		
(F) _____		
(G) _____		
(H) _____		
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 12.). . . . . ▶		

**Part VIII Investments - Program Related.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) _____		
(2) _____		
(3) _____		
(4) _____		
(5) _____		
(6) _____		
(7) _____		
(8) _____		
(9) _____		
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 13.). . . . . ▶		

**Part IX Other Assets.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1) _____	
(2) _____	
(3) _____	
(4) _____	
(5) _____	
(6) _____	
(7) _____	
(8) _____	
(9) _____	
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 15.). . . . . ▶	

**Part X Other Liabilities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value	
(1) Federal income taxes		
(2) <del>PAYROLL LIABILITIES</del>	229,595	
(3) <del>OTHER LIABILITIES</del>	199,561	
(4) <del>PAYCHECK PROTECTION PROGRAM LOAN</del>	618,710	
(5) _____		
(6) _____		
(7) _____		
(8) _____		
(9) _____		
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 25.). . . . . ▶	<b>1,047,866</b>	

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII. . . . .



**SCHEDULE J  
(Form 990)**

**Compensation Information**

OMB No. 1545-0047

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

- ▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
- ▶ Attach to Form 990.
- ▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

**2019**

Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

Name of the organization

Employer identification number

SAFE PASSAGES

20-4535835

**Part I Questions Regarding Compensation**

	Yes	No
<b>1a</b> Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.		
<input type="checkbox"/> First-class or charter travel		
<input type="checkbox"/> Travel for companions		
<input type="checkbox"/> Tax indemnification and gross-up payments		
<input type="checkbox"/> Discretionary spending account		
<input type="checkbox"/> Housing allowance or residence for personal use		
<input type="checkbox"/> Payments for business use of personal residence		
<input type="checkbox"/> Health or social club dues or initiation fees		
<input type="checkbox"/> Personal services (such as maid, chauffeur, chef)		
<b>b</b> If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain . . . . .		
<b>2</b> Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a? . . . . .		
<b>3</b> Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.		
<input checked="" type="checkbox"/> Compensation committee		
<input type="checkbox"/> Independent compensation consultant		
<input checked="" type="checkbox"/> Form 990 of other organizations		
<input checked="" type="checkbox"/> Written employment contract		
<input checked="" type="checkbox"/> Compensation survey or study		
<input checked="" type="checkbox"/> Approval by the board or compensation committee		
<b>4</b> During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:		
<b>a</b> Receive a severance payment or change-of-control payment? . . . . .		X
<b>b</b> Participate in, or receive payment from, a supplemental nonqualified retirement plan? . . . . .		X
<b>c</b> Participate in, or receive payment from, an equity-based compensation arrangement? . . . . .		X
If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.		
<b>Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.</b>		
<b>5</b> For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:		
<b>a</b> The organization? . . . . .		X
<b>b</b> Any related organization? . . . . .		X
If "Yes" on line 5a or 5b, describe in Part III.		
<b>6</b> For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:		
<b>a</b> The organization? . . . . .		X
<b>b</b> Any related organization? . . . . .		X
If "Yes" on line 6a or 6b, describe in Part III.		
<b>7</b> For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III . . . . .		X
<b>8</b> Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III . . . . .		X
<b>9</b> If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)? . . . . .		

**Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

**Note:** The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
JOSEFINA ALVARADO MENA 1 CEO	(i)	211,122	0	0	8,412	4,863	224,397	0
	(ii)	0	0	0	0	0	0	0
DEVONE BOGGAN 2 OFFICER	(i)	203,210	0	0	7,996	11,829	223,035	0
	(ii)	0	0	0	0	0	0	0
3	(i)							
	(ii)							
4	(i)							
	(ii)							
5	(i)							
	(ii)							
6	(i)							
	(ii)							
7	(i)							
	(ii)							
8	(i)							
	(ii)							
9	(i)							
	(ii)							
10	(i)							
	(ii)							
11	(i)							
	(ii)							
12	(i)							
	(ii)							
13	(i)							
	(ii)							
14	(i)							
	(ii)							
15	(i)							
	(ii)							
16	(i)							
	(ii)							

**SCHEDULE O**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

Name of the organization

**SAFE PASSAGES**

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.  
▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2019**

**Open to Public  
Inspection**

Employer identification number

20-4535835

**01. Form 990 governing body review (Part VI, line 11)**

MANAGEMENT HAS REVIEWED THE FORM 990 AND PROVIDED A FULL COPY TO THE BOARD PRIOR TO  
FILING.

**02. Conflict of interest policy compliance (Part VI, line 12c)**

FORM 990, PART VI, SECTION B, LINE 12C - BOARD MEMBERS AND OFFICERS ARE COVERED BY THE  
CONFLICT OF INTEREST POLICY. THE BOARD DETERMINES WHETHER A CONFLICT EXISTS AND WILL  
REVIEW ANY CONFLICTS IN ACCORDANCE WITH THE POLICY. THE INDIVIDUAL WITH THE CONFLICT IS  
RESTRICTED FROM DISCUSSIONS AND DECISIONS REGARDING THE CONFLICT

**03. CEO, executive director, top management comp (Part VI, line 15a)**

COMPARABLE COMPENSATION STATISTICS FOR ALL KEY POSITIONS, INCLUDING CEO, COO/CFO, DEPUTY  
DIRECTOR ETC, ANALYZED WITH PURCHASED DATA FROM THE COMPREHENSIVE GUIDESTAR SECTOR SURVEY  
UPDATED EACH YEAR

**04. Other officer or key employee compensation (Part VI, line 15b)**

THE BOARD OF DIRECTORS DETERMINES COMPENSATION FOR THE CEO AND KEY EMPLOYEES. COMPARABILITY  
DATA IS UTILIZED TO DETERMINE APPROPRIATE COMPENSATION AMOUNTS. THIS PROCESS IS DOCUMENTED  
AND WAS LAST COMPLETED IN FY 2017 FOR THE CEO AND FY 2016 FOR OTHER KEY EMPLOYEES

**05. Governing documents, etc, available to public (Part VI, line 19)**

ALL PUBLIC DOCUMENTS AVAILABLE ELECTRONICALLY UPON REQUEST OR VIA DOWNLOAD DIRECTLY FROM  
GUIDESTAR.COM, AS WELL AS ON THE WEBSITE OF THE CALIFORNIA ATTORNEY GENERAL'S REGISTRY OF  
CHARITABLE TRUSTS.

## Application for Automatic Extension of Time To File an Exempt Organization Return

Department of the Treasury  
Internal Revenue Service

▶ **File a separate application for each return.**  
▶ **Go to [www.irs.gov/Form8868](http://www.irs.gov/Form8868) for the latest information.**

**Electronic filing (e-file).** You can electronically file Form 8868 to request a 6-month automatic extension of time to file any of the forms listed below with the exception of Form 8870, Information Return for Transfers Associated With Certain Personal Benefit Contracts, for which an extension request must be sent to the IRS in paper format (see instructions). For more details on the electronic filing of this form, visit [www.irs.gov/e-file-providers/e-file-for-charities-and-non-profits](http://www.irs.gov/e-file-providers/e-file-for-charities-and-non-profits).

**Automatic 6-Month Extension of Time.** Only submit original (no copies needed).

All corporations required to file an income tax return other than Form 990-T (including 1120-C filers), partnerships, REMICs, and trusts must use Form 7004 to request an extension of time to file income tax returns.

<b>Type or print</b>	Name of exempt organization or other filer, see instructions. <b>SAFE PASSAGES</b>	Taxpayer identification number (TIN) <b>20-4535835</b>
File by the due date for filing your return. See instructions.	Number, street, and room or suite no. If a P.O. box, see instructions. <b>250 FRANK H OGAWA PLAZA STE 6306</b>	
	City, town or post office, state, and ZIP code. For a foreign address, see instructions. <b>OAKLAND, CA 94612-2035</b>	

Enter the Return Code for the return that this application is for (file a separate application for each return) . . . . . 

0	1
---	---

Application Is For	Return Code	Application Is For	Return Code
Form 990 or Form 990-EZ	01	Form 990-T (corporation)	07
Form 990-BL	02	Form 1041-A	08
Form 4720 (individual)	03	Form 4720 (other than individual)	09
Form 990-PF	04	Form 5227	10
Form 990-T (sec. 401(a) or 408(a) trust)	05	Form 6069	11
Form 990-T (trust other than above)	06	Form 8870	12

- The books are in the care of ▶ **SAFE PASSAGES, 250 FRANK H OGAWA PLAZA STE 6306, OAKLAND, CA 94612-2035**

Telephone No. ▶ 510-238-4914 FAX No. ▶ \_\_\_\_\_

- If the organization does not have an office or place of business in the United States, check this box . . . . . ▶
- If this is for a Group Return, enter the organization's four digit Group Exemption Number (GEN) \_\_\_\_\_. If this is for the whole group, check this box . . . . . ▶ . If it is for part of the group, check this box. . . . ▶  and attach a list with the names and TINs of all members the extension is for.

1 I request an automatic 6-month extension of time until 05-17, 20 21, to file the exempt organization return for the organization named above. The extension is for the organization's return for:

- ▶  calendar year 20 \_\_\_\_ or
- ▶  tax year beginning 07-01, 20 19, and ending 06-30, 20 20.

2 If the tax year entered in line 1 is for less than 12 months, check reason:  Initial return  Final return  
 Change in accounting period

<b>3a</b> If this application is for Forms 990-BL, 990-PF, 990-T, 4720, or 6069, enter the tentative tax, less any nonrefundable credits. See instructions.	<b>3a</b>	\$
<b>b</b> If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter any refundable credits and estimated tax payments made. Include any prior year overpayment allowed as a credit.	<b>3b</b>	\$
<b>c Balance due.</b> Subtract line 3b from line 3a. Include your payment with this form, if required, by using EFTPS (Electronic Federal Tax Payment System). See instructions.	<b>3c</b>	\$

**Caution:** If you are going to make an electronic funds withdrawal (direct debit) with this Form 8868, see Form 8453-EO and Form 8879-EO for payment instructions.

**For Privacy Act and Paperwork Reduction Act Notice, see instructions.**

# IRS e-file Signature Authorization for an Exempt Organization

For calendar year 2019, or fiscal year beginning 07-01-2019, and ending 06-30-2020

▶ **Do not send to the IRS. Keep for your records.**

▶ **Go to [www.irs.gov/Form8879EO](http://www.irs.gov/Form8879EO) for the latest information.**

## 2019

Department of the Treasury  
Internal Revenue Service

Name of exempt organization

**SAFE PASSAGES**

Name and title of officer

**JOSEFINA ALVARADO MENA, CEO**

Employer identification number

**20-4535835**

### Part I Type of Return and Return Information (Whole Dollars Only)

Check the box for the return for which you are using this Form 8879-EO and enter the applicable amount, if any, from the return. If you check the box on line **1a**, **2a**, **3a**, **4a**, or **5a**, below, and the amount on that line for the return being filed with this form was blank, then leave line **1b**, **2b**, **3b**, **4b**, or **5b**, whichever is applicable, blank (do not enter -0-). But, if you entered -0- on the return, then enter -0- on the applicable line below. **Do not** complete more than one line in Part I.

<b>1a</b> Form 990 check here	▶ <input checked="" type="checkbox"/>	<b>b Total revenue</b> , if any (Form 990, Part VIII, column (A), line 12)	<b>1b</b>	<u>6,609,201</u>
<b>2a</b> Form 990-EZ check here	▶ <input type="checkbox"/>	<b>b Total revenue</b> , if any (Form 990-EZ, line 9)	<b>2b</b>	
<b>3a</b> Form 1120-POL check here	▶ <input type="checkbox"/>	<b>b Total tax</b> (Form 1120-POL, line 22)	<b>3b</b>	
<b>4a</b> Form 990-PF check here	▶ <input type="checkbox"/>	<b>b Tax based on investment income</b> (Form 990-PF, Part VI, line 5)	<b>4b</b>	
<b>5a</b> Form 8868 check here	▶ <input type="checkbox"/>	<b>b Balance Due</b> (Form 8868, line 3c)	<b>5b</b>	

### Part II Declaration and Signature Authorization of Officer

Under penalties of perjury, I declare that I am an officer of the above organization and that I have examined a copy of the organization's 2019 electronic return and accompanying schedules and statements and to the best of my knowledge and belief, they are true, correct, and complete. I further declare that the amount in Part I above is the amount shown on the copy of the organization's electronic return. I consent to allow my intermediate service provider, transmitter, or electronic return originator (ERO) to send the organization's return to the IRS and to receive from the IRS (a) an acknowledgement of receipt or reason for rejection of the transmission, (b) the reason for any delay in processing the return or refund, and (c) the date of any refund. If applicable, I authorize the U.S. Treasury and its designated Financial Agent to initiate an electronic funds withdrawal (direct debit) entry to the financial institution account indicated in the tax preparation software for payment of the organization's federal taxes owed on this return, and the financial institution to debit the entry to this account. To revoke a payment, I must contact the U.S. Treasury Financial Agent at 1-888-353-4537 no later than 2 business days prior to the payment (settlement) date. I also authorize the financial institutions involved in the processing of the electronic payment of taxes to receive confidential information necessary to answer inquiries and resolve issues related to the payment. I have selected a personal identification number (PIN) as my signature for the organization's electronic return and, if applicable, the organization's consent to electronic funds withdrawal.

**Officer's PIN: check one box only**

I authorize CHRISTOPHER CHIME OGBODO, C to enter my PIN 35835 as my signature  
ERO firm name Enter five numbers, but do not enter all zeros

on the organization's tax year 2019 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I also authorize the aforementioned ERO to enter my PIN on the return's disclosure consent screen.

As an officer of the organization, I will enter my PIN as my signature on the organization's tax year 2019 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I will enter my PIN on the return's disclosure consent screen.

Officer's signature ▶

Date ▶ 05-12-2021

### Part III Certification and Authentication

**ERO's EFIN/PIN.** Enter your six-digit electronic filing identification number (EFIN) followed by your five-digit self-selected PIN.

943074 06926  
Do not enter all zeros

I certify that the above numeric entry is my PIN, which is my signature on the 2019 electronically filed return for the organization indicated above. I confirm that I am submitting this return in accordance with the requirements of **Pub. 4163**, Modernized e-File (MeF) Information for Authorized IRS e-file Providers for Business Returns.

ERO's signature ▶

Date ▶ 05-17-2021

**ERO Must Retain This Form - See Instructions**  
**Do Not Submit This Form to the IRS Unless Requested To Do So**

**For Paperwork Reduction Act Notice, see instructions.**

Form **8879-EO** (2019)

**Form 990  
Worksheet**

**Schedule A, Line 5 - Excess 2% Limitation Contributors**

(Keep for your records)

**2019**

Name(s) as shown on return

Tax ID Number

**SAFE PASSAGES**

**20-4535835**

2% of the amount on Schedule A, Part II, line 11, column (f) . . . . . 472,387

Name	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total	(g) Excess contributions (col. (f) minus the 2% limitation)
IMMIGRANT LEGAL RESOURCE CENTER	862,901	36,440	185,496	123,490	20,000	1,228,327	755,940
ANDRUS FAMILY FUND	1,031,233	985,093	967,119	922,053	110,000	4,015,498	3,543,111
EAST BAY COMMUNITY FOUNDATION	390,018	93,202	45,000	45,000	42,500	615,720	143,333
CALIFORNIA ENDOWMENT	501,558	394,662	592,557	656,408	600,000	2,745,185	2,272,798
AVALON TRUST COMPANY	233,333	17,101	100,000	10,000	7,500	367,934	
EVERYTOWN FOR GUN SAFELY SUPPORT	102,600	67,500	150,000	100,000	60,243	480,343	7,956
PUBLIC WELFARE FOUNDATION	5,000	5,000	400,000	73,585	20,000	503,585	31,198
SILLS FAMILY FOUNDATION	15,000	16,500	15,000	15,000	10,000	71,500	
THE TIDES FOUNDATION	220,536	225,002	212,527	214,878	7,000	879,943	407,556
THE HARRY AND JEANETTE WEINBERG FDN	65,000	229,211	98,084	228,100	450,000	1,070,395	598,008
EMERSON COLLECTIVE LLC	15,000	114,180	103,800	68,750	50,000	351,730	
CALIFORNIA FAMILY RESOURCE ASSOC	21,000	100,000	50,000	100,000	58,107	329,107	
HEISING SIMONS FOUNDATION	23,424	100,000	100,000	100,000	25,000	348,424	
STATE COMPENSATION INSURANCE FUND	13,560	775,076	789,476	806,098	10,000	2,394,210	1,921,823
SACRAMENTO REGIONAL COMMUNITY FOUND		74,933	146,537	235,504	7,500	464,474	
SUNLIGHT GIVING		50,000	50,000	56,000	250,000	406,000	
THE CALIFORNIA WELLNESS FOUNDATION		14,000	14,000	13,998	425,000	466,998	
HEWLETT FOUNDATION			100,000	100,000	100,000	300,000	
KAISER FOUNDATION HEALTH			400,000	5,000	30,000	435,000	

**TOTAL** 9,681,723

California Exempt Organization Annual Information Return

Calendar Year 2019 or fiscal year beginning (mm/dd/yyyy) 07-01-2019, and ending (mm/dd/yyyy) 06-30-2020

Corporation/Organization name: SAFE PASSAGES; California corporation number: 2868332; FEIN: 20-4535835; Street address: 250 FRANK H OGAWA PLAZA STE 6306; City: OAKLAND; State: CA; Zip code: 94612-2035

A First Return; B Amended Return; C IRC Section 4947(a)(1) trust; D Final Information Return; E Check accounting method; F Federal return filed; G Is this a group filing?; H Is this organization in a group exemption; I Did the organization have any changes to its guidelines; J If exempt under R&TC Section 23701d, has the organization engaged in political activities?; K Is the organization exempt under R&TC Section 23701g?; L If organization is a public charity exempt under R&TC Section 23701d and meets the filing fee exception; M Is the organization a Limited Liability Company?; N Did the organization file Form 100 or Form 109 to report taxable income?; O Is the organization under audit by the IRS or has the IRS audited in a prior year?; P Is federal Form 1023/1024 pending?

Part I Complete Part I unless not required to file this form. See General Information B and C.

Table with 3 columns: Description, Line Number, Amount. Rows include Receipts and Revenues (1-8), Expenses (9-10), and Filing Fee (11-17). Total balance due is 10.00.

Sign Here: JOSEFINA ALVARADO MENA, CEO, 05/12/2021; Paid Preparer's Use Only: CHRISTOPHER CHIME OGBODO, CPA, 4225 TELEGRAPH AVENUE, OAKLAND, CA 94609, 05/17/2021

**Part II Organizations with gross receipts of more than \$50,000 and private foundations regardless of amount of gross receipts - complete Part II or furnish substitute information.**

20-4535835

Receipts from Other Sources	1	Gross sales or receipts from all business activities. See instructions . . . . .	• 1	6,609,201	00
	2	Interest . . . . .	• 2		00
	3	Dividends . . . . .	• 3		00
	4	Gross rents . . . . .	• 4		00
	5	Gross royalties . . . . .	• 5		00
	6	Gross amount received from sale of assets (See Instructions) . . . . .	• 6		00
	7	Other income. Attach schedule . . . . .	• 7		00
	8	<b>Total</b> gross sales or receipts from other sources. Add line 1 through line 7. Enter here and on Side 1, Part I, line 1 . . . . .	• 8	6,609,201	00
Expenses and Disbursements	9	Contributions, gifts, grants, and similar amounts paid. Attach schedule . . . . .	• 9		00
	10	Disbursements to or for members . . . . .	• 10		00
	11	Compensation of officers, directors, and trustees. Attach schedule . . . . .	• 11		00
	12	Other salaries and wages . . . . .	• 12	3,510,430	00
	13	Interest . . . . .	• 13		00
	14	Taxes . . . . .	• 14	268,548	00
	15	Rents . . . . .	• 15	121,874	00
	16	Depreciation and depletion (See instructions) . . . . .	• 16		00
	17	Other Expenses and Disbursements. Attach schedule . . . . .	• 17	1,445,350	00
	18	<b>Total</b> expenses and disbursements. Add line 9 through line 17. Enter here and on Side 1, Part I, line 9 . . . . .	• 18	5,346,202	00

Schedule L Balance Sheet		Beginning of taxable year		End of taxable year	
		(a)	(b)	(c)	(d)
<b>Assets</b>					
1	Cash . . . . .		1,307,903		• 2,348,193
2	Net accounts receivable . . . . .		849,656		• 1,889,905
3	Net notes receivable . . . . .				•
4	Inventories . . . . .				•
5	Federal and state government obligations . . . . .				•
6	Investments in other bonds . . . . .				•
7	Investments in stock . . . . .				•
8	Mortgage loans . . . . .				•
9	Other investments. Attach schedule . . . . .				•
10 a	Depreciable assets . . . . .				
b	Less accumulated depreciation . . . . .				
11	Land . . . . .				•
12	Other assets. Attach schedule . . . . .		24,328		• 62,159
13	<b>Total assets</b> . . . . .		2,181,887		4,300,257
<b>Liabilities and net worth</b>					
14	Accounts payable . . . . .		43,893		• 91,012
15	Contributions, gifts, or grants payable . . . . .				•
16	Bonds and notes payable . . . . .				•
17	Mortgages payable . . . . .				•
18	Other liabilities. Attach schedule . . . . .		239,614		1,047,866
19	Capital stock or principal fund . . . . .				•
20	Paid-in or capital surplus. Attach reconciliation . . . . .				•
21	Retained earnings or income fund . . . . .		1,898,380		• 2,074,008
22	<b>Total liabilities and net worth</b> . . . . .		2,181,887		3,212,886

Schedule M-1 Reconciliation of income per books with income per return			
Do not complete this schedule if the amount on Schedule L, line 13, column (d), is less than \$50,000			
1	Net income per books . . . . .	•	
2	Federal income tax . . . . .	•	
3	Excess of capital losses over capital gains . . . . .	•	
4	Income not recorded on books this year. Attach schedule . . . . .	•	
5	Expenses recorded on books this year not deducted in this return. Attach schedule . . . . .	•	
6	Total. Add line 1 through line 5 . . . . .		
7	Income recorded on books this year not included in this return. Attach schedule . . . . .	•	
8	Deductions in this return not charged against book income this year. Attach schedule . . . . .	•	
9	Total. Add line 7 and line 8 . . . . .		
10	Net income per return. Subtract line 9 from line 6 . . . . .		

RRF-1  
(Rev. 09/2017)

MAIL TO:  
Registry of Charitable Trusts  
P.O. Box 903447  
Sacramento, CA 94203-4470

STREET ADDRESS:  
1300 I Street  
Sacramento, CA 95814  
(916) 210-6400

WEBSITE ADDRESS:  
www.oag.ca.gov/charities

## ANNUAL REGISTRATION RENEWAL FEE REPORT TO ATTORNEY GENERAL OF CALIFORNIA

(For Registry Use Only)

**Sections 12586 and 12587, California Government Code  
11 Cal. Code Regs. sections 301-306, 309, 311, and 312**

Failure to submit this report annually no later than four months and fifteen days after the end of the organization's accounting period may result in the loss of tax exemption and the assessment of a minimum tax of \$800, plus interest, and/or fines or filing penalties. Revenue & Taxation Code section 23703; Government Code section 12586.1. IRS extensions will be honored.

<p><b>SAFE PASSAGES</b> Name of Organization</p> <hr/> <p>List all DBAs and names the organization uses or has used</p> <p style="text-align: center;"><b>250 FRANK H OGAWA PLAZA STE 6306</b></p> <p>Address (Number and Street)</p> <p style="text-align: center;"><b>OAKLAND, CA 94612-2035</b></p> <p>City or Town, State, and ZIP Code</p> <hr/> <p>Telephone Number _____ E-mail Address _____</p>	<p>Check if:</p> <p><input type="checkbox"/> Change of address</p> <p><input type="checkbox"/> Amended report</p> <hr/> <p>State Charity Registration Number <u>CT-0160539</u></p> <p>Corporation or Organization No. <u>2868332</u></p> <p>Federal Employer ID No. <u>20-4535835</u></p>
--	---

**ANNUAL REGISTRATION RENEWAL FEE SCHEDULE (11 Cal. Code Regs. sections 301-307, 311, and 312)  
Make Check Payable to Department of Justice**

Gross Annual Revenue	Fee	Gross Annual Revenue	Fee	Gross Annual Revenue	Fee
Less than \$25,000	0	Between \$100,001 and \$250,000	\$50	Between \$1,000,001 and \$10 million	\$150
Between \$25,000 and \$100,000	\$25	Between \$250,001 and \$1 million	\$75	Between \$10,000,001 and \$50 million	\$225
				Greater than \$50 million	\$300

**PART A - ACTIVITIES**

For your most recent full accounting period (beginning 07-01-2019 ending 06-30-2020 ) list:

Gross Annual Revenue \$ 6,609,201      Noncash Contributions \$ \_\_\_\_\_      Total Assets \$ 4,300,257  
 Program Expenses \$ 4,926,117      Total Expenses \$ 5,346,202

**PART B - STATEMENTS REGARDING ORGANIZATION DURING THE PERIOD OF THIS REPORT**

<b>Note:</b> All questions must be answered. If you answer "yes" to any of the questions below, you must attach a separate page providing an explanation and details for each "yes" response. Please review RRF-1 instructions for information required.		<b>Yes</b>	<b>No</b>
1. During this reporting period, were there any contracts, loans, leases or other financial transactions between the organization and any officer, director or trustee thereof, either directly or with an entity in which any such officer, director or trustee had any financial interest?			X
2. During this reporting period, was there any theft, embezzlement, diversion or misuse of the organization's charitable property or funds?			X
3. During this reporting period, were any organization funds used to pay any penalty, fine or judgment?			X
4. During this reporting period, were the services of a commercial fundraiser, fundraising counsel for charitable purposes, or commercial coventurer used?			X
5. During this reporting period, did the organization receive any governmental funding?	X		
6. During this reporting period, did the organization hold a raffle for charitable purposes?			X
7. Does the organization conduct a vehicle donation program?			X
8. Did the organization conduct an independent audit and prepare audited financial statements in accordance with generally accepted accounting principles for this reporting period?	X		
9. At the end of this reporting period, did the organization hold restricted net assets, while reporting negative unrestricted net assets?			X

**I declare under penalty of perjury that I have examined this report, including accompanying documents, and to the best of my knowledge and belief, the content is true, correct and complete, and I am authorized to sign.**

\_\_\_\_\_ JOSEFINA ALVARADO ME \_\_\_\_\_ CEO \_\_\_\_\_ 05-12-2021  
 Signature of Authorized Agent      Printed Name      Title      Date

**ANNUAL  
REGISTRATION RENEWAL FEE REPORT  
TO ATTORNEY GENERAL OF CALIFORNIA**

Sections 12586 and 12587, California Government Code  
11 Cal. Code Regs. sections 301-306, 309, 311 and 312

**STATEMENT INFORMATION**

Name as shown on return:

SAFE PASSAGES

FEIN

20-4535835

GOVERNMENT FUNDING SOURCES

CA. DEPT. OF PUBLIC HEALTH (CDPH)

P.O BOX 997377

SACRAMENTO, CA 95899 916-552-9861

ALAMEDA COUNTY BEHAVIORAL HEALTH CARE SERVICES (BHCS)

2000 SAN PABLO AVE 4TH. FLOOR

OAKLAND, CA 94612 510-567-8071

ALAMEDA COUNTY SOCIAL SERVICES AGENCY (CASSA)

2000 SAN PABLO AVE; 4TH. FLOOR

OAKLAND, CA 94612 510-267-8632

ALAMEDA COUNTY SOCIAL SERVICES AGENCY

Voucher at bottom of page.

DO NOT MAIL A PAPER COPY OF THE CORPORATE OR EXEMPT ORGANIZATION TAX RETURN WITH THE PAYMENT VOUCHER. If the amount of payment is zero, do not mail this voucher.

WHERE TO FILE: Using black or blue ink, make check or money order payable to the "Franchise Tax Board." Write the corporation number, FEIN, CA SOS file number and "2019 FTB 3586" on the check or money order. Detach voucher below. Enclose, but do not staple, payment with voucher and mail to:

FRANCHISE TAX BOARD
PO BOX 942857
SACRAMENTO CA 94257-0531

Make all checks or money orders payable in U.S. dollars and drawn against a U.S. financial institution.

WHEN TO FILE: Corporations - File and Pay by the 15th day of the 4th month following the close of the taxable year. S corporations - File and Pay by the 15th day of the 3rd month following the close of the taxable year. Exempt organizations - File and Pay by the 15th day of the 5th month following the close of the taxable year.

When the due date falls on a weekend or holiday, the deadline to file and pay without penalty is extended to the next business day.

ONLINE SERVICES: Corporations can make payments online using Web Pay for Businesses. Corporations can make an immediate payment or schedule payments up to a year in advance. Go to ftb.ca.gov/pay for more information.

DETACH HERE IF NO PAYMENT IS DUE, DO NOT MAIL THIS VOUCHER DETACH HERE

CAUTION: You may be required to pay electronically, see instructions.

TAXABLE YEAR

Payment Voucher for Corporations and Exempt Organizations e-filed Returns

CALIFORNIA FORM

2019

3586 (e-file)

2868332 SAFE 20-4535835 19 FORM 3
TYB 07-01-2019 TYE 06-30-2020
SAFE PASSAGES

250 FRANK H OGAWA PLAZA STE 6306
OAKLAND CA 94612-2035

AMOUNT OF PAYMENT 10.

TAXABLE YEAR  
**2019**

# California e-file Return Authorization for Exempt Organizations

FORM  
**8453-EO**

Exempt Organization name <b>SAFE PASSAGES</b>	Identifying number <b>20-4535835</b>
--	---

### Part I Electronic Return Information (whole dollars only)

1 Total gross receipts (Form 199, line 4)	1	6,609,201
2 Total gross income (Form 199, line 8)	2	6,609,201
3 Total expenses and disbursements (Form 199, Line 9)	3	5,346,202

### Part II Settle Your Account Electronically for Taxable Year 2019

4  Electronic funds withdrawal      4a Amount \_\_\_\_\_      4b Withdrawal date (mm/dd/yyyy) \_\_\_\_\_

### Part III Banking Information (Have you verified the exempt organization's banking information?)

5 Routing number \_\_\_\_\_  
 6 Account number \_\_\_\_\_      7 Type of account:  Checking       Savings

### Part IV Declaration of Officer

I authorize the exempt organization's account to be settled as designated in Part II. If I check Part II, Box 4, I authorize an electronic funds withdrawal for the amount listed on line 4a.

Under penalties of perjury, I declare that I am an officer of the above exempt organization and that the information I provided to my electronic return originator (ERO), transmitter, or intermediate service provider and the amounts in Part I above agree with the amounts on the corresponding lines of the exempt organization's 2019 California electronic return. To the best of my knowledge and belief, the exempt organization's return is true, correct, and complete. If the exempt organization is filing a balance due return, I understand that if the Franchise Tax Board (FTB) does not receive full and timely payment of the exempt organization's fee liability, the exempt organization will remain liable for the fee liability and all applicable interest and penalties. I authorize the exempt organization return and accompanying schedules and statements be transmitted to the FTB by the ERO, transmitter, or intermediate service provider. **If the processing of the exempt organization's return or refund is delayed, I authorize the FTB to disclose to the ERO or intermediate service provider the reason(s) for the delay.**

**Sign Here**       \_\_\_\_\_      05-12-2021       **CEO**  
 Signature of officer      Date      Title

### Part V Declaration of Electronic Return Originator (ERO) and Paid Preparer. See instructions.

I declare that I have reviewed the above exempt organization's return and that the entries on form FTB 8453-EO are complete and correct to the best of my knowledge. (If I am only an intermediate service provider, I understand that I am not responsible for reviewing the exempt organization's return. I declare, however, that form FTB 8453-EO accurately reflects the data on the return.) I have obtained the organization officer's signature on form FTB 8453-EO before transmitting this return to the FTB; I have provided the organization officer with a copy of all forms and information that I will file with the FTB, and I have followed all other requirements described in FTB Pub. 1345, 2019 Handbook for Authorized e-file Providers. I will keep form FTB 8453-EO on file for **four** years from the due date of the return or **four** years from the date the exempt organization return is filed, whichever is later, and I will make a copy available to the FTB upon request. If I am also the paid preparer, under penalties of perjury, I declare that I have examined the above exempt organization's return and accompanying schedules and statements, and to the best of my knowledge and belief, they are true, correct, and complete. I make this declaration based on all information of which I have knowledge.

<b>ERO Must Sign</b>	ERO's signature	CHRISTOPHER CHIME OGBODO CPA	Date	05-12-2021	Check if also paid preparer	<input checked="" type="checkbox"/>	Check if self-employed	<input checked="" type="checkbox"/>	ERO's PTIN	P01440017
	Firm's name (or yours if self-employed) and address	CHRISTOPHER CHIME OGBODO, CPA 4225 TELEGRAPH AVENUE OAKLAND, CA				Firm's FEIN	94-3006926		ZIP code	94609

Under penalties of perjury, I declare that I have examined the above organization's return and accompanying schedules and statements, and to the best of my knowledge and belief, they are true, correct, and complete. I make this declaration based on all information of which I have knowledge.

<b>Paid Preparer Must Sign</b>	Paid preparer's signature	_____	Date	_____	Check if self-employed	<input type="checkbox"/>	Paid preparer's PTIN	_____	
	Firm's name (or yours if self-employed) and address	_____				Firm's FEIN	_____		ZIP code

Name(s) as shown on return

SSN/FEIN

SAFE PASSAGES

20-4535835

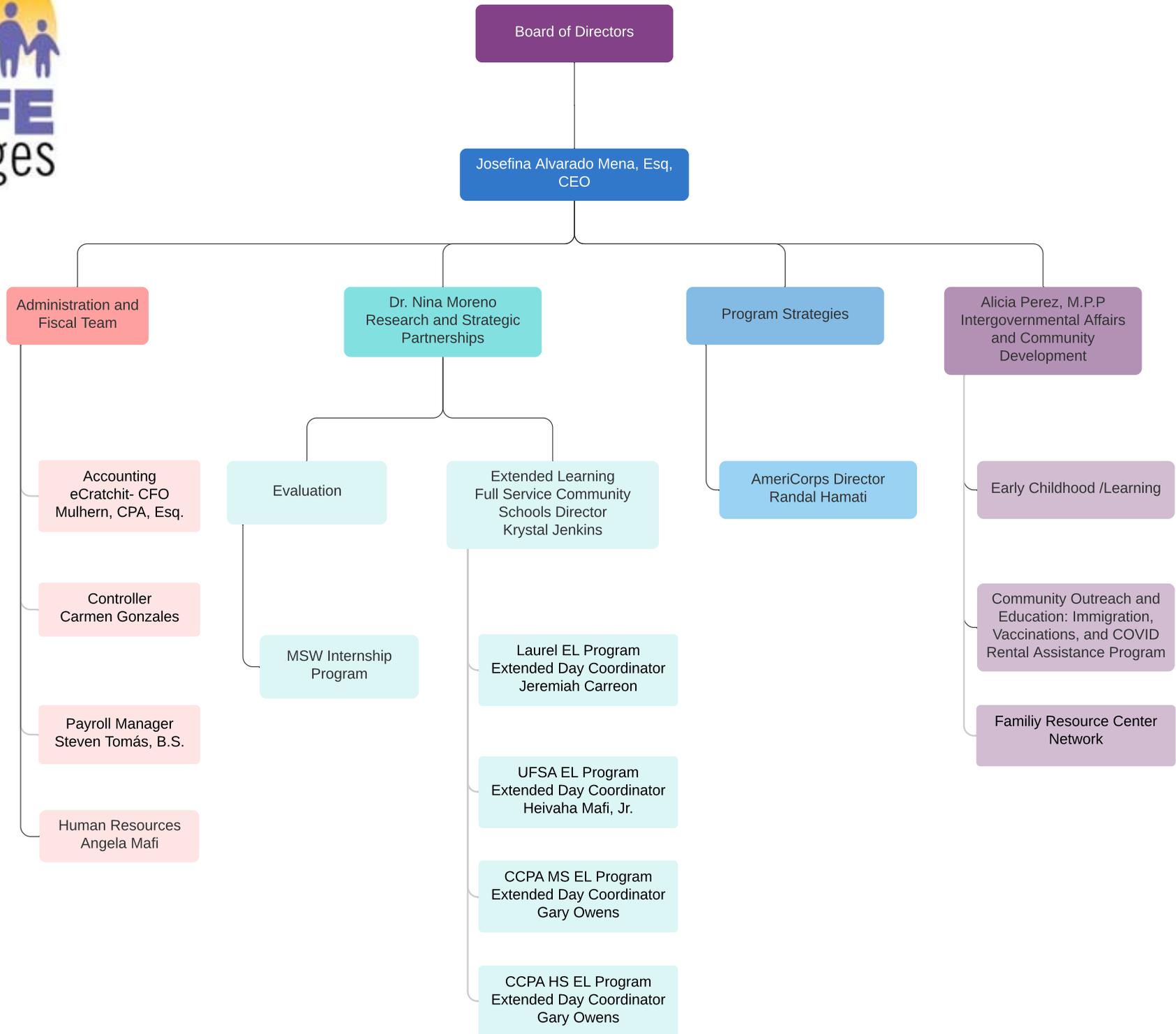
<u>Description</u>	<u>Amount</u>
EMPLOYEE BENEFITS	\$ 411,879
CONSULTANTS	391,295
ADVERTISING AND PROMOTIONS	8,840
OFFICE EXPENSES	164,106
INFORMATION TECHNOLOGY	75,930
TRAVEL	53,879
PRINTING AND PUBLICATIONS	4,975
MATERIALS AND SUPPLIES	118,092
PARTICIPANT INCENTIVES	133,909
CONFERENCES	48,484
OTHER EXPENSES	5,288
INSURANCE	28,673
<b>Total:</b>	<b>\$ 1,445,350</b>



# Organizational Chart



# SAFE PASSAGES EXTENDED LEARNING ORGANIZATIONAL CHART





## 501(c)(3) Letter



STATE OF CALIFORNIA  
 FRANCHISE TAX BOARD  
 PO BOX 1286  
 RANCHO CORDOVA CA 95741-1286

In reply refer to  
 755:AFF:ARJ

April 30, 2010

SAFE PASSAGES  
 ANTONIO GASTELUM  
 250 FRANK OGAWA PLAZA  
 STE 6306  
 OAKLAND CA 94612

Purpose : CHARITABLE  
 Code Section : 23701d  
 Form of Organization : Corporation  
 Accounting Period Ending: June 30  
 Organization Number : 2868332

#### EXEMPT ACKNOWLEDGEMENT LETTER

This letter acknowledges that the Franchise Tax Board (FTB) has received your federal determination letter that shows exemption under Internal Revenue Code (IRC) Section 501(c)(3). Under California law, Revenue and Taxation Code (R&TC) Section 23701d(c)(1) provides that an organization is exempt from taxes imposed under Part 11 upon submission of the federal determination letter approving the organization's tax-exempt status pursuant to Section 501(c)(3) of the IRC.

The effective date of your organization's California tax-exempt status is 03/01/2006.

R&TC Section 23701d(c)(1) further provides that the effective date of an organization's California tax-exempt status is the same date as the federal tax-exempt status under IRC Section 501(c)(3).

Under R&TC Section 23701d(c), any change to your organization's operation, character, or purpose that has occurred since the federal exemption was originally granted must be reported immediately to this office. Additionally, organizations are required to be organized and operating for

April 30, 2010  
SAFE PASSAGES  
ENTITY ID : 2868332  
Page 2

nonprofit purposes to retain California tax-exempt status.

For filing requirements, see FTB Pub. 1068, Exempt Organizations - Requirements for Filing Returns and Paying Filing Fees. Go to our website at [ftb.ca.gov](http://ftb.ca.gov) and search for 1068.

Note: This exemption is for state franchise or income tax purposes only. For information regarding sales tax exemption, contact the State Board of Equalization at 800.400.7115, or go to their website at [boe.ca.gov](http://boe.ca.gov).

A JENKINS  
EXEMPT ORGANIZATIONS  
BUSINESS ENTITIES SECTION  
TELEPHONE (916) 845-4171  
FAX NUMBER (916) 845-9029

RTF:



# Safe Passages Bank Statements

# Commercial Business Checking

Account number: 5102881579 ■ May 1, 2021 - May 31, 2021 ■ Page 1 of 4



SAFE PASSAGES  
250 FRANK H OGAWA PLZ STE 6306  
OAKLAND CA 94612-2035

## Questions?

Call your Customer Service Officer or Client Services  
**1-800-AT WELLS** (1-800-289-3557)  
5:00 AM TO 6:00 PM Pacific Time Monday - Friday

Online: [wellsfargo.com](http://wellsfargo.com)

Write: Wells Fargo Bank, N.A. (114)  
P.O. Box 6995  
Portland, OR 97228-6995

## Account summary

### Commercial Business Checking

Account number	Beginning balance	Total credits	Total debits	Ending balance
5102881579	\$1,976,151.26	\$845,305.09	-\$538,886.11	\$2,282,570.24

## Credits

### Electronic deposits/bank credits

Effective date	Posted date	Amount	Transaction detail
	05/03	50,000.00	Aecf Payables 210430 Gfw043141 Safe Passages
	05/05	72.22	Stripe Transfer St-H4R2K1T3E2E0 Advance Peace
	05/06	15,000.00	Pay Mgt System Hhs Paymnt 050521 E7175P1E7175P1 Safe Passages
	05/07	23.97	Stripe Transfer St-G9R8x9F0I7F8 Advance Peace
	05/10	527,797.69	eDeposit IN Branch/Store 05/10/21 04:34:30 PM 901 Franklin St Oakland CA
	05/10	96.80	Stripe Transfer St-Q4N6Z4Y1K1H8 Advance Peace
	05/11	82,475.50	Shf Center Payables Saf250 Safe Passages
	05/12	23.97	Stripe Transfer St-N7Y9U4V9U7A3 Advance Peace
	05/17	120.77	Stripe Transfer St-A4A4U5B1D1H1 Advance Peace
	05/19	9.41	Stripe Transfer St-A9Z4R0D4E2S8 Advance Peace
	05/20	23.97	Stripe Transfer St-H1O4C2J1x2Z8 Advance Peace
	05/21	94,509.18	eDeposit IN Branch/Store 05/21/21 04:59:18 PM 901 Franklin St Oakland CA
	05/21	25,000.00	St Foundation Stf1019 V-003930 Advance Peace
	05/21	19.12	Stripe Transfer St-J5I9K5I5Q7S2 Advance Peace
	05/24	35.99	Amzn85Vw4Tgf Amazonsmil 210524 6S14Wld8Junmjdh Payments.Amazon.Com ID#6S14Wld8Junmjdh
	05/27	50,000.00	Svcf Svcf 210526 139778 Safe Passages
	05/27	48.25	Stripe Transfer St-W9W0I7Q3J7Y4 Advance Peace
	05/28	48.25	Stripe Transfer St-W8P9L5P1O0x0 Advance Peace
		<b>\$845,305.09</b>	<b>Total electronic deposits/bank credits</b>
		<b>\$845,305.09</b>	<b>Total credits</b>

**Debits****Electronic debits/bank debits**

<i>Effective date</i>	<i>Posted date</i>	<i>Amount</i>	<i>Transaction detail</i>
05/03		1,351.35	Purchase authorized on 04/30 Gift Card Granny Httpswww.Gift PA S301121054418092 Card 9069
05/03		288.05	Purchase authorized on 05/01 Indeed 203-564-2400 CT S461121841999877 Card 9069
05/03		960.00	Recurring Payment authorized on 05/01 Rotunda Garage Par 800-8779984 CA S461121325917079 Card 2675
05/04		7.50	Purchase authorized on 05/03 Verticalscr 888-291-1369 PA S301123782775820 Card 9069
05/04		30.99	Recurring Payment authorized on 05/01 Mailchimp *Misc Mailchimp.Com GA S461122242154328 Card 9069
05/04		11,891.84	< Business to Business ACH Debit - Bill.Com Payables 016lilui1S93I4 Multiple Payments Bill.Com Payables 016lilui1S93
05/05		40,000.00	Online Transfer Payroll May 5th Ref #Bb0Bffsx7V
05/05		2,874.48	Purchase authorized on 05/04 Cncs 202-606-3903 DC S301124833927129 Card 9069
05/05		52.95	Purchase authorized on 05/04 Gift Card Granny Httpswww.Gift PA S461124751217542 Card 9069
05/05		900.00	Recurring Payment authorized on 05/03 Sp Plus Corp*Parki 877-717-0004 CA S581123616652491 Card 2675
05/06		50,000.00	Online Transfer Payroll Taxes Ref #Bb0Bfmpvpy
05/06		356.01	< Business to Business ACH Debit - Bill.Com Payables 016Sblzxr1Sdq8Y LA Toya McNeil Bill.Com 016Sblzxr1Sdq8Y Acct #
05/07		920.00	< Business to Business ACH Debit - Ecratchit Cash Conc Safe Passages
05/10		84.60	Purchase authorized on 05/06 Clipper Services 877-669-8368 CA S301126766121725 Card 2675
05/10		130,000.00	Recurring Transfer to Safe Passages Commercial Business Checking Ref #Op0Bgdygqt xxxxxx1710
05/10		585.00	Recurring Payment authorized on 05/09 Msft * E0800Ejghw Msbill.Info WA S301130142514088 Card 2675
05/11		376.10	Client Analysis Srvc Chrg 210510 Svc Chge 0421 000005102881579
05/11		588.25	Purchase authorized on 05/10 California Tees 209-4677500 CA S581130648566033 Card 9069
05/11		363.28	Purchase authorized on 05/10 California Tees 209-4677500 CA S461130647704594 Card 9069
05/11		119.70	Recurring Payment authorized on 05/10 J2 Efax Services 323-817-3205 CA S581130634610945 Card 2675
05/11		20,000.00	< Business to Business ACH Debit - Pex Card Epay 051021 Safe Passages
05/11		1,597.20	< Business to Business ACH Debit - Bill.Com Payables 016Rlxxz11Skoq1 Multiple Payments Bill.Com Payables 016Rlxxz11Sko
05/11		47.00	< Business to Business ACH Debit - Bill.Com Payables 016Tpweyq1Sk1Uh Americorps Bill.Com 016Tpweyq1Sk1Uh Acct #
05/12		150.00	< Business to Business ACH Debit - Bill.Com Payables 016Rqitst1SM3Bn Multiple Payments Bill.Com Payables 016Rqitst1SM3
05/13		12.01	Recurring Payment authorized on 05/11 Readyrefresh By NE 800-274-5282 CA S581131783002265 Card 9069



**Electronic debits/bank debits** (continued)

Effective date	Posted date	Amount	Transaction detail
	05/13	3,415.20	< Business to Business ACH Debit - Bill.Com Payables 016Uyimsk1So64C Multiple Payments Bill.Com Payables 016Uyimsk1So6
	05/14	52.95	Purchase authorized on 05/12 Vanillagift.Com 833-210-0392 GA S581132830916290 Card 9069
	05/14	8.00	Purchase authorized on 05/13 Google *Gsuite_Saf CC@Google.Com CA S381133611056680 Card 9069
	05/14	14.99	Recurring Payment authorized on 05/12 Adobe Acropro Subs 408-536-6000 CA S301132626930362 Card 2675
	05/14	920.00	< Business to Business ACH Debit - Ecratchit Cash Conc Safe Passages
	05/17	502.94	Purchase authorized on 05/12 Indeed 203-564-2400 CT S461133203819476 Card 9069
	05/17	10,000.00	< Business to Business ACH Debit - Pex Card Epay 051621 Safe Passages
	05/18	30,000.00	Online Transfer Payroll Taxes for May 15 2021 Ref #Bb0Bj68Q8G
	05/18	910.00	Recurring Payment authorized on 05/17 Springahead Time Springahead.C CA S301137833399333 Card 2675
	05/18	23,481.46	Choice Admin Onlin Pmnt 210517 54179581 Safe Passages
	05/18	949.22	< Business to Business ACH Debit - Northwestern Mu McB Paymnt 210517 0000019130-01 Safe Passages
	05/19	456.69	Recurring Payment authorized on 05/18 Microsoft#G0039886 Msbill.Info WA S301139011761605 Card 2675
	05/19	5,365.70	< Business to Business ACH Debit - Bill.Com Payables 016Qomjjg1Swc5R Multiple Payments Bill.Com Payables 016Qomjjg1Swc
	05/20	86.00	Recurring Payment authorized on 05/19 Zoom.US 888-799-96 WWW.Zoom.US CA S461139688483584 Card 2675
	05/21	511.49	Purchase authorized on 05/19 Indeed 203-564-2400 CT S461140128064313 Card 9069
	05/21	363.20	Purchase authorized on 05/19 Ezcaterikes Love 8004881803 MA S461139716407028 Card 9069
	05/21	20,000.00	< Business to Business ACH Debit - Pex Card Epay 052021 Safe Passages
	05/21	920.00	< Business to Business ACH Debit - Ecratchit Cash Conc Safe Passages
	05/24	30,000.00	Online Transfer Payroll Taxes Pp May 18 2021 Ref #Bb0Bkd4W7Z
	05/24	327.27	Purchase authorized on 05/20 Bill.Com, Inc. 650-3533301 CA S461140416903026 Card 2675
	05/25	130,000.00	Recurring Transfer to Safe Passages Commercial Business Checking Ref #Op0Bkhkgsr xxxxxx1710
	05/25	900.00	< Business to Business ACH Debit - Bill.Com Payables 016Gmpiuf1T4Ryh Multiple Payments Bill.Com Payables 016Gmpiuf1T4R
	05/28	2,915.00	< Business to Business ACH Debit - Bill.Com Payables 016Gduahw1Taz8T The Owl Movement Inc / Tashante McCoy Bill.Com 0
	05/28	2,557.19	< Business to Business ACH Debit - Ecratchit Cash Conc Safe Passages
	05/28	920.00	< Business to Business ACH Debit - Ecratchit Cash Conc Safe Passages
		<b>\$529,133.61</b>	<b>Total electronic debits/bank debits</b>

< **Business to Business ACH:** If this is a business account, this transaction has a return time frame of one business day from post date. This time frame does not apply to consumer accounts.



**Checks paid**

<i>Number</i>	<i>Amount</i>	<i>Date</i>	<i>Number</i>	<i>Amount</i>	<i>Date</i>	<i>Number</i>	<i>Amount</i>	<i>Date</i>
4350	10.00	05/21	4433	250.00	05/17	4452	339.25	05/28
4351	150.00	05/28	4434	250.00	05/13	4461*	250.00	05/27
4419*	60.00	05/17	4435	250.00	05/25	4462	368.75	05/28
4421*	250.00	05/17	4436	250.00	05/14	4466*	250.00	05/27
4422	250.00	05/12	4439*	250.00	05/24	4471*	250.00	05/27
4423	250.00	05/24	4440	250.00	05/13	4488*	324.50	05/28
4425*	250.00	05/13	4442*	250.00	05/13	4497*	250.00	05/27
4426	250.00	05/13	4443	250.00	05/13	4500*	250.00	05/27
4427	250.00	05/13	4444	250.00	05/24	4501	250.00	05/27
4428	250.00	05/13	4446*	250.00	05/13	4507*	250.00	05/27
4429	250.00	05/21	4448*	250.00	05/17	4510*	250.00	05/27
4430	250.00	05/20	4449	250.00	05/13	4517*	250.00	05/27
4431	250.00	05/21	4451*	250.00	05/27	4518	250.00	05/27
4432	250.00	05/13						
<b>\$9,752.50</b>			<b>Total checks paid</b>					

\* Gap in check sequence.

**\$538,886.11 Total debits**

**Daily ledger balance summary**

<i>Date</i>	<i>Balance</i>	<i>Date</i>	<i>Balance</i>	<i>Date</i>	<i>Balance</i>
04/30	1,976,151.26	05/11	2,388,223.14	05/20	2,307,766.10
05/03	2,023,551.86	05/12	2,387,847.11	05/21	2,404,989.71
05/04	2,011,621.53	05/13	2,381,669.90	05/24	2,373,948.43
05/05	1,967,866.32	05/14	2,380,423.96	05/25	2,242,798.43
05/06	1,932,510.31	05/17	2,369,231.79	05/27	2,290,096.68
05/07	1,931,614.28	05/18	2,313,891.11	05/28	2,282,570.24
05/10	2,328,839.17	05/19	2,308,078.13		
<b>Average daily ledger balance</b>		<b>\$2,229,166.31</b>			



# IRS Tax Exemption Letter

OGDEN UT 84201-0038

In reply refer to: 0438089340  
Sep. 09, 2015 LTR 4168C 0  
20-4535835 000000 00  
00018590  
BODC: TE

SAFE PASSAGES  
% ANTONIO GASTELUM  
250 FRANK OGAWA PLZ STE 6306  
OAKLAND CA 94612



025654

Employer Identification Number: 20-4535835  
Person to Contact: Exempt Organizations  
Toll Free Telephone Number: 1-877-829-5500

Dear Taxpayer:

This is in response to your Aug. 28, 2015, request for information regarding your tax-exempt status.

Our records indicate that you were recognized as exempt under section 501(c)(3) of the Internal Revenue Code in a determination letter issued in June 2006.

Our records also indicate that you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section(s) 509(a)(1) and 170(b)(1)(A)(vi).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

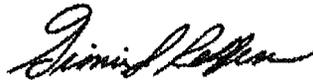
Please refer to our website [www.irs.gov/eo](http://www.irs.gov/eo) for information regarding filing requirements. Specifically, section 6033(j) of the Code provides that failure to file an annual information return for three consecutive years results in revocation of tax-exempt status as of the filing due date of the third return for organizations required to file. We will publish a list of organizations whose tax-exempt status was revoked under section 6033(j) of the Code on our website beginning in early 2011.

0438089340  
Sep. 09, 2015 LTR 4168C 0  
20-4535835 000000 00  
00018591

SAFE PASSAGES  
% ANTONIO GASTELUM  
250 FRANK OGAWA PLZ STE 6306  
OAKLAND CA 94612

If you have any questions, please call us at the telephone number shown in the heading of this letter.

Sincerely yours,



Ginni L. Redfern  
Program Manager, AM OPS 1



# Proof of Active Status with the Secretary of State



## Secretary of State Certificate of Status

I, SHIRLEY N. WEBER, Ph.D., Secretary of State of the State of California, hereby certify:

**Entity Name:** SAFE PASSAGES  
**File Number:** C2868332  
**Registration Date:** 03/01/2006  
**Entity Type:** DOMESTIC NONPROFIT CORPORATION  
**Jurisdiction:** CALIFORNIA  
**Status:** ACTIVE (GOOD STANDING)

As of June 21, 2021 (Certification Date), the entity is authorized to exercise all of its powers, rights and privileges in California.

This certificate relates to the status of the entity on the Secretary of State's records as of the Certification Date and does not reflect documents that are pending review or other events that may affect status.

No information is available from this office regarding the financial condition, status of licenses, if any, business activities or practices of the entity.



**IN WITNESS WHEREOF**, I execute this certificate and affix the Great Seal of the State of California this day of June 22, 2021.

**SHIRLEY N. WEBER, Ph.D.**  
Secretary of State

**Certificate Verification Number:** Z77MVKZ

To verify the issuance of this Certificate, use the Certificate Verification Number above with the Secretary of State Certification Verification Search available at [bebizfile.sos.ca.gov/certification/index](http://bebizfile.sos.ca.gov/certification/index).



# Safe Passages Board Roster and Minutes



250 Frank H. Ogawa Plaza  
Suite #6306  
Oakland, CA 94612  
[www.safepassages.org](http://www.safepassages.org)

## SAFE PASSAGES BOARD ROSTER

**Josefina Alvarado-Mena, Esq.**  
CEO, Safe Passages

**Colin Lacon, Chair**  
Public Affairs Director,  
Kaiser Permanente;  
Professional Faculty, HASS School of  
Business, UC Berkeley

**Sherry Beeler Young, Treasurer**  
Sr. Private Client Advisor, VP  
Bank of the West

**Namita S. Brown, Attorney**  
Partner, Fagen Friedman & Fulfroost LLP

**Lewis S. Cohen,  
Finance Committee Member**  
Director of Communications National  
Center for Youth Law;  
Former Deputy Mayor, Oakland

**Reygan E. Cunningham**  
Senior Partner  
California Partnership for Safe Communities

**Brent Hawkins**  
Intellectual Property Attorney,  
Partner at Morgan, Lewis & Bockius LLP

**Melissa Hoover**  
Executive Director  
Democracy at Work Institute

**Carla J. Koren**  
Senior Vice President  
Senior Investment Management Consultant  
Morgan Stanley

**Tomás A. Magaña, MD, MA, FAAP**  
Assistant Professor, Samuel Merritt  
University Attending Physician, La Clínica  
de La Raza, Inc.  
Assistant Clinical Professor, Dept. of  
Pediatrics, UCSF

**Kim McAtee, Realtor**  
McAtee and Deverel Associates

**Natasha Middleton**  
Probation Specialist/Legislative  
Coordinator, Alameda County Probation  
Department

**John O'Toole, Attorney (Retired)**  
Former Director National Center for Youth  
Law

**Dan Siegel, Attorney**  
Siegel, Yee & Brunner  
Former OUSD Board of Trustee



**Safe Passages 501(c)(3) Board Meeting**

**Friday, April 16, 2021**

**12:00 PM – 3:00 PM**

**Location: Zoom Meeting**

**<https://us02web.zoom.us/j/89492250678?pwd=WXNrcFFGWEZqTFh5UXRC>**

**[UXNiRnhmZz09](#)**

**Meeting ID: 894 9225 0678**

**Passcode: 991590**

**MINUTES**

**The meeting was called to order by Chair Lacon at 12:00 pm.**

**Board Trustees in Attendance:** Josefina Alvarado Mena (CEO), Lewis Cohen, John O’Toole, Dan Siegel, Melissa Hoover, Natasha Middleton, Sherry Beeler Young, Tomas Magana, Dan Siegel, Colin Lacon, Tanvi Lal (UC Fellow), Joe Castiglione (UC Fellow)

**Staff in Attendance:** Nina Moreno, Alicia Perez, Laura Cabral, Jonathan Brumfield, Michael Maldonado, Jeremiah Carreon, Elizabeth Rodriguez, Katie Brym, Randy Hamadi

**I. New Board Membership –Nominations – 30 minutes**

The following individuals were presented to the board for membership:

- Carla Koren;
- Brent Hawkins;
- Kim McAtee; and
- Joseph Magdovitz.

The board discussed these individuals’ expertise and the timing of their onboarding.

There was a motion to accept all 4 individuals for membership, as follows:

Motion: Trustee O’Toole

Seconded: Trustee Magana

Action: All Aye

**II. Approval of Minutes (action item) – January 15, 2021 Regular Board Meeting.**

There were no questions about/edits to the 01/15/21 board meeting minutes; a motion was made to accept the minutes, as follows:

Motion: Trustee Cohen

Seconded: Trustee Siegel

Action: All Aye

**II. Covid-19 Response Update Report – 25 minutes**

Josefina presented on SP's comprehensive Covid-19 response, inclusive of the work under the following contracts:

1. Rental Assistance- JAM Provided on update on this effort
2. Cal Hope

### **III. Programmatic Updates – 40 minutes**

Josefina, Jonathan, Michael, Laura, Jeremiah, Katie, and Randy presented on 2 of SP's programs, as reflected below:

1. Early Learning – Baby Learning Through Early Literacy
2. Life Coaching and CRDP

### **IV. Strategic Plan Update – 30 minutes**

Josefina presented on the overarching strategic plan update. Tanvi Lal and Joe Castiglione (UC Fellows) presented on a potential opportunity of conducting external trainings as a potential revenue generating stream.

Questions raised on Tanvi/Joe's presentation, to be accounted for into their study: Overhead costs? Growing DEI sector- market for this? Does your comparison account for required trainings? On 8 needed trainings, are there 8 entities that actually need it and does SP have the capacity to deliver this? Have we done work in support of other organizations? Mixed model of fee for service + grants to provide trainings? Who are we trying to reach and how do we bring them in?

### **V. Fiscal – 20 minutes**

#### **A. Updated Forecast: Revenue and Expenses**

Josefina reported that latest financial reports in board packets. She mentioned new resources for COVID-19 response- in packet; she also mentioned that SP began PPP forgiveness process- not in packet, expect 100% forgiveness, will include in future packet. Also, at the moment, \$372,000 available as a potential down payment now for a building- does not include PPP resources.

Question about cash flow graph: Josefina mentioned that graph may be explained by late invoicing- on Advance Peace side, not on SP side as well as delays on payments, due to the pandemic.

#### **B. Audit 2020**

Josefina reported a clean audit 2020 audit.

There was a motion to accept the audit:

Motion: Trustee Hoover

Seconded: Trustee Siegel

Action: All Aye

**C. Updated Development Report**

Latest development report includes 3 new grants: CDPH's MH Equity contract and 2 FEMA (CalHOPE, Rental Assistance Program) contracts which were presented on earlier during this meeting.

A motion was made to accept the latest development report:

Motion: Trustee Cohen

Seconded: Trustee Hoover

Action: All Aye

**VI. Check in on CEO Annual Evaluation Process and Timeline – 10 minutes**

Insufficient time to cover.

**Board Meeting Calendar 2021**

**January 15, 2021**

**April 16, 2021 (Board Retreat 12:00 – 3:00 PM)**

**July 16, 2021**

**October 15, 2021**

**Two-hour meetings on Fridays: 12:00 noon – 2:00 PM (unless otherwise indicated).**

**One annual meeting dedicated for a 3-hour retreat.**



# Most Recent Audited Financial Statement (2020)

SAFE PASSAGES, INC.  
FINANCIAL STATEMENTS WITH  
INDEPENDENT AUDITOR'S REPORT  
JUNE 30, 2020

**CHRISTOPHER CHIME OGBODO**  
CERTIFIED PUBLIC ACCOUNTANT

TABLE OF CONTENTS

	Page
<b>FINANCIAL SECTION:</b>	
INDEPENDENT AUDITOR'S REPORT	1
FINANCIAL STATEMENTS	
Statement of Financial Position	3
Statement of Activities and Changes in Net Assets	4
Statement of Functional Expenses	5
Statement of Cash Flows	6
Notes to Financial Statements	7
<b>SINGLE AUDIT SECTION:</b>	
INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS	12
INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE FOR EACH MAJOR PROGRAM AND ON INTERNAL CONTROL OVER COMPLIANCE REQUIRED BY THE UNIFORM GUIDANCE	14
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS	16
NOTES TO THE SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS	17
SUMMARY SCHEDULE OF FINDINGS AND QUESTIONED COSTS	18



**INDEPENDENT AUDITOR'S REPORT**

Board of Directors  
Safe Passages, Inc.

**Report on the Financial Statements**

I have audited the accompanying financial statements of Safe Passages, Inc., (a nonprofit organization), which comprise the statement of financial position as of June 30, 2020, and the related statements of activities and changes in net assets, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

**Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

**Auditor's Responsibility**

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that I plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, I express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

**Opinion**

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Safe Passages, Inc. as of June 30, 2020, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

**Other Matters**

*Other Information*

My audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of federal awards, as required by Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In my opinion, the information is fairly stated, in all material respects, in relation to the financial statements as a whole.

**Other Reporting Required by Government Auditing Standards**

In accordance with *Government Auditing Standards*, I have also issued my report dated March 2, 2021, on my consideration of Safe Passages, Inc.'s internal control over financial reporting and on my tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of my testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Safe Passages, Inc.'s internal control over financial reporting and compliance.



Christopher Chime Ogbodo  
Certified Public Accountant

Oakland, California  
March 2, 2021

SAFE PASSAGES, INC.  
STATEMENT OF FINANCIAL POSITION  
JUNE 30, 2020

**ASSETS**

Cash and Cash Equivalents	\$ 2,348,193
Accounts and Grants Receivable - Note 7	1,889,905
Prepays	62,159
Office Furniture and Equipment	93,824
Less Accumulated Depreciation	<u>(93,824)</u>
 Total Assets	 <u><u>\$ 4,300,257</u></u>

**LIABILITIES AND NET ASSETS**

Liabilities

Accounts Payable	\$ 91,012
Accrued Payrol and Related Costs	229,595
Deferred Revenue	125,000
Paycheck Protection Program - Note 10	618,710
Other Liabilities	<u>74,561</u>
Total Liabilities	<u>1,138,878</u>

Net Assets

Without Donor Restrictions	1,087,371
With Donor Restrictions - Note 8	<u>2,074,008</u>
Total Net Assets	<u>3,161,379</u>

Total Liabilities and Net Assets	<u><u>\$ 4,300,257</u></u>
----------------------------------	----------------------------

See accompanying notes to the financial statements

SAFE PASSAGES, INC.  
STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS  
FOR THE YEAR ENDED JUNE 30, 2020

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
<b>Revenue and Support</b>			
Private Grants and Donations	\$ 702,501	\$ 2,041,010	\$ 2,743,511
Government Grants	3,842,286	-	3,842,286
Other Income	<u>23,404</u>	<u>-</u>	<u>23,404</u>
Total Revenue and Support	4,568,191	2,041,010	6,609,201
Net Assets Released from Restrictions	<u>972,997</u>	<u>(972,997)</u>	<u>-</u>
Total Revenue and Support	<u>5,541,188</u>	<u>1,068,013</u>	<u>6,609,201</u>
<b>Expenses</b>			
Program Services	4,926,117	-	4,926,117
Management and General	298,492	-	298,492
Fundraising	<u>121,593</u>	<u>-</u>	<u>121,593</u>
Total Expenses	<u>5,346,202</u>	<u>-</u>	<u>5,346,202</u>
Change in Net Assets	194,986	1,068,013	1,262,999
Net Assets at Beginning of Year	<u>892,385</u>	<u>1,005,995</u>	<u>1,898,380</u>
Net Assets at End of Year	<u>\$ 1,087,371</u>	<u>\$ 2,074,008</u>	<u>\$ 3,161,379</u>

See accompanying notes to the financial statements

SAFE PASSAGES, INC.  
STATEMENT OF FUNCTIONAL EXPENSES  
FOR THE YEAR ENDED JUNE 30, 2020

	<u>Program Services</u>	<u>Management and General</u>	<u>Fundraising</u>	<u>Total</u>
<b>PERSONNEL EXPENSES</b>				
Salaries and Wages	\$ 3,327,585	\$ 91,839	\$ 91,006	\$ 3,510,430
Payroll Taxes and Benefits	<u>644,986</u>	<u>17,640</u>	<u>17,801</u>	<u>680,427</u>
Total Personnel Expenses	<u>3,972,571</u>	<u>109,479</u>	<u>108,807</u>	<u>4,190,857</u>
<b>OTHER EXPENSES</b>				
Subcontractors	293,829	97,466	-	391,295
Advertising and Promotion	4,321	4,519	-	8,840
Office Expenses	137,518	26,588	-	164,106
Communications	60,657	15,273	-	75,930
Occupancy	85,424	24,407	12,043	121,874
Travel	53,879	-	-	53,879
Conferences	41,119	7,365	-	48,484
Insurance and Taxes	27,180	750	743	28,673
Printing	4,975	-	-	4,975
Program Materials and Supplies	110,867	7,225	-	118,092
Participant Incentives	132,957	952	-	133,909
Other	<u>820</u>	<u>4,468</u>	<u>-</u>	<u>5,288</u>
Total Other Expenses	<u>953,546</u>	<u>189,013</u>	<u>12,786</u>	<u>1,155,345</u>
<b>TOTAL EXPENSES</b>	<u>\$ 4,926,117</u>	<u>\$ 298,492</u>	<u>\$ 121,593</u>	<u>\$ 5,346,202</u>

See accompanying notes to the financial statements

SAFE PASSAGES, INC  
STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED JUNE 30, 2020

Cash Flows from Operating Activities:

Change in net Assets	\$ 1,262,999
Adjustments to Reconcile Increase in Net Assets to Net Cash Provided by Operating Activities:	

Change in assets and liabilities:

(Increase) Decrease in Accounts and Grants Receivable	(1,040,249)
(Increase) Decrease in Prepaid Expenses	(37,831)
Increase (Decrease) in Accounts Payable	47,119
Increase (Decrease) in Deferred Revenue	125,000
Increase (Decrease) in Accrued Payroll and Related Costs	133,471
Increase (Decrease) in Other Liabilities	<u>(68,929)</u>
Net Cash Provided by Operating Activities	<u>421,580</u>

Cash Flow from Financing Activities:

Proceeds from Paycheck Protection Program	<u>618,710</u>
Net Cash Flow from Financing Activities	<u>618,710</u>

Increase in Cash and Cash Equivalents	1,040,290
Cash and Cash Equivalents at Beginning of Year	<u>1,307,903</u>
Cash and Cash Equivalents at End of Year	<u><u>\$ 2,348,193</u></u>

See accompanying notes to financial statements.

SAFE PASSAGES, INC.  
NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 2020

**NOTE 1 - GENERAL AND ORGANIZATION**

Safe Passages, Inc. (the organization) is a California non-profit Corporation established to develop charitable and educational programs for high need children and families. The organization is exempt from Federal and California taxes under Section 501C (3) of the Internal Revenue Code and Section 23701(d) of the California Revenue and Taxation Code, respectively.

Safe Passages was established as a collaborative partnership of the City of Oakland, Alameda County, Oakland Unified School District, and other public child-serving agencies in Alameda County, for the purpose of coordinating, evaluating, modeling, and implementing innovative, cross-jurisdictional services for vulnerable children and families in high-need communities in Alameda County.

**NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

Basis of Presentation

The financial statements of the Organization have been prepared on the accrual basis in accordance with accounting principles generally accepted in the United States of America. The financial statements are presented in accordance with Financial Accounting Standards Board (FASB) Accounting Standards Codification (ASC) 958 dated August 2016, and the provisions of the American Institute of Certified Public Accountants (AICPA) "Audit and Accounting Guide for Not-for-Profit Organizations" (the "Guide"). (ASC) 958-205 was effective January 1, 2018

Under the provisions of the Guide, net assets and revenues, and gains and losses are classified based on the existence or absence of donor-imposed restrictions. Accordingly, the net assets of the Organization and changes therein are classified as follows:

Net Assets Without Donor Restrictions - Net assets that are not subject to donor-imposed restrictions and may be expended for any purpose in performing the primary objectives of the Organization. The Organization's board may designate assets without restrictions for specific operational purposes from time to time.

Net Assets With Donor Restrictions - Net assets subject to stipulations imposed by donors, and grantors. Some donor restrictions are temporary in nature; those restrictions will be met by actions of the Non-Profit Organization or by the passage of time. Other donor restrictions are perpetual in nature, where by the donor has stipulated the funds be maintained in perpetuity.

Basis of Accounting

The Organization's financial statements are prepared on the accrual basis of accounting; consequently, revenues from all sources are recognized when earned, rather than when received; and expenditures are recognized when the obligation is incurred, rather than when cash is disbursed.

Cash and Cash Equivalents

The organization considers all highly liquid instruments, which are to be used for current operations and have an original maturity of three months or less, to be cash and cash equivalents.

SAFE PASSAGES, INC.  
NOTES TO FINANCIAL STATEMENTS (Continued)  
JUNE 30, 2020

Use of Estimates

The preparation of financial statements on conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Revenue Recognition

Revenue is recognized on the accrual basis of accounting. Revenue from grantors is recognized when earned from grantors and expenses are recognized when incurred by the organization.

Property, Equipment and Depreciation

Fixed assets are recorded at cost and depreciated using the straight-line method. Estimated useful lives for depreciation purposes are five years for furniture and equipment and forty years for buildings and building improvements. Maintenance, repairs and renewals which neither materially add to the value of the property nor appreciably prolong its life are charged to expense as incurred.

Functional Expenses

The costs of providing program and other activities have been summarized on a functional basis in the statements of activities. Accordingly, certain costs have been allocated among animal services and supporting services benefited. Such allocations are determined by management on an equitable basis.

The expenses that are allocated include the following:

<u>Expense</u>	<u>Method of Allocation</u>
Salaries and related	Time and Effort
Insurance	Time and Effort
Occupancy	Use of Space

Commitments and Contingencies

In the normal course of operations, the organization participates in a number of Federal and City-assisted grant programs. These programs are subject to audit by the grantors or their representatives. Such audits could lead to request for reimbursement to the grantor agency for expenditures disallowed under the terms of the grant. Presently, the organization has no such request pending, and in the opinion management, any such amounts would be considered immaterial.

**NOTE 3 - CASH AND CASH EQUIVALENTS**

"Cash" as reported on the statement of financial position represents cash equivalents and investments in financial institutions. Certain financial instruments potentially subject the organization to concentrations of credit risk. These financial instruments consist primarily of cash, cash equivalents and receivables. The organization places its cash and cash equivalents with high credit, quality financial institutions and organizations. The organization has three accounts with Wells Fargo Bank.

SAFE PASSAGES, INC.  
NOTES TO FINANCIAL STATEMENTS (Continued)  
JUNE 30, 2020

**NOTE 4 - DESCRIPTION OF PROGRAM AND SUPPORTING SERVICES**

The following program and supporting services are included in the accompanying financial statements:

Program Services

Safe Passages' program activities are focused on four major strategy areas: Early Childhood, School-Linked Services, Juvenile Justice, and After School/Learning. In each strategy area, Safe Passages' program activities blend funding from public and private sources to provide comprehensive services to children and families in the highest need communities and then provide in-depth evaluation of program results.

Fiscal Sponsorship Agreement

Safe Passages acts as fiscal sponsor for the Advance Peace Project which is an organization formed to reduce violence and support community development. Safe Passages receives grants, cash and other resources on behalf of the project. These transactions are reported as increases in net assets with donor restrictions and distributions to third-party recipients are reported as decreases in net assets.

Management and General

This category includes general, managerial and administrative functions of the organization, including the staff time and expenses associated with general management, administrative activities and organizational planning.

**NOTE 5 - CONCENTRATION OF CREDIT RISK**

Certain financial instruments potentially subject the Organization to concentrations of credit risk. These financial instruments consist primarily of cash, cash equivalents and receivables. The Organization places its cash and cash equivalents with low credit risk, quality financial institutions. Concentrations of credit risk with respect to receivables are generally diversified due to the few numbers of reputable granting agencies and other payers owing the Organization.

**NOTE 6 - OPERATING LEASE COMMITMENTS**

The organization leases offices from three different locations as follows:

- The City of Oakland with original lease agreement as of November 1, 2007 was amended on September 1, 2014. The lease was extended for a term of six years commencing September 1, 2014 and ending August 31, 2020.
- Orloff Property Management, Inc. in Sacramento, California with a lease term commencing on October 1, 2019 and ending on September 30, 2020.
- Cort Tower, LLC in Stockton, California with a lease term commencing on July 15, 2018 and ending on July 31, 2020.

The future minimum lease payments for the fiscal year ending June 30, 2021 is \$90,130.

SAFE PASSAGES, INC.  
NOTES TO FINANCIAL STATEMENTS (Continued)  
JUNE 30, 2020

**NOTE 7 - ACCOUNTS AND GRANTS RECEIVABLE**

As of June 30, 2020, the accounts and grants receivable balance of \$1,889,905 consist of the following:

Americorps	\$ 122,291
Oakland Unified School District	307,522
California Department of Public Health	74,071
Oakland Fund for Children and Youth	192,845
Oakland United	71,344
New Haven School District	42,687
California Community Reimbursement	68,561
California Family Resource Association	58,107
Sunlight Giving	100,000
Andrus Family Fund	50,000
California Endowment	300,000
City of Richmond	6,250
Everytown	20,000
Kaiser Permanente	100,000
The Harry and Janette Weinberg Foundation	300,000
County of Alameda Office of Education	10,000
CalFresh Employment and Training	53,524
Others	<u>12,703</u>
Total Accounts and Grants Receivable	<u><u>\$1,889,905</u></u>

**NOTE 8 - NET ASSETS WITH DONOR RESTRICTIONS**

As of June 30, 2020, the net assets with donor restrictions balance of \$2,074,008 are as follows:

<u>Safe Passages</u>	
Sunlight Giving	\$ 100,000
California Family Resources Association (CFRA)	58,107
East Bay Community Foundation	23,916
Sills Family Foundation	2,000
State Comp Insurance	<u>4,259</u>
Subtotal	<u>188,282</u>
 <u>Advance Peace</u>	
Kaiser Permanente	255,332
The California Wellness Foundation	409,167
The California Endowment	550,976
Everytown for Gun Safety Support Fund	42,508
Andrus Family Fund	60,000
The Harry and Jeanette Weinberg Foundation	332,679
Silicon Valley Community Foundation	105,000
Silicon Valley Emerson Collective	77,186
Heising-Simons Foundation	25,000
Tides Foundation	7,000
The Center	7,000
Other	<u>13,878</u>
Subtotal	<u>1,885,726</u>
Total Net Assets With Donor Restrictions	<u><u>\$ 2,074,008</u></u>

SAFE PASSAGES, INC.  
NOTES TO FINANCIAL STATEMENTS (Continued)  
JUNE 30, 2020

**NOTE 9 - Availability and Liquidity**

The following reflects the Organization's financial assets as of June 30, 2020, reduced by amounts not available for general use within one year of the Statement of Financial Position date, because of donor-imposed restrictions and board designations.

Cash and Cash Equivalents	\$2,348,193
Accounts and Grants Receivable	<u>1,889,905</u>
Total Financial Assets	4,238,098
Less amounts not available to be used within one year:	
Donor restricted contributions - time	-0-
Donor restricted contributions - purpose	<u>(2,074,008)</u>
Financial assets available to meet cash needs for general expenditures within one year	<u>\$2,164,090</u>

The Organization relies upon private and recurring government funding to support its programming and operating activities. As such, certain financial assets may not be available for general expenditure within one year, if those financial assets have donor-imposed restrictions for specific use or a future period. As part of the Organization's liquidity management plan, it has a policy to structure its financial assets to be available as its general expenditures, liabilities, and other obligations come due. Cash is maintained in checking accounts and is readily available for use.

**NOTE 10 - PAYCHECK PROTECTION PROGRAM LOAN**

The organization received a loan from Self-Help Credit Union in the amount of \$617,677 under the Paycheck Protection Program established by the Coronavirus Aid, Relief, and Economic Security (CARES) Act. The loan is subject to a note dated April 30, 2020 and may be forgiven to the extent proceeds of the loan are used for eligible expenditures such as payroll and other expenses described in the CARES Act. Although the organization anticipates full forgiveness, no determination has been made as to whether the organization will be eligible for forgiveness, in whole or in part. The loan bears interest at a rate of 1% and is payable in monthly installments of principal and interest of \$34,658.54 over 18 months beginning 6 months from the date of the note. The loan may be repaid at any time with no prepayment penalty. As of June 30, 2020, the balance of the loan is \$618,710 inclusive of interest.

**NOTE 11 - SUBSEQUENT EVENTS**

In accordance with FASB Accounting Standards Codification Topic 855, "Subsequent Events", the Organization has evaluated subsequent events through March 2, 2021, which is the date these financial statements were available to be issued. All subsequent events requiring recognition as of June 30, 2020 have been incorporated into these reports.



**REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND  
OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN  
ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS**

To the Board of Directors  
Safe Passages, Inc.

I have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Safe Passages, Inc., (a not-for-profit organization) which comprise the statement of financial position as of June 30, 2020, and the related statements of activities and cash flows for the year then ended, and the related notes to the financial statements, and have issued my report thereon dated March 2, 2021.

**Internal Control over Financial Reporting**

In planning and performing my audit of the financial statements, I considered Safe Passages, Inc.'s internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing my opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Safe Passages, Inc.'s internal control. Accordingly, I do not express an opinion on the effectiveness of Safe Passages, Inc.'s internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

My consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during my audit I did not identify any deficiencies in internal control that I consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

**Compliance and Other Matters**

As part of obtaining reasonable assurance about whether Safe Passages, Inc.'s financial statements are free from material misstatement, I performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of my audit, and accordingly, I do not express such an opinion. The results of my tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

**Purpose of this Report**

The purpose of this report is solely to describe the scope of my testing of internal control and compliance and results of that testing, and not to provide an opinion on the effectiveness of Safe Passages, Inc.'s internal control or on compliance. This report is an integral part of an audit performed in accordance with Government Auditing Standards in considering Safe Passages, Inc.'s internal control and compliance. Accordingly, this communication is not suitable for any other purpose.



Christopher Chime Ogbodo  
Certified Public Accountant

Oakland, California  
March 2, 2021



**INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE FOR EACH MAJOR PROGRAM  
AND ON INTERNAL CONTROL OVER COMPLIANCE REQUIRED BY THE UNIFORM GUIDANCE**

To the Board of Directors  
Safe Passages, Inc.

**Report on Compliance for Each Major Federal Program**

I have audited Safe Passages, Inc.'s compliance with the types of compliance requirements described in the *OMB Compliance Supplement* that could have a direct and material effect on each of Safe Passages, Inc.'s major federal programs for the year ended June 30, 2020. Safe Passages, Inc.'s major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

***Management's Responsibility***

Management is responsible for compliance with federal statutes, regulations, and the terms and conditions of its federal awards applicable to its federal programs.

***Auditor's Responsibility***

My responsibility is to express an opinion on compliance for each of Safe Passages, Inc.'s major federal programs based on my audit of the types of compliance requirements referred to above. I conducted my audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Those standards and the Uniform Guidance require that I plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about Safe Passages, Inc.'s compliance with those requirements and performing such other procedures as I considered necessary in the circumstances.

I believe that my audit provides a reasonable basis for my opinion on compliance for each major federal program. However, my audit does not provide a legal determination of Safe Passages, Inc.'s compliance.

***Opinion on Each Major Federal Program***

In my opinion, Safe Passages, Inc. complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2020.

***Other Matters***

The results of my auditing procedures disclosed no instances of noncompliance, which are required to be reported in accordance with the Uniform Guidance.

## Report on Internal Control Over Compliance

Management of Safe Passages, Inc. is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing my audit of compliance, I considered Safe Passages, Inc.'s internal control over compliance with the types of requirements that could have a direct and material effect on each major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major federal program and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, I do not express an opinion on the effectiveness of Safe Passages, Inc.'s internal control over compliance.

A *deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

My consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies. I did not identify any deficiencies in internal control over compliance that I consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

The purpose of this report on internal control over compliance is solely to describe the scope of my testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.



Christopher Chime Ogbodo  
Certified Public Accountant

Oakland, California  
March 2, 2021

SAFE PASSAGES, INC.  
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS  
FOR THE YEAR ENDED JUNE 30, 2020

	Name of Agency or Department	CFDA or Other No.	Federal Program Name	Direct Pass- through	Name of Grant	Grant I.D. No.	Award Amount	Total Awards Expended
<b>Department of Education</b>								
	Oakland Unified School District	84.287	21st Century Community Learning Center	Pass-through	CCPA	19-1244 & 20-0868	\$ 218,352	\$ 218,352
	Oakland Unified School District	84.287	21st Century Community Learning Center	Pass-through	UFS	19-2339	42,902	42,902
	Oakland Unified School District	84.287	21st Century Community Learning Center	Pass-through	UFS Summer	19-0682 & 20-0869	24,050	24,050
	Oakland Unified School District	84.287	21st Century Community Learning Center	Pass-through	CCPA SUMMER	20-10579	24,310	24,310
	Oakland Unified School District	84.287	21st Century Community Learning Center - supplemental	Pass-through	CCPA SUMMER	20-1014	15,470	15,470
	Oakland Unified School District	84.287	21st Century Community Learning Center - supplemental	Pass-through	CUES SUMMER	20-0514	15,600	15,600
	New Haven Unified School District	84.287	21st Century Community Learning Center	Pass-through	After School Americorps		<u>218,595</u>	<u>218,595</u>
					Subtotal		<u>559,279</u>	<u>559,279</u>
<b>U.S. Department of Health and Human Services</b>								
	Alameda County	93.658	Alameda County Social Services	Pass-through	SNAP Employment & Training		<u>137,102</u>	<u>137,102</u>
					Subtotal		<u>137,102</u>	<u>137,102</u>
<b>Corporation for National and Community Service</b>								
	California Volunteers	94.006	Americorps	Direct			<u>594,685</u>	<u>431,748</u>
					Subtotal		<u>594,685</u>	<u>431,748</u>
					<b>TOTAL</b>		<u>\$1,291,066</u>	<u>\$1,128,129</u>

SAFE PASSAGES, INC.  
NOTES TO THE SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS  
JUNE 30, 2020

**NOTE 1 - GENERAL**

The accompanying schedule of expenditures of federal awards (SEFA) present the expenditures for all federal award programs of the organization.

**NOTE 2 - BASIS OF ACCOUNTING**

The accompanying SEFA is presented using the modified accrual basis of accounting, which is described in note 2 (Summary of Significant Accounting Policies, Basis of Accounting) on page 7. The organization did not elect to use the 10% de minimis cost rate as covered in Code of Federal Regulations Title 2 Section 200.414 Indirect(F&A) Costs.

**NOTE 3 - RELATIONSHIP TO THE FINANCIAL STATEMENTS**

Expenditures of federal awards are primarily reported in the organization's financial statements in the program services.

SAFE PASSAGES, INC.  
SCHEDULE OF FINDINGS AND QUESTIONED COSTS  
JUNE 30, 2020

**Section I Summary of Audit Results**

*Financial Statements:*

Type of auditor's report issued: Unmodified

Internal control over financial reporting:

- Material weakness(es) identified? No
- Significant deficiency(ies) identified? No

Noncompliance material to financial statement noted? None

*Federal Awards:*

Internal control over major programs:

- Material weakness(es) identified? No
- Significant deficiency(ies) identified? No

Type of auditor's report issued on compliance for major programs: Unmodified

Any audit findings disclosed that are required to be reported in accordance with 2 CFR 200.516(a)? No

*Identification of Major Programs:*

Corporation for National and Community Service (Americorp)  
CFDA No. 94.006  
Dollar threshold used to distinguish between Type A and Type B programs: \$750,000  
Auditee qualified as low-risk auditee? Yes

**Section II Financial Audit Findings**

None reported.

**Section III Federal Award Findings and Questioned Costs**

None reported.



# Certificate of Insurance





## Section M Documents



# Copy of External Evaluation of Program



End of Year Program Profile  
FY2019-2020

Strategy: Comprehensive Afterschool Programs  
Annual Grant Funding: \$95,000

Safe Passages (SP) proposes to implement the Laurel After School Program (LASP) whose purpose is to accelerate student learning; support social-emotional learning; and provide students with opportunities to apply their knowledge to solve real problems and become leaders in their community. LASP will be implemented with 110 students, Mondays, Tuesdays, Thursdays, and Fridays from 2:45 p.m. to 6:00 p.m. and Fridays from 1:10 to 6:00 p.m. and will occur at Laurel. It will offer academic support, enrichment, youth development /leadership, recreation/fitness, and family engagement and support.

Program Score Card

These select performance measures were identified by program staff, OFCY and the evaluation team as indicative of programs' quality and success in working towards the strategic objectives for the Comprehensive Afterschool Programs strategy.

Because of the shelter-in-place order enacted in March 2020, the "progress toward projected enrollment and attendance" indicators consider attendance from 7/1/2019 through 3/31/2020 only. For the "Total Hours of Service" and "Average Hours of Service" measures, programs were assessed on their progress toward their projections through the end of the third quarter (March 31, 2020). However, **programs did not have the full year to enroll the number of youth they projected serving**, which is an annual target.

Program Achievements: How much did we do?

Total Youth Served: <b>128</b>	Average Daily Attendance through 3/31/20: <b>101</b>
Total Hours of Service Provided: <b>39,951</b>	Average Hours of Attendance per Participant: <b>312</b>

Program Performance and Quality: How well did we do it?

Progress Toward Projected Enrollment and Attendance (through 3/31/2020)

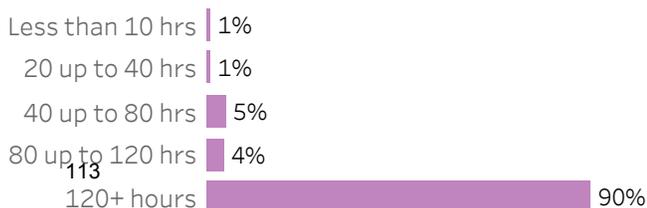
Strategy Average (elementary programs)

Measure	Actual Progress	Strategy Average
Progress towards projected number of youth served	116%	113%
Progress towards projected average hours of attendance	77%	89%
Progress towards projected hours of service	90%	102%
Progress towards projected ADA	101%	91%

\* In addition to these performance measures, the Comprehensive Afterschool Programs Strategy has indicators that draw on participant survey to assess youth perceptions of program quality and progress toward desired participant outcomes. Because of the shelter-in-place order, programs were not required to administer the participant survey in FY2019-2020. Additional quality and outcome indicators will be included in future years of this evaluation.

Program Attendance

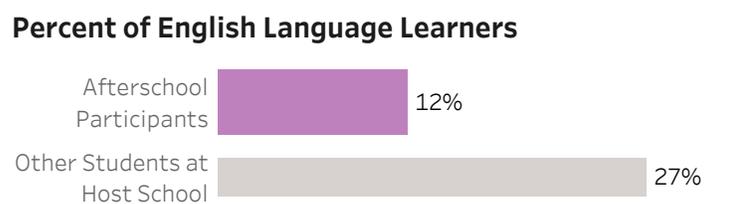
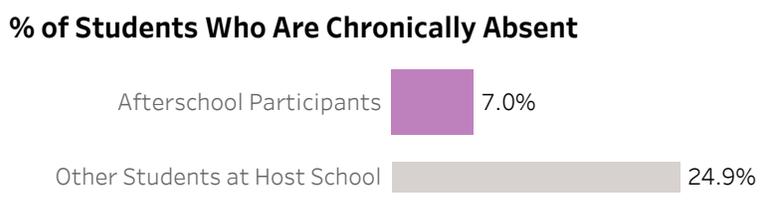
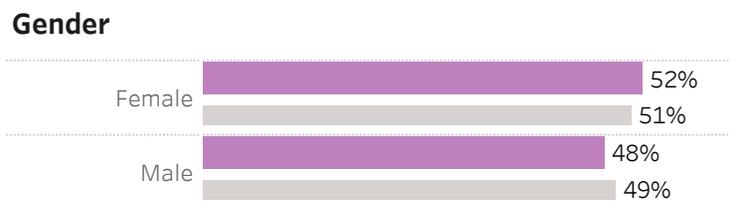
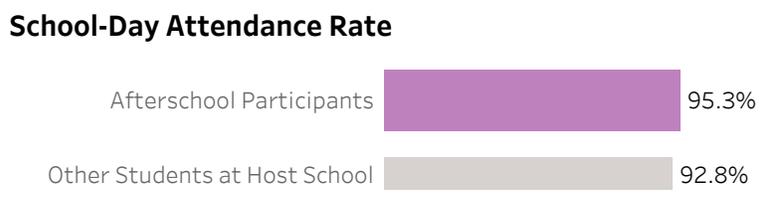
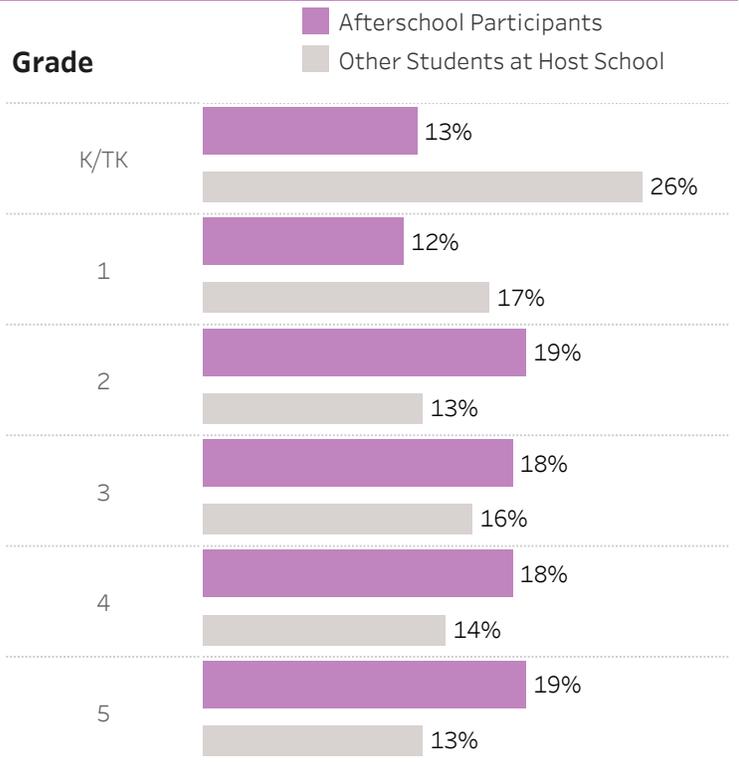
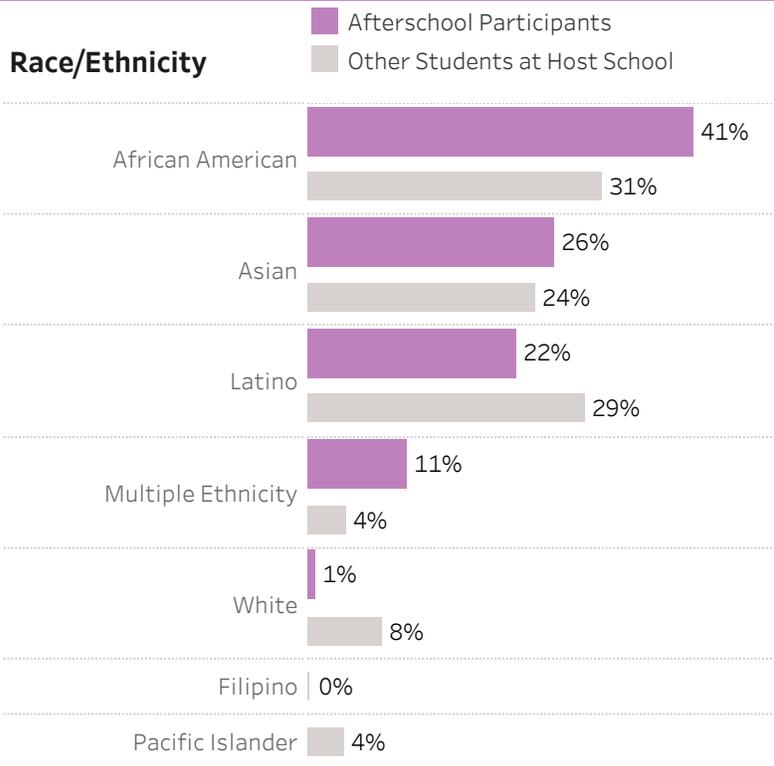
Hours of Program Attendance



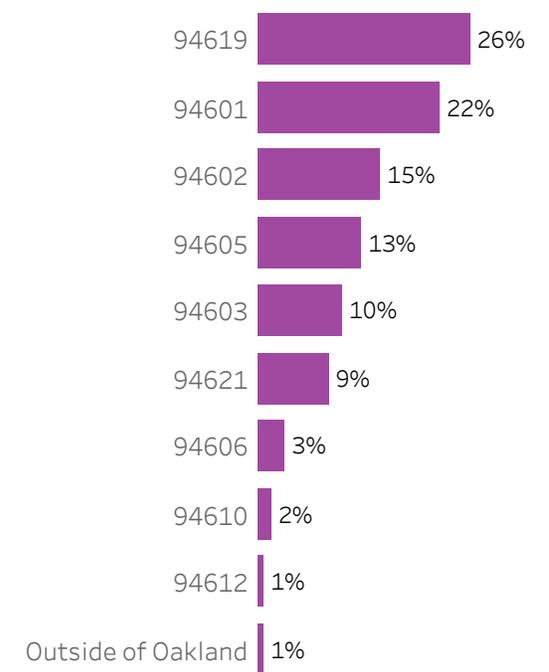
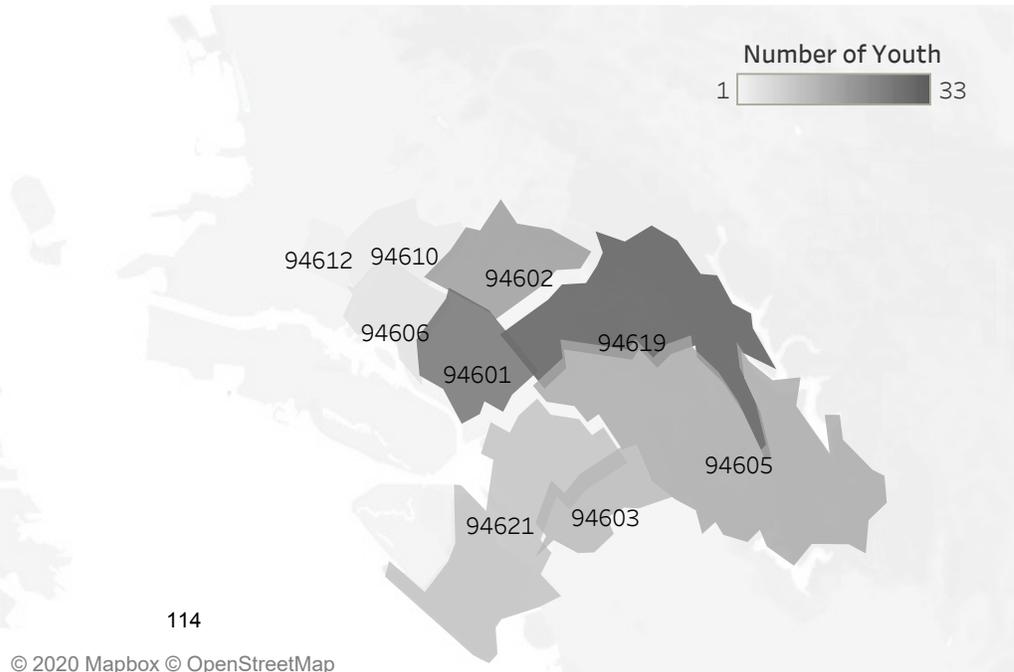
Percent of Days Attended (days attended/days enrolled)



# Youth Demographics Total Enrollment: 128



## Distribution of Participants by Zip Code





**Strategy:** Comprehensive Afterschool Programs  
**Annual Grant Funding:** \$99,999

Expanded Learning @ Lazear Charter Academy is an after-school learning program dedicated to providing a diverse learning experience for youth. Expanded Learning @ Lazear Charter Academy will serve 90 TK-8th grade youth who attend the school. This program will operate 177 days a year, 3 hours each day, and provide all students a diverse menu of learning activities, including academic support, enrichment education, community building and college-going culture activities and parent engagement.

## Program Score Card

These select performance measures were identified by program staff, OFCY and the evaluation team as indicative of programs' quality and success in working towards the strategic objectives for the Comprehensive Afterschool Programs strategy. For FY2019-2020, "progress toward projected enrollment and attendance" indicators only include attendance data from 7/1/2019 through 3/31/2020 due to the shelter-in-place order.

### Program Achievements: How much did we do?

Total Youth Served: <b>131</b>	Average Daily Attendance through 3/31/20: <b>103</b>
Total Hours of Service Provided: <b>49,842</b>	Average Hours of Attendance: <b>380</b>

### Program Performance and Quality: How well did we do it?

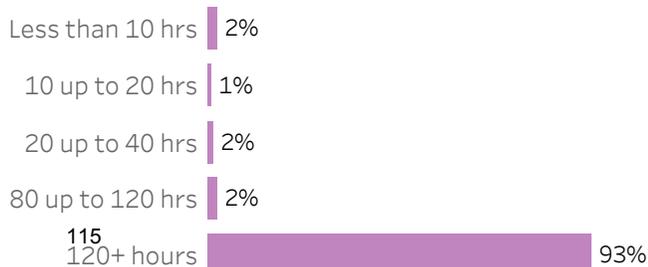
Progress Toward Projected Enrollment and Attendance (through 3/31/2020)

Strategy Average (elementary programs)

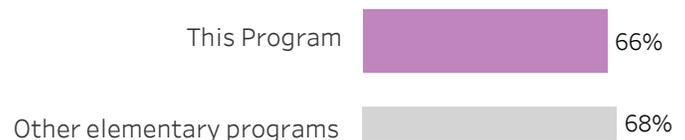
Measure	Program Performance	Strategy Average (elementary programs)
Progress towards projected number of youth served	109%	113%
Progress towards projected average hours of attendance	126%	89%
Progress towards projected units of service	138%	102%
Progress towards projected ADA	91%	91%

\* In addition to these performance measures, the Comprehensive Afterschool Programs Strategy has indicators that draw on participant survey to assess youth perceptions of program quality and progress toward desired participant outcomes. Because of the shelter-in-place order, programs were not required to administer the participant survey in FY2019-2020. Additional quality and outcome indicators will be included in future years of this evaluation.

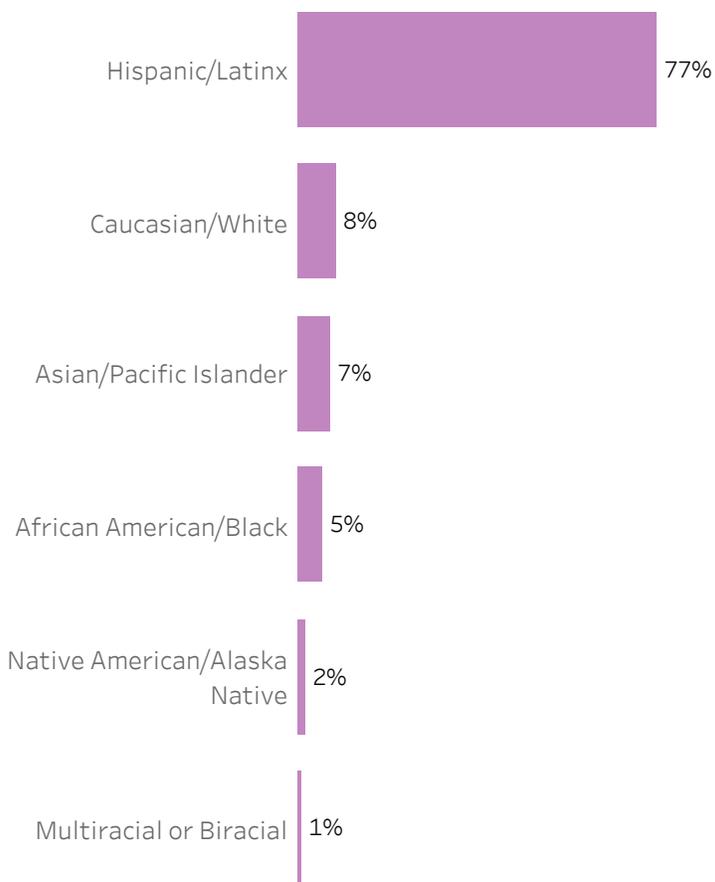
## Program Attendance



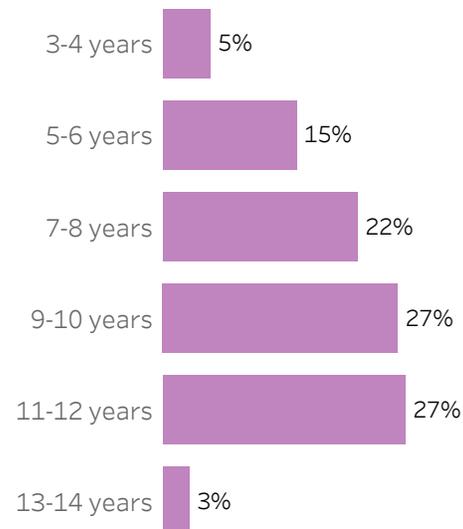
### Percent of Days Attended (days attended/days enrolled)



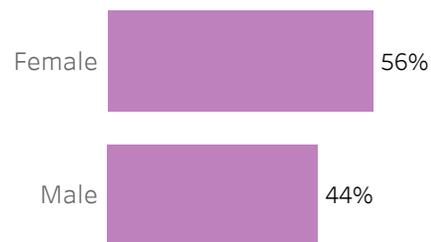
**Race/Ethnicity**



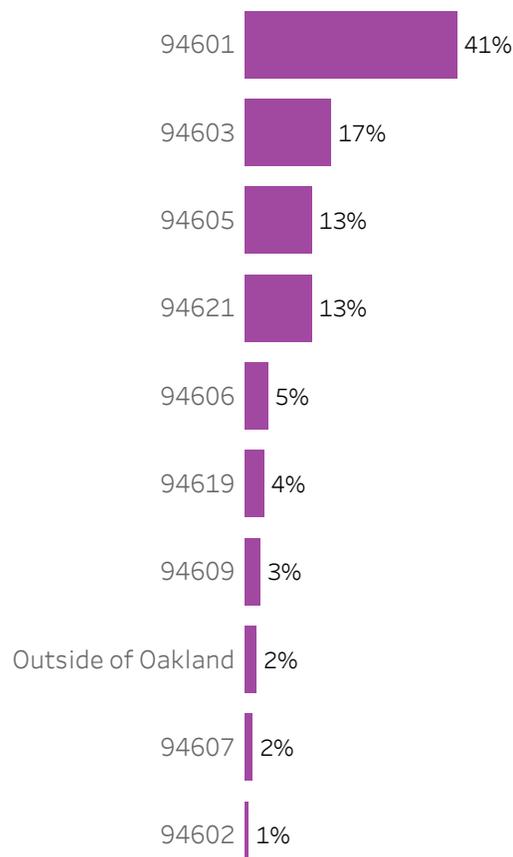
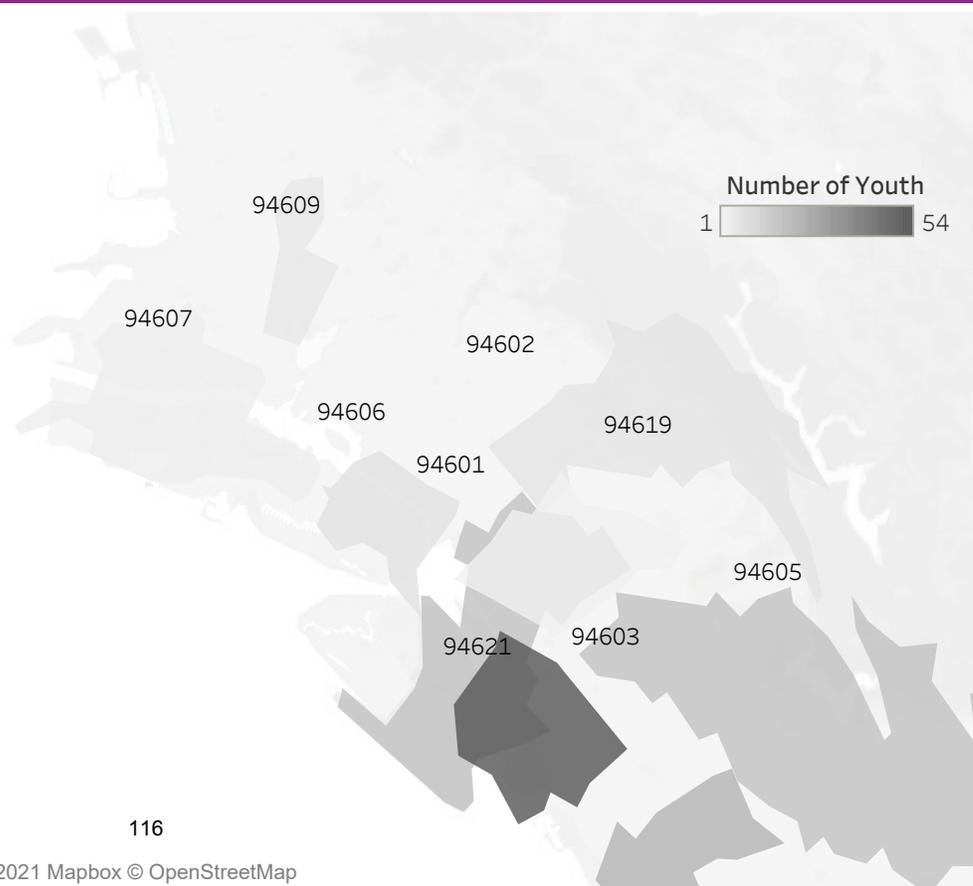
**Age (as of first day of grant)**



**Gender**



**Distribution of Participants by Zip Code**





# Site Coordinator and Instructor Job Descriptions



## **After School Academic/Enrichment Instructor Part Time, Hourly**

### **POSITION ANNOUNCEMENT**

*Mission: Safe Passages disrupts the cycle of poverty by engaging youth and families to build and drive a continuum of services that supports student success and community development.*

Safe Passages' work is based on the premises that access to educational opportunity, health services, and family support should not be dictated by race or socio-economic status, and that healthy and supported young people are better prepared to learn and succeed. Safe Passages' After School Programs provide quality enrichment and academic support services delivered in a strong youth development framework. Safe Passages is a leading provider in the delivery of school-based After School Programs within the Oakland Unified School District (OUSD.)

### **United for Success Academy:**

United for Success is a small school on 35th Avenue designed by parents, students, teachers and community members who wanted a safe, caring, and high-achieving middle school in the heart of the Fruitvale District. Safe Passages has partnered with United for Success since 1999 through a variety of initiatives. The after school program at United for Success serves about 200 students and is optional for all grade levels.

### **Primary Responsibilities:**

Academic instructors will be part of an after school team dedicated to providing high quality programming to youth and their families. The After School Academic Instructor will facilitate an academic skill building class for 15-20 students. The Academic Instructor provides a structured and supportive environment where students can practice basic skills that will reinforce content standards introduced during the traditional school day and work towards homework completion. The Academic Instructor will be supervised by the After School Program Coordinator.

### **Responsibilities**

- Facilitate academic support for 15-20 program participants.
- Develop and instruct academic skill building activities for youth based on grade level English Language Arts and Math content standards.
- Develop and facilitate test taking strategies and study skill building activities.
- Monitor and track student progress, develop individualized plans to support student achievement including but not limited to intervention strategies and leadership activities for high performing students.
- Provide documented lesson plans for all activities.

## Qualifications

- Demonstrated experience (volunteer/paid) teaching or facilitating academic activities in an urban K-12 environment.
- Ability to develop strong relationships and work collaboratively with staff and students from diverse backgrounds and abilities.
- Strong organizational and communication skills.
- Must be dedicated and able to commit to the entire school year.
- At least 48 semester units from an accredited college or passing grade on Alameda Instructional Aid Exam. Bachelor's degree preferred.
- Clearance of TB test and background (fingerprint) check.
- Bilingual applicants are strongly encouraged to apply.
- High level of cultural competency.
- Demonstrated teaching experience, K-12 enrollment.
- Classroom management skills.
- Lesson plan development.

Employment Classification: This is a part-time hourly position.

Work Schedule: 15-20 hours per week, M-F; depending on OUSD school calendar.

Compensation: \$15 - 18 per hour/paid weekly

Job Type: Part-time



## **After School Program Site Coordinator Full Time**

### **JOB DESCRIPTION**

*Mission: Safe Passages disrupts the cycle of poverty by engaging youth and families to build and drive a continuum of services that supports student success and community development.*

Safe Passages' work is based on the premises that access to educational opportunity, health services, and family support should not be dictated by race or socio-economic status, and that healthy and supported young people are better prepared to learn and succeed. Safe Passages' After School Programs provide quality enrichment and academic support services delivered in a strong youth development framework. Safe Passages is a leading provider in the delivery of school-based After School Programs within the Oakland Unified School District (OUSD.)

#### **Primary Responsibilities:**

The After School Program Coordinator will oversee after school operations and program implementation on an assigned school site. This position reports directly to a Safe Passages After School Lead (Supervisor.)

#### **Program Development**

- Maintain full attendance outlined by grant requirements and establish waiting lists.
- In coordination with the Principal and the Coordination of Services Team (COST), identify and provide access to the highest need students.
- Meet funding expectations, deliverables, goals and objectives.
- Maintain a positive, high quality program aligned with Safe Passages and OUSD youth development principles.
- Support partnerships with community based organizations, public agencies, and service providers to strengthen programming and leverage funding and services.
- Utilize student data and evaluation outcomes for program planning and development.

#### **Day to Day Operations/Logistics**

- Facilitate and oversee day to day operations of the program, including all after school programs and services.
- Represent Safe Passages in a highly professional manner at all times.
- Supervise and support integration of school-based AmeriCorps Team.

- Ensure program safety by implementing and enforcing all OUSD, School Site, and Safe Passages policies. Immediately communicate all safety concerns and issues to Safe Passages, the Principal and OUSD staff.
- Communicate as needed with supervisor.
- Plan and implement events (i.e. field trips) in accordance with Safe Passages and OUSD policies.
- Copy Safe Passages lead (supervisor) in all written communications, including email.
- Distribute and collect student attendance daily.
- Serve, monitor and document food service.

### **Supervision of Staff**

- Identify site specific staffing needs.
- Assist in the recruitment and hiring of staff.
- Participate in the training and orientation of staff.
- Supervision of instructors, provide ongoing coaching for staff as needed.
- Review and approve staff weekly on-line timesheets.
- Observe, document, and evaluate program staff on an on-going basis.
- Consult with Safe Passages supervisor regarding all personnel issues.
- Ensure adults treat students respectfully.
- Facilitate site-based monthly meetings for program staff and providers.

### **Administrative/Documentation and Reporting**

- Review regular student attendance.
- Enforce systems for student and staff documentation, including staff sign in/out logs.
- Design and maintain efficient, organized office systems.
- Manage ASES/OFCY reporting requirements, including monthly attendance, service deliverables quarterly reports, data collection, and survey administration.
- Run weekly reports to analyze program progress.
- Manage hourly schedules of instructors.

### **Budgets/Fiscal Management**

- Participate with Safe Passages Supervisor and Site Administrator (Principal) in program budget planning.
- Submit appropriate requests for expenditures.
- Manage budget line items and track expenditures.
- Manage ET/OT contracts and expenditures.

### **Liaison to School Site**

- Participate in the Coordination of Services Team (COST) meetings, and other meetings as assigned.

- Regularly update Safe Passages supervisor on all school site and district meetings.
- Collaborate with (the Academic Liaison) and teachers on a regular basis to align the after school curriculum/program with the traditional school day.
- Communicate and meet with Site Administrator (Principal) on regular basis.
- Build strong relationships with SST Coordinator and other school site support staff to support students for After School Programs.
- Participate in monthly Principal meetings with Safe Passages supervisor.

### **Outreach and PR**

- Create program brochures, flyers, and newsletters.
- Maintain relationships with community based organizations and public agencies.
- Serve as a resource to families, students, staff, and community members.
- Recruit students to participate in the After School Programs.
- Develop and implement family communication strategy.
- Coordinate and lead outreach efforts for special events such as family nights and student showcase/performances.
- Follow Safe Passages' communications policies regarding media and PR.

### **Necessary Skills and Qualifications**

- Familiarity with youth development theory and best practices.
- At least two years of program coordination, preferably on an urban school site.
- Program management experience.
- Database experience; data analysis; using data to inform programming.
- Ability to develop strong relationships and work collaboratively with diverse individuals and organizations.
- Clear and effective communication skills.
- Effective time management and organizational skills.
- At least 48 semester units from an accredited college. Bachelor's degree preferred (in a related field.)
- Clearance of TB test and background (fingerprint) check.
- Bilingual applicants are strongly encouraged to apply.
- High level of cultural competency.
- Community organizing experience a plus.
- Ability to represent Safe Passages professionally and effectively.

**Safe Passages is An Equal Opportunity Employer**

**Auxiliary aids and services are available upon request to individuals with disabilities**



# Letters of Reference



June 15, 2021

Expanded Learning Office  
Oakland Unified School District  
Oakland, CA 94612

**RE: Letter of Reference for the Safe Passages After-School Lead Agency Request for Qualifications – RFP 2021**

Dear Expanded Learning Team:

It is my pleasure to submit this letter of reference for Safe Passages, the current lead agency at Coliseum College Preparatory Academy (CCPA) for middle and high school after-school programs.

Safe Passages has a long-standing partnership with the Havenscourt campus where CCPA is located. The Safe Passages Havenscourt collaboration began in 2000, prior to the campus being divided into two small schools. Safe Passages participated in the design of CCPA and has collaborated with the school since its inception in 2006. Safe Passages has served as the Full Service Community Schools (FSCS) lead agency since 2000 and as the lead after school agency for over 11 years. Over the course of the implementation of the Safe Passages Middle School Strategy (SPMSS) and Elev8 Oakland, Safe Passages' history of providing services at CCPA includes: the creation of the Coordination of Services Team (COST), case management, mental health services, family engagement, summer programs, health services, academic interventions, and extended day programs.

Safe Passages currently provides a rich compliment of extended day services including: Urban Arts, leadership, academic support, mentoring, sports, performing arts, and STEM. Every student at CCPA student is currently served in the program. 100% of those served are students of color with 48% female and 52% male. SP serves a high need population at CCPA; consisting of students with low academic indicators, behavioral issues, English Learners (ELs), Students with Disabilities (SWD), and/or other socio-emotional needs.

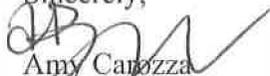
As the principal of CCPA, I have worked closely with Safe Passages over the last nine years on a wide range of support programs for students and families, including the development and implementation of after-school programs. CCPA utilizes an extended day model that fully integrates the after school program into the extended day schedule. Significant collaboration between the academic teachers and the after school instructors and staff occurs on a daily basis. I participated directly in the selection of afterschool management and staff and provide school site supervision. I also have a long-time working relationship with SP CEO, Josefina Alvarado Mena.

The program meets critical needs: 1) the need for a safe and supportive learning environment; 2) the need for positive youth development; 3) the high need for additional academic support; and 4) the need for health/fitness opportunities.

In addition, Safe Passages has leveraged hundreds of thousands in much needed resources for the school, including six full time AmeriCorps members who provide academic mentoring to students during and afterschool hours. They have provided high quality support to high-need middle and high school youth over the past eight years.

The long-standing partnership with Safe Passages has been invaluable to the success of CCPA. I recommend this organization, and its leadership, without reservation as an OUSD After School Lead Agency. I ask that you consider their application favorably.

Sincerely,



Amy Carozza  
Principal, CCPA

June 15, 2021

Expanded Learning Office  
Oakland Unified School District  
Oakland, CA 94612

**RE: Letter of Reference for the Safe Passages After-School Lead Agency Request for Qualifications – RFP 2021**

Dear Sir or Madam:

It is my pleasure to submit this letter of reference for Safe Passages, the current lead agency at Laurel Elementary School after-school programs.

Safe Passages has a long-standing partnership with the Laurel Elementary School campus and has served as the Lead Extended Day Provider since 2016. Safe Passages (SP) implements the Laurel After School Program (LASP) whose purpose is to accelerate student learning; support social-emotional learning; and provide students with opportunities to apply their knowledge to solve real problems and become leaders in their community. LASP will be implemented with 110 students during afterschool hours. It offers academic support, enrichment, youth development /leadership, recreation/fitness, and family engagement and support.

As the principal of Laurel Elementary School, I have worked closely with Safe Passages over the last six years on a wide range of support programs for students and families, including the development and implementation of after-school programs. Laurel Elementary Schools utilizes an extended day model that fully integrates the after school program into the extended day schedule. Significant collaboration between the academic teachers and the after school instructors and staff occurs on a daily basis.

I participated directly in the selection of afterschool management and staff and provide school site supervision. I also have a long-time working relationship with SP CEO, Josefina Alvarado Mena. In addition, Safe Passages has leveraged hundreds of thousands in much needed resources for the school, including three full-time AmeriCorps members and two VISTA members who provide academic mentoring to students during and afterschool hours and family resource supports.

The long-standing partnership with Safe Passages has been invaluable to the success of the school. I recommend this organization, and its leadership, without reservation as an OUSD After School Lead Agency. I ask that you consider their application closely.

Sincerely,

John Stangl  
Principal, Laurel Elementary School



# SP Resumes

**Josefina Alvarado Mena, Esq.**  
**Chief Executive Officer, Safe Passages**

**SUMMARY**

Josefina joined Safe Passages as Executive Director in August 2003. Prior to joining the Safe Passages team, she headed the Department of Student, Family and Community Services for the Oakland Unified School District for almost four years. During this time she helped expand after-school programs, violence prevention programs, case management and mental health programs throughout the school district. As director of the department, she also worked closely with Safe Passages, a project of the Robert Wood Johnson Foundation Urban Health Initiative. Josefina was a key player in launching a comprehensive model for service delivery at Oakland middle schools, known today as the Safe Passages Middle School Strategy.

A native of the Oakland flatlands, she received her B.A. in Ethnic Studies from UC Berkeley in 1993. She later received her law degree from U.C. Berkeley in 1996. Josefina was also awarded an Echoing Green Social Entrepreneur Fellowship in 1996, which she used to create the Educational Empowerment Program. This program provided legal services, community education and policy development to Oakland students and parents. In 1999, Josefina came to work for interim school superintendent Dr. George Musgrove as Assistant to the Superintendent.

Under her leadership, Oakland was selected in 2008 by The Atlantic Philanthropies to receive a \$15 million award to implement the Full Service Community Schools (ELEV8) Initiative in five of the most disenfranchised Oakland school communities.

**EXPERIENCE**

**SAFE PASSAGES : Chief Executive Officer**

Lead a multi-service organization implementing a comprehensive continuum of services birth to college and career that includes workforce and community economic development. Oversees local, state, and federal grant funded programs in collaboration with the City of Oakland, Oakland Unified School District, Alameda County, Corporation for National Public Service, the U.S. Department of Labor, California Volunteers and many private and community based organizations.

Led a city-wide initiative designed to reduce violence among children and youth of Oakland. One of five city-wide initiatives nationally selected to be part of the Robert Wood Johnson's ten year Urban Health Initiative to improve the health and safety of children and youth in urban areas. Facilitated the collaboration between the City of Oakland (Human Services, Parks and Recreation and the Police Department), the County of Alameda (Health Care Services, Social Services and the Probation Department) the Oakland Unified School District and community-based providers through the implementation of four core strategies. *2003-Present*

**OAKLAND UNIFIED SCHOOL DISTRICT: Director Dept. of Student, Family and Community Services**

Directed all support services for students and families in large urban school district containing over 100 school sites. Responsible for program design, development and implementation in the areas of violence prevention, school discipline, truancy, health, parent involvement and after school. Worked with state and federal regulatory offices to ensure compliance with mandates. Served as member of the Executive Cabinet Management Team and reported directly to the Superintendent. Responsible for generating over 20 million dollars for the school district. **1999-2003**

**CENTRO LEGAL DE LA RAZA: Program Director**

Coordinated a three pronged Educational Empowerment program designed to empower Latino students and parents in the area of education and address educational barriers faced by Latino students in the Oakland public schools. Provided legal representation and training to students and parents in suspension and expulsion hearings, special education matters, academic placement, and other education matters where the rights of students were violated. **1996-99**

**EDUCATION**

**University of California, Berkeley School of Law (Boalt Hall)**

Juris Doctorate, May 1996

Honors: Foundation of the State Bar of California Public Interest Scholarship; Mexican American Legal Defense Fund (MALDEF) Scholarship; Judge Louis Garcia Memorial Scholarship; Berkeley Law Foundation Public Interest Summer Grant Recipient; Class President; Associate Editor, La Raza Law Journal.

**University of California, Berkeley**

Bachelor of Arts in Ethnic Studies, August 1993

Honors: Hispanic Community Affairs Council Scholarship; Spanish Speaking Citizens' Foundation Aztec Scholarship; First Place Winner, National Council of La Raza's Career Exploration and Essay Contest.

**VOLUNTEER COMMUNITY SERVICE & HONORS**

**James Irvine Foundation Leadership Award 2009**, JAMES IRVINE FOUNDATION

**Education Advocacy Award 2003**, HISPANIC CHAMBER OF COMMERCE OF ALAMEDA COUNTY

**Outstanding Education Advocate 1999**, PEOPLE UNITED FOR A BETTER OAKLAND (PUEBLO)

**Outstanding New Advocate Unity Award 1997**, SAN FRANCISCO LA RAZA LAWYERS ASSOCIATION AND THE MINORITY BAR COALITION

**ECHOING GREEN GRADUATE PUBLIC SERVICE FELLOW**, ECHOING GREEN FOUNDATION, New York, NY, 1996-1998

**ASSOCIATE EDITOR**, LA RAZA LAW JOURNAL, 1993-1996

**ARTS, RESEARCH, & CURRICULUM**, Oakland, CA: Board of Directors, 1997-1998

**BERKELEY COMMUNITY LAW CENTER**, Oakland, CA-Board of Directors, February 1997-1999

**KIDS FIRST! STEERING COMMITTEE**, Oakland, CA- Member, March 1997-1999

**LATINO EDUCATION TASK FORCE**, Oakland, CA-Chairperson, June 1997-1999

**Alicia E. Perez, M.P.P.**  
**331 Vernon Street, Oakland, CA 94610**  
**(510) 325-7447**

**LEGISLATIVE AND PUBLIC RELATIONS EXPERIENCE**

**SAFE PASSAGES** **Oakland, CA** **2003-Present**  
**Intergovernmental and Public Relations Director.** As a member of a four-person management team, I have been an integral part of the development of the organization from ten employees to a multi-million dollar entity currently employing over 150 staff and serving over 4,000 children, youth and families annually. I have led the organization's board development, communications, legislative advocacy and external public relations efforts for the past twelve years. Direct and implement all communications efforts related to the organizations mayor initiatives aimed at influencing policy makers, voters and the population at large. Oversee the implementation and expansion of the Early Childhood Initiative serving over 1,500 children and families annually in Oakland.

**OAKLAND UNIFIED SCHOOL DISTRICT** **Oakland, CA** **2001-03**  
**Legislative Coordinator Office of the Superintendent.** Served as the District liaison to all federal, state, and local government elected bodies and agencies. Oversaw and coordinated the work of district retained federal and state lobbyists. Analyzed federal and state pending legislation. Prepared briefings for the Superintendent's presentations to the School District's Board of Trustees and to other governmental bodies including the County Board of Supervisors and Oakland City Council, and Transportation governing bodies. Led the district's efforts in opening of schools and the implementation of several social support resources for low-income students, including services for low-income children and homeless youth.

**OAKLAND CITY COUNCIL, DISTRICT 3** **Oakland, CA** **1997-2001**  
**Chief of Staff.** As Chief of Staff to the Councilmember representing, I held significant responsibility for formulating policy and coordinating and managing specialized and sensitive projects that address citywide issues involving multiple departments and outside governmental, and private agencies. Coordinated planning and project activities with City departments and other public agencies. Reviewed and analyzed city council reports and advised the Councilmember on strategic policy efforts. Met with constituents to ensure the office effectively represented views and address needs of district residents.

**CALIFORNIA STATE ASSEMBLY** **Sacramento, CA** **1991-92**  
**Committee Consultant/Legislative Analyst.** Reviewed and analyzed the Governor's budget allocation for education and social welfare programs and advised the Chair of the Assembly Education Committee, Assemblywoman Delaine Eastin, of allocations and possible amendments. Wrote, negotiated and presented legislation for the Assemblywoman, which allocated \$20 Million from the State Budget for new teacher training, new student tracking technology and decreased reporting mandates. Responsible for tracking, analyzing, writing committee analysis and advising member of the Assembly Education Committee on pending education legislation related to migrant children, teacher training and social services in schools.

**RESEARCH EXPERIENCE**

**FAMILY RESEARCH CENTER, UC BERKELEY** **1995-1996**  
**Research Assistant**  
Prepared audits and analyzed reports for teen pregnancy prevention programs administered by the State Office of Family Planning. Served as liaison between state contracts and the State Office of Family Planning in the negotiation of reporting and grant requirements.

## **CENTER FOR THE STUDY OF URBAN INEQUALITY, UNIVERSITY OF CHICAGO**

### **Research Assistant**

**1993-1994**

Worked as a research assistant to Professor MartaTienda in the development of a national five-year study aimed at identifying barriers to entry into the business community for ethnic minorities. Developed business surveys, conducted interviews and assisted with quantitative and qualitative analysis.

## **BOSTON CONSULTING GROUP**

**Chicago, IL**

**1992-1994**

**Consultant.** Developed and implemented market research tools to help U.S. companies assess product growth decisions. Implemented research tools and interviews in companies located in Mexico and Spain to support the launch of American products in these countries.

## **TEACHING EXPERIENCE**

### **UNIVERSIDAD DE BARCELONA**

**Barcelona, Spain**

**1990-1991**

**Instructional Assistant.** Supported the professor in the delivery of curriculum for the Ethnography of American Cultures course designed for undergraduate students in the Anthropology/Ethnography Department. Delivered several lectures, reviewed assignments and corrected exams.

### **UC BERKELEY, Student Learning Center**

**Berkeley, CA**

**1988-1991**

**Summer Bridge Writing Instructor (Summer 1989); Writing Instructor (1988-1991).** I was part of the Student Learning Center program designed to increase retention of low income and minority students at the university. Taught writing and literature to first and second year students through one on one instruction and small group workshops.

## **POLITICAL ORGANIZING EXPERIENCE**

### **HENRY CHANG JR. FOR OAKLAND CITY COUNCIL**

**Oakland, CA**

**1996**

**City-wide Field Campaign Manager.** Identified community leaders and coordinated endorsements and support. Recruited over 400 volunteers and organized campaign and fundraising events.

### **ROBERT J. CAMPBELL FOR STATE SENATE:**

**1996**

**Campaign Organizer.** Responsible for outreach and endorsements of community leaders in the Oakland area. Organized and expanded the volunteer pool for campaign and fundraising events.

## **EDUCATION**

**University of Chicago.** Irving B. Harris School of Public Policy. Master in Public Policy. **1994**

Higher Education Consortium for Urban Affairs, Bogota, Colombia (08/1993 – 12/1993)

**University of California at Berkeley.** Bachelor of Arts. **1991**

Majors: Social Welfare and Comparative Literature. Student Life Achievement Award.

**University of Barcelona, Spain (1989-1990)**

**Boards and Associations:** Raising CA Together, Steering Committee Member; Central American Refugee Committee of the East Bay, Board Member/Co-chair; School Based Health Center Association, Member.

## Michael Maldonado MSW

311 Tideway Dr. Apt 102 Alameda, Ca 94501-(209) 872-0470  
Maldonadomichael12@gmail.com

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### Education

**University of California Berkeley (May 2014)** Berkeley, Ca  
Masters of Social Welfare: Emphasis in Management and Planning

**University of California at Berkeley (May 2011)** Berkeley, Ca  
B.A. Sociology

**Modesto Junior College (June 2009)** Modesto, Ca  
Associates of Art in Transfer Studies  
Member: Alpha Gamma Sigma Honors Society

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**About-** Well-rounded Spanish bilingual professional with teaching, counseling, and supervisory experience serving a diverse clientele. Professional and personal experience in a multitude of areas that is well-suited to address issues with clients or students of many backgrounds and cultures.

### Experience

**Safe Passages (Oct 2016-Present)** Oakland, Ca

#### Senior Policy Associate: Workforce & Youth Development

Life Coach: Life and Career Roadmap Program

- Developing and maintaining working relationships with the community: educational institutions, community colleges, business, and various government entities
- Provide trauma-informed mentoring and case management services to foster youth participating in youth employment program in Alameda County
- Administer clinical assessment of youth's needs and strengths to individualize intervention plan
- Navigation of complex systems and wraparound coordination services
- Co-facilitate *I Do, We Do, You Do* summer program offering peer learning rights, navigation, career pathways and entrepreneurship
- Court Advocacy (when applicable)
- Broker Math and English tutoring support
- School system navigation: maintain healthy working relationships with counselors, teachers, and administrators at youths' schools to ensure students are progressing and that other accommodations, such as IEP's, are in place (if needed) and are being followed
- Education reconnect: assist youth in securing new educational placements, as applicable
- 1:1 Job readiness coaching, assistance obtaining employment, and job retention support

MSW Field Supervisor: UC Berkeley, San Francisco State University, CSU East Bay

- Clinical one-on-one supervision with three MSW interns
- Facilitate group supervision training for seven MSW interns: clinical consultation and training

Hiring Coordinator

- Initial screening, conduct and co-facilitate interviews for staff hiring in OUSD
- Screening, phone interview, and hiring coordination for agency's after school programs in Oakland, Ca.

Coordinator: Alameda County Emersion Project

- Curriculum development for Alameda County Behavioral Health Care Services mental health innovators project
- Recruit and coordinate with local mental health professionals to lead workshops with the Safe Passages' AmeriCorps program
- Facilitate workshops to illuminate mental health aspects of providing academic and behavioral intervention & encouragement to consider pursuing behavioral health career pathways

**Modesto Junior College (Sept 2015-Feb 2017)** Modesto, Ca

Adjunct General Counselor

Adjunct Vocational Technology Counselor

- Developed individualized abbreviated and comprehensive educational plans in collaboration with students.
- Committee member for high school counselor day.
- Committee member for MJC Annual Native American Pow Wow
- Crisis counseling, intervention and continued support for students in need.
- Counseling for ACT program servicing students who qualify through need based requirements.
- Facilitating services in collaboration with the Community Service Agency of Stanislaus County.

- Transfer center counseling with an emphasis in administering transfer agreements with CSU.
- Counseling and resource linking for veteran students.
- Coordinating services in collaboration with county officials for students in special programs.
- Review course scheduling and sequencing
- Teach guidance classes for class sizes up to 30 students.

**Latino Men and Boys Program (Feb 2015-Aug 2015)**

Oakland, Ca

Academic and Career Mentor

- Taught courses on youth development for young men highlighting the risks young men faced growing up in a disadvantaged community. Topics included: leadership development, Latino and indigenous culture, and history.
- Community outreach: conduct outreach and advocacy efforts for students and families with case management and other issues that require counseling or mediation.
- Summer Camp: directed, coordinated, fundraised, and instructed a two week martial arts camp that included mentoring, health and nutrition courses, and workshops with Berkeley Police Department. The camp was comprised of middle school and high school aged youth from East Oakland, Berkeley, and Richmond. Supervised two staff.
- Member of the Collaboration of Services team: a venue where professionals from different disciplines can discuss caseloads and proper support of students.
- Counseling and mentoring of a caseload of 28 middle school aged youth in East Oakland.

**Seneca Family of Agencies (Aug 2014-Jan 2015)**

San Francisco, Ca

Bilingual Wraparound Clinician

- Develop Child and Family teams for the purpose of treatment planning and support
- Cultivate and maintain relationships with community members and providers
- Coordinate and implement overall treatment and services for assigned clients with professionals in the Juvenile Justice Department and Human Services Agencies such as social workers, probation officers, and lawyers
- Provide assistance in case planning and consultation to team members on clinical issues, as well as casework issues, as appropriate
- Chart mental health notes, treatment plans, outcome measures, incident reports, and other documentation accurately and in a timely manner
- Function as team leader and uphold the ideals of the program
- Bilingual services provided to Spanish speaking clients

**James Morehouse Project (Sept 2013-June 2014)**

El Cerrito, Ca

Counselor

- One on one counseling sessions
- Young men of color group lead facilitator
- Immigrant student group co-facilitator
- Grant writing and grant reporting
- Program evaluation: client perspective research
- Survey analysis: past data on results from services provided

**Safe Passages (Sept 2012- Aug 2013)**

Oakland, Ca

Management and Planning Intern

- Grant writing assistance for agency core funding: approx. 1 mil dollars
- Program development: social justice training program for educators
- Research for educational planning
- Training facilitation
- Resource linking for English as a second language clients

**AmeriCorps (Aug 2011-July 2012)**

Oakland, Ca

AmeriCorps Team Member

- Tutoring (English Language Learner cohort: 15 students)
- Mentoring: life skills and academic success
- Team leader at two different campuses: Roots International and Coliseum College Prep
- Collaboration of Services Team member
- Gang intervention
- Resource linking for students and their families
- Translation assistance for monolingual Spanish speaking students and families



## Other Documents Demonstrating Fulfillments of Minimum Requirements



**All Team Meeting 01/31/2020**

**Agenda**

9:00-9:10	Welcome/Grab Food – Josefina Alvarado-Mena
9:10 – 10:10	Classroom Culture – Randy Hamati
10:10 – 11:00	Scavenger Hunt
11:00 – 12:00	Culturally Affirmative Practices – Jonathan Brumfield
12:00 – 12:45	Lunch
12:45 – 1:45	Transference and Countertransference – Michael Maldonado
1:45 – 2:00	Break
2:00 – 2:30	Site Based Work – Service Learning Projects ○ Reflection or Continued Planning
2:30 – 3:00	Closing/Reflection

Notes:



**AmeriCorps 02/14/2020 (All Sites)**

**Agenda**

9:30 – 9:45	Do Now <ul style="list-style-type: none"> <li>• Rose, Thorn, Bud</li> </ul>
9:45 – 10:00	Check-In <ul style="list-style-type: none"> <li>• Shout-outs</li> </ul>
10:00– 11:00	America Learns <ul style="list-style-type: none"> <li>• Retroactively input hours</li> <li>• Cohort Students</li> <li>• Time Sheets (completion/accuracy) <ul style="list-style-type: none"> <li>○ Log weekly hours</li> </ul> </li> <li>• New Form/Standards moving forward</li> </ul>
11:00 – 11:15	Break
11:15 – 12:00	Site Based Work/Exit Ticket <ul style="list-style-type: none"> <li>• Check-in with sites</li> <li>• Calendly</li> <li>• Supplies</li> </ul> <p>*Union City members can work here or head back to sites</p>



**All Team Meeting 07/31/2020**

**Agenda**

10:00-10:30	Welcome and Overview of SP w/ COVID-19 Pivot – Josefina Alvarado-Mena
10:30 – 11:00	Social Emotional Learning – Randy Hamati + Krystal Jenkins
11:00 – 11:10	Timekeeping – Steven Tomas
11:10 – 11:30	Icebreaker Activity/Bio Break – Katie Brym + Sabrina Mah
11:30 – 12:00	Mandated Reporting – Nina Moreno
12:00 – 1:00	lunch
1:00 – 1:30	Cultural Competency – Jonathan Brumfield
1:30 – 2:00	Best Practices in the Virtual Setting – Jeremiah Carreon –
2:00 – 2:30	Breakout Team Meetings – Site Managers
2:30 – 2:45	COVID-19 Mini Training – Chidi Uwaeme
2:45 – 3:00	Survey, Appreciations, Closing Words – Randy Hamati + Krystal Jenkins



## Appendix IV Boiler Plate Checklist



## APPENDIX IV: OUSD Expanded Learning Lead Agency MOU Boilerplate Checklist

1. Intent
2. Term of MOU
3. Termination
4. Compensation
  - 4.1. Total Compensation
  - 4.2. Positive Attendance
    - 4.2.1. Reconciliation Process for Positive Attendance Based Grant Funds
    - 4.2.2. Administrative Charges and Reconciliation
  - 4.3. OUSD Administrative Fees
  - 4.4. Agency Administrative Fees
  - 4.5. Program Budget
  - 4.6. Modifications to Budget
  - 4.7. Program Fees
5. Scope of Work
  - 5.1. Student Outcomes
    - 5.1.1. Alignment with Community School Strategic Site Plan
  - 5.2. Oversight
  - 5.3. Enrollment
  - 5.4. Program Requirements
    - 5.4.1. Program Hours
    - 5.4.2. Program Days
    - 5.4.3. Program Components
    - 5.4.4. Staff Ratio
  - 5.5 Data Collection
    - 5.5.1. Accountability Reports
    - 5.5.2. Attendance Reports
    - 5.5.3. Use of Enrollment Packet
  - 5.6. Maintain Clean, Safe and Secure Environment



- 5.7. Meeting Participation
- 5.8. Relationships
- 5.9. Licenses
- 6. Field Trip Policy. Field Trips, Off Site Events and Off Site Activities
  - 6.1. – 6.13.2., including, but not limited to:
    - 6.1. Licenses Permission Slips/Acknowledgement
      - 6.1.3. Notice of Waiver of All Claims
    - 6.5. Health Conditions/Medication
    - 6.6. Supervision
    - 6.7. Transportation Requirements
    - 6.11. Additional Requirements for High Risk, Overnight, Out of State Trips
    - 6.12. Additional Requirements for Field Trips/Excursions Which Include Swimming or Wading
    - 6.13. Additional Requirements for Trips to East Bay Regional Park District Bodies of Water (swimming pools, lagoons, shoreline parks and lakes) and Related Facilities
- 7. Financial Records
  - 7.1. Accounting Records
  - 7.2. Disputes
- 8. Invoicing
  - 8.1. Billing Structure
  - 8.2. Unallowable Expenses
  - 8.3. Invoice Requirements
  - 8.4. Submission of Invoices
  - 8.5. Submission of Invoices for ASESP and 21<sup>st</sup> Century Grants
- 9. Ownership of Documents
- 10. Changes
  - 10.1. Agency Changes
  - 10.2. Changing Legislation
- 11. Conduct of Consultant
  - 11.1. Child Abuse and Neglect Reporting Act
  - 11.2. Staff Requirements
    - 11.2.1. Tuberculosis Screening



- 11.2.2. Fingerprinting of Agents
- 11.2.3. Minimum Qualifications
- 11.3. Removal of Staff
- 11.4. Conflict of Interest
- 11.5. Drug-Free/Smoke Free Policy
- 11.6. Non-Discrimination
- 12. Indemnification
- 13. Insurance
  - 13.1. Commercial General Liability
  - 13.2. Worker's Compensation
  - 13.3. Property and Fire
- 14. Litigation
- 15. Incorporation of Recitals and Exhibits
- 16. Counterparts
- 17. Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion
- 18. All exhibits, with required forms and timelines

## [OUSD AFTER-SCHOOL LEAD AGENCY MOU SAMPLE CONTRACT](#)

The contract template that is currently being used by lead agencies can be accessed by clicking the following link. However, please be aware that we are in the process of revising the contract template in 2 main respects: (1) the revised contract will be a master contract between OUSD and the lead agency that does not specify the school site(s) where the agency is assigned, and (2) that master contract will last for 3 years (but note that agencies and sites will continue be matched in 1-year relationships, as they are currently). The other terms will be substantially similar to those in the current contract template.

All applicants are required to review the contract template currently in use, and sign the OUSD Expanded Learning Lead Agency MOU Boilerplate Checklist of the RFQ (Appendix IV).

*Submission of this Signed Boilerplate Checklist will constitute a representation by your firm that it has read all the clauses listed in the OUSD Expanded Learning Lead Agency MOU contract sample (Appendix IV), is willing and able to comply with OUSD contracting requirements, and understands that the standard OUSD Expanded Learning Lead Agency MOU is subject to change annually.*



June 30, 2021

**Signature****Date**

Josefina Alvarado Mena, CEO

Safe Passages

**Name and Title of Signatory****Name of Organization**

## APPENDIX V: Appeals Process for Applicants

Any applicant may appeal to the Oakland Unified School District Community Schools Department if the determination that it is not prequalified. An appeal must be based on one or both of two following:

- **Unfair process** (e.g., the appellant's proposal was treated differently than others, conflict of interest by OUSD Department of Expanded Learning staff, etc.)
- **Material error** (e.g., the appellant's proposal was reviewed under the wrong funding strategy, failure to consider all application materials, incorrect application of evaluation rubric or some other mistake of fact occurred), or

The appellant must submit the appeal by August 27, 2021 (i.e., 5 business days after the Lead Agency Notification Date). If the appellant fails to file an appeal prior to the applicable appeals deadline, the appellant waives any and all rights to challenge the decision of the District, whether by administrative process, judicial process, or any other legal process or proceeding.

An appeal must clearly state the facts that establish one of the above-referenced bases for appeal and how, as a result, the appellant's proposal was affected negatively. The appeal will be considered and adjudged by the Executive Director of Community Schools Student Services, whose decision will be final. Appellant should submit the appeal and any supporting documents should be sent electronically by email to:

Andrea Bustamante, Executive Director  
Community Schools Student Services  
andrea.bustamante@ousd.org

Appellants will receive written notice of the outcome of their appeal by September 3, 2021. In the event that an applicant's appeal is successful, the agency will be treated as all other prequalified agencies.



# Sample Expanded Learning Program Weekly Schedule

## Program Weekly Schedule

Monday	Tuesday	Wednesday Early Release	Thursday	Friday
Warm Welcome/ Community Circle	Warm Welcome/ Community Circle	Warm Welcome/ Community Circle  Enrichment Block 1	Warm Welcome/ Community Circle	Warm Welcome/ Community Circle
Snack	Snack	Snack	Snack	Snack
Academic Support	Academic Support	Academic Support	Academic Support	Academic Support
Organized Outside Games	Organized Outside Games	Organized Outside Games	Organized Outside Games	Organized Outside Games
Enrichment  Reflection	Enrichment  Reflection	Enrichment Block 2  Reflection	Enrichment  Reflection	Enrichment  Reflection

**Warm Welcome:** Greet each student as they come into the program.

**Community Circle:** Icebreakers that help students to transition into program and support student's social emotional learning.

**Snack:** Provides students with a snack.

**Academic Support:** Academic intervention helps students with homework and skill building in all academic areas, including literacy and math.

**Organized Outside Games:** Community building activities that support students social emotional learning and healthy interaction and engagement.

**Enrichment:** Engages students in S.T.E.A.M, Visual and Performing Art, Health and Fitness, and Garden and Nutrition activities.

**Reflection:** Gives students an opportunity to think about the day and make suggestions for future program offerings.



# OAKLAND UNIFIED SCHOOL DISTRICT

*Community Schools, Thriving Students*

**Request for Proposal (RFP) 21-115ExLO**

**EXPANDED LEARNING LEAD AGENCY  
FOR EXPANDED LEARNING OFFICES**

\* **Submit proposals and all questions/inquiries to:**

**OAKLAND UNIFIED SCHOOL DISTRICT  
Attention: Procurement Department  
900 High Street, 2nd Floor  
OAKLAND, CA 94601**

email: [procurement@ousd.org](mailto:procurement@ousd.org)

phone: (510) 434-4337

**Proposals Due:  
03/31/2022 at 2:00PM**

THE TERMS AND CONDITIONS OF THIS CONTRACT ARE GOVERNED BY  
THE CALIFORNIA EDUCATION AND PUBLIC CONTRACT CODES.

## **Submission Deadline & Process:**

Bids must be received prior to or on **March 31, 2022 at 2:00pm**

### **Provider to submit:**

- (1) Hardcopy Proposal
- (1) USB - Electronic RFP version

Proposal shall be clearly marked: **“Response to RFP No. 21-115ExLO”**

Proposal shall be submitted to:

**OAKLAND UNIFIED SCHOOL DISTRICT  
EXPANDED LEARNING LEAD AGENCY  
FOR EXPANDED LEARNING OFFICES  
Attention: PROCUREMENT DEPARTMENT  
900 High Street  
OAKLAND, CA 94601**

Bids received later than the designated time and specified date will be returned to the proposer unopened. **Facsimile (FAX) copies of the proposal will not be accepted.**

The District reserves the right to accept or reject any or all proposals or any combination thereof and to waive any irregularity in the bidding process.

Copies of the RFP/Bid documents may be obtained from **Oakland Unified School District, Procurement Department’s website** <https://www.ousd.org/procurement>, if you have specific questions or concerns regarding RFP, you may contact us by email to: [procurement@ousd.org](mailto:procurement@ousd.org).

*\* Applications submitted after 2:00 pm (PST) on March 31, 2022 will not be considered.*

*\*\* Applications submitted by facsimile, telephone or electronic mail will not be accepted.*

# A. Table of Contents

<b>A. Table of Contents</b>	<b>3</b>
<b>B. Schedule</b>	<b>5</b>
<b>C. Required Supporting Documentation</b>	<b>6</b>
<b>D. Introduction and Overview</b>	<b>8</b>
Term of the List of Qualified Agencies	8
Overview of OUSD Expanded Learning Programs	9
<b>E. Funding</b>	<b>11</b>
Other considerations for the allocations of funds	12
<b>F. OUSD Expanded Learning / Program Operation</b>	<b>13</b>
<b>G. Base-line Expanded Learning Program Requirements</b>	<b>14</b>
<b>H. Staffing</b>	<b>15</b>
<b>I. Enrollment, Attendance and Evaluation Documentation</b>	<b>16</b>
<b>J. Contract and Payments</b>	<b>17</b>
<b>K. Guidelines for Charging Fees</b>	<b>17</b>
<b>L. RFP Process</b>	<b>18</b>
<b>M. Minimum Proposals</b>	<b>19</b>
<b>N. Application Submission Contents</b>	<b>20</b>
<b>O. Application Submission Details</b>	<b>21</b>
FORMAT	22
<b>P. Evaluation and Selection</b>	<b>23</b>
Evaluation Rubric	23
<b>Q. Terms &amp; Conditions for Receipt of Applications</b>	<b>25</b>
Errors and Omissions by Applicant	25
Change Notices	25
Failure to Object to Errors and Omissions in Application	25
Financial Responsibility	25
Proposer's Obligations Under the Conflict of Interest Laws and Board Policies	25
Reservations of Rights by the District	26
No Waiver	26
<b>R. Standard Contract Provisions</b>	<b>26</b>

<b>APPENDIX I: RFP Application</b>	<b>27</b>
2022 OUSD Request for Proposals Application (Template)	27
<b>APPENDIX II: Application Questions</b>	<b>29</b>
ORGANIZATIONAL CAPACITY (2-3 pages double space)	29
FISCAL MANAGEMENT AND RESOURCE DEVELOPMENT (2 pages)	29
AGENCY INFRASTRUCTURE (2 Pages)	30
YOUTH DEVELOPMENT EXPERTISE, PROGRAM QUALITY ASSESSMENT PROCESS, AND SCHOOL DISTRICT ALIGNMENT (3 Pages)	31
<b>APPENDIX III. Instructions for RFP Application Submission:</b>	<b>32</b>
Required Supporting Documentation Instructions:	32
<b>APPENDIX IV: OUSD Expanded Learning Lead Agency MOU Boilerplate Checklist</b>	<b>33</b>
OUSD AFTER-SCHOOL LEAD AGENCY MOU SAMPLE CONTRACT	36
<b>APPENDIX V: Appeals Process for Applicants</b>	<b>37</b>

*This RFP document and additional materials referenced within can be accessed at the OUSD website: [www.ousd.org/afterschool](http://www.ousd.org/afterschool). Select the “2022 Lead Agency Request for Proposals ” link under “Afterschool Programs.” Any updates on the RFP process will be posted here and you may sign up for our mailing list, so applicants are encouraged to visit the webpage.*

## B. Schedule

Event	Date	Info
RFP Process 2022 Announced	March 16, 2022	Save-the-Date
RFP Digital Application Released	March 16, 2022	
RFP Pre -Bid Conference (Virtual)	Session: March 22, 2022 @ 4:00 pm (PST)	Zoom link on <a href="#">Procurement Website</a>
RFP Deadline for Questions	March 25, 2022	
<b>RFP Submission Dates</b>	<b>March 31, 2022 by 2:00 pm (PST)</b>	
RFP Proposal/Bid Opening (Virtual)	April 5, 2022 @ 11:00 am (PST)	Zoom link on <a href="#">Procurement Website</a>
Lead Agency Status Notifications	April 12, 2022	
Deadline to Appeal Decision	April 17 , 2022	
Status Notification Publicized	April 17, 2022	
School Site/Lead Agency Confirmation of Partnership	April 17 - April 24, 2022 (tentative)	
OUSD MOU Approval Season	April 2022	
Lead Agency Service Contract	July 1, 2022 - June 30, 2025	

\*\*OUSD will use every effort to adhere to the schedule. However, OUSD reserves the right to amend the schedule, as it deems necessary, and will post a notice of amendment at [www.ousd.org/procurement](http://www.ousd.org/procurement).\*\*

Proposers are advised that the District reserves the right to amend this RFP at any time. Amendments will be done formally by providing written amendments to all potential Proposers known to have received a copy of the RFP. Proposers must acknowledge receipt of any and all RFP amendments. This shall be done by signing the Acknowledgement of Amendment(s) to RFP form. If a Proposer desires an explanation or clarification of any kind regarding this RFP, the Proposer must make a written request for such explanation. Requests should be addressed via email to:

***Rosaura M. Altamirano***  
*Senior Manager, Supply Chain & Logistics*  
[rosaura.altamirano@ousd.org](mailto:rosaura.altamirano@ousd.org)

The District will advise all Proposers known to have received a copy of the RFP of the explanation or clarification, by email or by formal RFP amendment via email as the District may in its sole discretion deem appropriate.

**What is an RFP?** An RFP (Request for Proposals ) is a Proposals -based selection process, in accordance with Public Contracts Code section 20111.5. It is a request by OUSD Dept. of Expanded Learning for non-profit organizations to submit their Proposals to be considered an OUSD approved primary contractor/expanded learning program provider for district school-site based expanded learning after-school program services, after which OUSD will determine which providers are qualified and award contracts based on that determination.

**What is a Pre-Bid Conference?** A pre-bid conference is an informational meeting open to the public that the OUSD Dept. of Expanded Learning hosts upon releasing the RFP. The pre-bid conference is designed to give interested and eligible non-profit youth-serving organizations the opportunity to receive information regarding the RFP process for OUSD expanded learning programs. This event is designed to provide clarity to non-profit organizations who are interested in applying. Organizations will consider whether they are positioned to demonstrate the capacity to facilitate comprehensive expanded learning after-school program services with fidelity.

## C.Required Supporting Documentation

To support RFP responses and verify organizational Proposals , the following documentation is required. The *Application Questions* in Appendix II will directly reference these documents and ask for an elaboration of the information these documents provide. These documents do not count towards the 10-page limit for the RFP application described in Appendix II. Additionally, please label all supporting documents clearly according to this list:

- 1) One (1) sample Expanded Learning Program weekly schedule -  
Please list all activities with a short description of each activity
- 2) Program budget pertaining to the program schedule (see  
Application Question 2 in Appendix II for details)
- 3) Profit and loss statement and/or Copy of 2021 990 Tax Form
- 4) Copy of Monitoring Reports and/or other external evaluations of the program  
(maximum of 1)

- 5) Organizational chart of agency that illustrates how the OUSD Expanded Learning Program is to be supported administratively and programmatically (indicate specific names next to titles of staff whenever possible)
- 6) Copy of organization's 501(c)(3) letter
- 7) Bank Statements to show proof of operating cash reserves (see Application Question 2 in Appendix II for details)
- 8) Job description for Site Coordinator and Program Instructor
- 9) Copy of IRS Letter Certifying Tax Exempt Status
- 10) Proof of "Active" status with the office of the California Secretary of State
- 11) Board Roster and Minutes – Include the current board roster indicating officers and affiliations as well as Minutes from the 2022-2023 school year.
- 12) Signed Letter of Agreement (see Section N)
- 13) Most recent audited financial statements within 2 years and summary of the audit findings
- 14) Letters of Reference (maximum of 2)
- 15) Documents demonstrating fulfillment of minimum Proposals (see Section M)
- 16) Certificate of current insurance

## D. Introduction and Overview

The Oakland Unified School District (OUSD) Department of Expanded Learning invites interested nonprofit organizations to respond with their Proposals to serve as an Expanded Learning Program Provider in designing, planning, administering, and operating effective, high-quality expanded learning programs. Programs must support and align with the OUSD's goal of ensuring that every student graduates college, career, and community ready. Eligible providers will be committed to OUSD's strategic plan and shared citywide goals. Lead Agency partners will invest in providing expanded learning supplemental programs that complement the regular school day program and support the OUSD priorities for student achievement, health, and well-being. Oakland Unified School District's (OUSD) mission is to build a Full-Service Community District focused on high academic achievement while serving the whole child, eliminating inequity, and providing each child with excellent teachers every day. Expanded Learning supports this mission while holding our values of equity, joy, and liberation for youth and adults with the express purpose of interrupting inequity, examining biases, and creating inclusive and just conditions for all students to achieve equally high outcomes.

Select Lead Agencies will commit to working in partnership with school sites and the OUSD Expanded Learning Office (ExLO). Through the RFP process, OUSD seeks organizations who demonstrate the capacity to work within the established OUSD model of school and community partnerships and various funding sources' parameters. Organizations must be fiscally sound with the capacity to leverage other resources to provide students with high quality expanded learning programming: after-school and summer youth development experiences that complement and support school district and city priorities for student success and well-being.

Community organizations that serve as a Lead Agency are an integral part of our OUSD Full Service Community Schools and make an impactful contribution toward strengthening our district, expanded learning system, and community.

### Term of the List of Qualified Agencies

This Request for Proposals (RFP) for Expanded Learning & Summer Program Lead Agency will result in a list of OUSD vetted fee-based lead agencies with which OUSD will enter three-year master contracts. From the list of contracted agencies, school site administrators may select an OUSD approved expanded learning program provider. An organization being placed on the approved Fee-Based Lead Agency list and entering a master contract with OUSD does not guarantee an assignment at an OUSD school site.

The selection of the expanded learnings & summer program Lead Agency is at the discretion of the school site administrator (Principal). School site administrators will select a Lead Agency from the list of approved fee-based after-school providers by assessing the quality/capacity of the current expanded learning program, identifying program goals, and

considering any other factors relevant to the school site. Supplemental school programs will be chosen by the district. Yearly program plans are created through a partnership between the Lead Agency and school site administrators to ensure both parties are meeting overall program expectations.

Once selected to serve at a given school, a Lead Agency will continue there, subject to continuing annual approval of the school site administrator and District.

## Overview of OUSD Expanded Learning Programs

OUSD Expanded Learning Programs strive to create and sustain "safe haven" environments where Oakland children and youth can access expanded learning opportunities and integrated education, health, cultural, and enrichment programs outside of school hours or the regular school year. OUSD Expanded Learning Programs operate in elementary, middle, and high schools across the city of Oakland.

When programming is conducted in-person, over 9,000 students across 80 schools participate in OUSD expanded learning programs that operate Monday - Friday until 6:00 pm. Students who participate in expanded learning programs every day receive an additional 540 hours of learning by the end of the school year, equivalent to 90 additional days of school. In these valuable after-school hours, students engage in youth development activities that foster their physical health, social-emotional learning/well-being, and support their academic achievement in school. In order to meet these goals, the quality and success of the District's expanded learning programs is critical.

These expanded learning and summer programs are aligned with efforts in Oakland to improve young people's educational outcomes, including Oakland's investment in the Kids First! Legislative initiative goal to "Help Children and Youth Succeed in School and Graduate High School" and the Oakland Unified School District's Full Service Community Schools initiative that seeks to provide health, education, and social services to youth, their families and the community.

OUSD expanded learning and summer programs offer critical support to schools, students, and their families. In addition to providing children and youth with sanctuary, quality expanded learning programs to support students academically and socially, OUSD expanded learning programs serve a large proportion of youth who typically benefit from additional learning support, including students from low-income households (75%) and English Learners (31%). Additionally, approximately 25% of OUSD after-school participants are African American and 45% are Latino.

OUSD seeks community partners whose organization mission and vision closely align and support the District’s strategic plan and vision for Full Service Community Schools.

High quality expanded learning programs must satisfy the various grant funding requirements— detailed further below and in the MOU—and provide additional opportunities for youth to practice the academic and social skills they need to succeed. OUSD expanded learning programs provide youth with a mix of academic support, recreational/physical, and enrichment activities. Within these broad categories, expanded learning providers work collaboratively with school partners to develop a balance of activities that meet the unique interests and needs of the student population and support the goals and priorities of the school community for student achievement and well-being. Below are examples of the mix of after-school activities offered in OUSD Expanded Learning Programs.

SAMPLE AFTER-SCHOOL ACTIVITIES BY CATEGORY

CATEGORY	ACTIVITIES
Academic Support	Academic Enrichment Learning, Tutoring, Expanded Library Services, Supplementary Education Services, Homework Support, Credit Recovery, Reading & Literacy, Math, Science
Recreation/ Physical Activity	Cooperative Games, Dance, Martial Arts, Yoga, Intramural Sports, Sports Leagues, Mindfulness
Enrichment	Arts and Cultural Activities, Health and Nutrition Education, Substance Abuse & Drug Prevention, Violence Prevention, Counseling & Character Education
College and Career	Career & Job Training, Entrepreneurial Education, Technology/Telecommunications Training, Community Service & Service Learning, Internships and Apprenticeships
Leadership Development	Peer Mentoring, Peer Tutoring, Youth-Led Community Service
Science Technology Engineering & Math	Gardening, Coding, Robotics, Making, Forensics, Cooking
Outdoor Education	Community Mapping, Hiking, Backcountry Camping, Kayaking, Bicycling

## E. Funding

OUSD Expanded Learning Programs are currently primarily funded through grants from the California Department of Education (CDE). CDE provides funds to school districts that collaborate with community partners to provide safe and educationally enriching alternatives for children and youth during non--school hours. The base grants that CDE awards to OUSD for after-school programs represent three funding sources:

- After-School Education & Safety (ASES) for elementary, middle, and K-8 schools are state funds. ASES grants are three-year renewable funding sources.
- 21st Century Community Learning Center (21st CCLC) grants for elementary, middle, and K-8 schools are federal funds. 21st CCLC grants are awarded based on a highly competitive application process, and last for five years.
- 21st Century After-School Safety and Enrichment for Teens (ASSETS) grants for high schools are federal funds. 21st Century ASSETS grants are awarded based on a highly competitive application process, and last for five years.
- Expanded Learning Opportunities - Program (ELO-P) funding is a universal grant that supports all TK - 6th Grade OUSD's unduplicated students' access to free expanded learning opportunities.

OUSD directly applies for these grant funds from the California Department of Education, and grant funds are received and managed by the school district. OUSD contracts a portion of grant funds to Lead Agencies to operate expanded learning programs in close partnership with schools.

Additionally, Lead Agency partners leverage other funding and resources to support high quality programs, including private grant dollars, AmeriCorps grants, volunteers, and other in-kind resources. Leveraging additional resources on behalf of the expanded learning programs is an essential function of the Lead Agency partner because of the reality that state and federal expanded learning grant dollars alone are often inadequate to run a high-quality program. ELO-P, ASES, and 21<sup>st</sup> Century grant dollars are currently awarded at a rate of:

- ASES: \$10.18/student/day for K-8th Grade students
- 21<sup>st</sup> Century: \$10.18/student/day for K-8th Grade students
- 21<sup>st</sup> Century ASSETS: \$10.10/student/day for high school students
- ELO-P: \$10.18/student/day for 1st-6th Grade students
- ELO-P: \$19.88/student/day for Tk-K students

## Other considerations for the allocations of funds

- Distance/Remote/Hybrid Programming:
  - During a state or national emergency CDE could expand learning programs to have the flexibility to provide adaptive services that best meet the needs of our students and communities and are required by OUSD, Region 4 ACOE and CDE.
- Other considerations for the allocations of funds are that:
  - OUSD elementary and middle school ASES grants can only be used to provide expanded learning programming daily (180 days) immediately after the school day and facilitate programming for at least 15 hours a week until at least 6:00 pm.
  - OUSD High School ASSETS base grants can be used to operate programs before school, after school, weekends and during summer/intersession in accordance with grant guidelines.
  - Some sites may also receive 21<sup>st</sup> Century related grants including Supplemental funding (to support summer programming).
  - ASES and 21<sup>st</sup> CCLC grant funds are intended to complement, but not supplant, other funding provided by OUSD, school sites, or community partners.
  - ASES and 21<sup>st</sup> CCLC Grant funds are inadequate to cover the true cost of running a high quality expanded learning program. OUSD and its Lead Agency community partners are committed to leveraging additional funding and resources to match grants provided by the California Department of Education.
  - ASES/21<sup>st</sup> Century grants are attendance-based grants.
  - ELO-P funding must be used to provide expanded learning opportunities during out-of-school time; before school, after-school, summer/intersession at no cost to unduplicated students.

***Sites that fail to meet calculated attendance will trigger California Department of Education intervention and funding levels may be reduced. Sites must earn 85% of attendance to be in good standing for full funding. Failure to achieve attendance targets may result in a Lead Agency being removed from the OUSD approved list of Lead Agencies.***

## F. OUSD Expanded Learning / Program Operation

We know in recent years, the field of education and expanded learning programs had to pivot due to global pandemic, power outage, wildfires, etc. Here in Oakland, approved Lead Agencies must be equipped and have organizational infrastructure to provide remote programs, hybrids, or any other configuration of programs mutually agreed upon in the MOUs.

In addition, in the spirit of OUSD's Full Service Community Schools vision, our approved expanded learning organizations partners work closely with schools and their principals to develop specific programmatic goals to provide holistic support and equitable learning opportunities for students. As school-day teachers focus on providing high quality instruction in the classroom, youth development workers provide high quality expanded learning opportunities to students during the after school and outside of regular school hours when youth are most vulnerable to crime, violence, and risky behavior.

**Below is an outline of operational requirements.**

*Please note that the below list of compliance requirements is not exhaustive. Lead Agencies are expected to know and comply with these and other district and state and federal requirements not listed here, including but not limited to state and federal laws and requirements outlined in applicable OUSD Board policies and the Memorandum of Understanding ("MOU") with OUSD which all Lead Agencies selected to serve a school site must sign and have approved by OUSD's Governing Board. A sample MOU is attached as Appendix III. Please note this MOU is subject to change depending on District needs. Applicants are encouraged to review it for more program requirement specifics.*

## G. Base-line Expanded Learning Program Requirements

The goal of the expanded learning program is to support student success in school through academic support, social emotional development and educational enrichment. The school site administrator, working in partnership with the Expanded Learning Lead Agency, is an integral part of developing the expanded learning program components that are appropriate to support his/her school site goals articulated in the School Site Plan. All Lead Agencies are selected by Principals to collaborate on the development and implementation of the expanded learning program in compliance with State and Federal guidelines, and District requirements.

OUSD's Expanded Learning Office goals align with grant requirements which aim to provide a comprehensive expanded learning program during the school year and/or summer program which consists of a balance of academic and enrichment activities, including daily physical activity components. The funds cannot be used to supplant school day activities.

An expanded learning program must include the following:

- To satisfy **ASES Funding**:
  - Educational and literacy component to provide tutoring and/or homework assistance,
  - Educational enrichment component and,
  - Daily physical activity/recreation component and
- To satisfy **21st CCLC E/M**:
  - Educational and literacy component to provide tutoring and/or homework assistance,
  - Educational enrichment component,
  - Physical activity/recreation component, and
- To satisfy **ASSETs**:
  - Educational and literacy component to provide tutoring and/or homework assistance,
  - Educational enrichment component,
  - Physical activity/recreation component, and
- To satisfy **ELO-P**:
  - Offer 9 Hours of Programming (School day hours count toward the 9 hours)
  - Support TK-6th grade students
  - 175 school days & 30 days intersessions (For the purpose of this site plan, the scope of work will be for a total of 60 school days)
  - TK/K staff ratio 10:1
  - Must offer the program to all [unduplicated](#) TK-6 grade students
  - Parallel ASES Compliance Reporting
  - ELO-P funding can not be used to provide school day support ([CDE Guidance](#))

In addition, **all programs** must provide a nutritious snack or supper each day.

### Required Program Hours

- Elementary and Middle School After-School Programs must operate 5 days/week, for at least 15 hours/week, commencing immediately at the end of the regular school day and run until at least 6 p.m.
- High School After-School Programs must operate a minimum of 15 hours/week
- Summer School Programs need only comply with legislative or funder requirements
- OUSD's Expanded Learning Programs Office (ExLO) has established early release policies that must be implemented at each expanded learning and/or summer program. Further details of required hours and attendance expectations are located in the MOU.

## H. Staffing

Staff working in OUSD Expanded Learning Programs must meet the minimum requirements to be in compliance with the California Dept of Education Codes. Staff members who directly supervise students must meet the district's Proposal for an instructional aide or provide documentation that confirms completing 48 college units or the equivalent of an AA college degree.

Programs must operate with a minimum staff to student ratio of 1:20 for 1-12 grade and 1:10 for TK-K. Unless otherwise advised due to the health and safety of the students. It is highly recommended that each expanded learning program have a Site Coordinator who is full-time and situated at the school site during the day. The California Education Code provides that "selection of the program site [coordinator] shall be subject to the approval of the school site principal." The Lead Agency must notify school principals of any expanded learning staff changes.

Oakland expanded learning programs share a basic staffing pattern across all sites, though specific staff duties may vary somewhat from site to site. The most common staffing plan includes a full-time Site Coordinator, a Quality Support Coach, and youth development workers. Many programs also work with additional *service providers for specific services, and some may rely on regular volunteer assistance as well*. At some sites, certificated teachers provide targeted academic assistance and academic enrichment activities for expanded learning participants through extended contracts.

## I. Enrollment, Attendance and Evaluation Documentation

Approved Lead Agencies will need to consider CDE Guidelines, OUSD Expanded Learning Office expectations, and site-level input (e.g. site administrator) when it comes to student enrollment consideration, attendance protocol, and programmatic evaluation.

- a. Enrollment: Approved Lead Agencies must be familiar with CDE guidelines of ASES, 21st CCLC, ELO-P, and ASSETs Programs when working with a unique population defined as foster youth, McKinney-Vento, and students qualify with free-reduced lunch status. Lead Agencies must prioritize enrollment for any child that is homeless, defined by the federal McKinney-Vento Homeless Assistance Act (42 U.S.C. Sec.1143a), newcomers (refugee, asylee, and unaccompanied minor), or if the child is in foster care. Lead agency will work with the school site administrator to develop a written enrollment policy. The enrollment policy needs to include, but not be limited to, enrollment priorities, application process, and acceptance notification, waitlist procedures, behavior guidelines, parental expectations, student expectations, procedure for removing students from expanded learning programs, and so on. Approved Lead Agencies are required to provide the written enrollment policy to all families who apply for the program.
- b. Fees: Unduplicated students must have access to the program for free. Lead Agencies should implement a process for identifying unduplicated students and ensuring that fees are not charged to those families.
- c. Attendance: Approved Lead Agency is required to be aware of all required attendance submission protocol and procedures to ensure good standing status with the Expanded Learning Office and CDE. All attendance documentation shall be closely monitored, and managed for accuracy by the Site Coordinator and/or occasional audit request by the district and CDE. This includes accurate completion and daily maintenance of student sign in/out sheets, weekly inputting of attendance data into the OUSD online system, and monthly submission of scanned electronic attendance records to OUSD ExLO. Lead Agencies are also responsible for conducting internal audits of attendance records to ensure that program sites maintain accurate, verifiable data on student attendance. All program records must be maintained for five years for auditing purposes.

## J. Contract and Payments

Agencies that are approved through the process described in this RFP must enter a 3-year master contract with the District. They may not begin operating at a school site unless the District and agency have executed a contract on the District's template. The District's Board of Education will likely approve these master contracts during the June/August 2022 Board meeting.

Although the master contract will last for 3 years, note that agencies and sites will be matched in 1-year relationships, as they are currently.

In Spring of each year, all Lead Agencies must initiate and engage in annual program planning with school leadership at each program site. Lead Agencies will submit a program plan and budget for the upcoming school year to the OUSD EXLO and Board of Education for approval, at the beginning of each school year.

Invoices are processed on a cost reimbursement basis for actual expenditures incurred. Due to the timing of OUSD contracting and fiscal procedures, Lead Agency partners must operate with a 2-3 month reserve covering the full cost of the agency's OUSD expanded learning program implementation. Typically, there are delays to the initial payment of agency invoices at the beginning of each school year.

## K. Guidelines for Charging Fees

The intent of ASES, 21st CCLC, and ELO-P grants, which aligns with OUSD values, is to establish local programs that offer academic support and enrichment to students in need of such services regardless of a families inability to pay.

Both the CDE and OUSD discourage charging fees as that could exclude students in need from attending and taking advantage of the expanded learning program. ASES, 21st CCLC, ELO-P grants do not prohibit charging fees for expanded learning programs; however, programs which choose to charge fees, will need to collaborate with a Site Administrator to create and submit the program's fee structure for approval in accordance with the terms in the MOU. In addition, all students that fall under the category of **unduplicated can not be charged fees**. Sites that receive 21st CCLC and ASSETS grants will be required to report any fees collected (i.e.- registration fees, family fees, application fees, etc.). Fees collected could be deducted from the 21st CCLC grant amount received by the California Department of Education (CDE).

Programs that opt to charge program fees may not prohibit any family from participating due to financial circumstances. All program materials related to outreach and enrollment must state clearly that no unduplicated child will be denied services.

## L. RFP Process

Any agency that is interested in serving in the OUSD Expanded Learning Lead Agency (ExLO) role for the 2022 - 25 school year and/or beyond must successfully complete the Lead Agency RFP process and earn *highly recommended* or *conditionally recommended* status, detailed below. Therefore, an organization that does not successfully complete the Lead Agency RFP process or does not earn a *highly recommended* or *conditionally recommended* status will not be contracted with OUSD to serve in the Lead Agency role in the 2022-23 school year. If the OUSD ASPO moves forward with the adoption of an annual RFP as anticipated, organizations that are not selected during this year's RFP process will have the opportunity to qualify as a Lead Agency for future school years beyond 2025. Additionally, any agency that participated in the 2022 RFP and earned *highly recommended* or *conditionally recommended* status does not have to submit a new RFP for three years.

Organizations that submit an RFP by the deadline will be assessed based on their RFP responses, an interview between the community organization and the RFP Review Team, and any additional supporting materials requested by the RFP Review Team to determine the organization's Proposals to serve in the Lead Agency role. Applications that have the potential to earn the *highly recommended* or *conditionally recommended* status and require additional information will be invited for an interview with the RFP Review Team.

Organizations completing this 2022 RFP 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 OUSD and listed in Section III of this RFP. This *highly recommended* status will be valid for up to 3 years, depending on the organization's successful results in OUSD's annual Lead Agency evaluation process.
- 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 OUSD and listed in Section III of this RFP. Organizations receiving this *conditionally recommended* status will be provided with specific feedback from the RFP Review Team on areas of responsibility where the organization has not adequately demonstrated effective capacity. This *conditionally recommended* status will be valid for up to one year. Within that year, the community organization will be asked to provide the OUSD EXLO 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 RFP Review Team. At the end of this first conditional year, the community partner will be re-assessed by the OUSD EXLO team and re-categorized as *highly recommended*, *conditionally recommended*, or *not recommended*. Re-assessment will include results of the annual Lead Agency evaluation process, if the organization is currently serving as a Lead Agency.

- 3) **Not Recommended:** Community organization has not adequately demonstrated its capacity to serve in the Lead Agency role and to fulfill most of the Lead Agency responsibilities outlined by OUSD and listed in Section III of this RFP. 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 RFP at a future date when the OUSD ASPO opens up a new RFP cycle, if the organization has made significant improvements in strengthening its capacity to serve in the Lead Agency role. Organizations can appeal by following the instructions in the appeals process described in Appendix V.

OUSD will notify an agency of its determination by April 22, 2022 via email. If OUSD determines that an agency is Not Recommended, the agency shall have the opportunity to contest that determination. Additional details regarding this process are contained in Section L.

The school site administrator may choose an approved Lead Agency to work on an annual basis; subject to the District's annual availability of funds, satisfactory contractor performance with respect to meeting targeted attendance goals, the contractor's ability to provide a quality program that supports school and district objectives, community partner evaluation criteria set forth by the District, and/or any other factors relevant to the school site. Beginning in 2022, OUSD will implement a new annual evaluation process to assess each community partner's effectiveness in fulfilling Lead Agency responsibilities.

## M. Minimum Proposals

Applicants may respond to **one or more of the** following Lead Agency categories:

Lead Agency: Elementary School

Lead Agency: Middle School (including K-8)

Lead Agency: High School

OUSD is seeking applications from established community organizations that currently possess 501(c)(3) status and adequate fiscal reserves to cover at least 2 months of general operating expenses as a Lead Agency partner. Grant funds sub-contracted to Lead Agency partners do not cover the full cost of running a full comprehensive expanded learning program in Oakland; thus, organizations choosing to serve in the Lead Agency role must be financially stable and demonstrate the capacity to leverage other resources in support of youth programming.

A demonstrable experience in operating a comprehensive expanded learning program is strongly preferred, but all organizations must provide acceptable documents demonstrating two (2) years of experience in the following areas:

- Providing program services to the students in the service category (ies) being applied for. Specifically, evidence of a positive track record of the capacity to effectively coordinate the entirety of a school’s afterschool and/or extended learning year-long program as well as successful collaboration with the school site administrator, faculty and staff.
- Agency administrative capacity to comply with compliance and fiscal policies of the OUSD and CDE, including: agency administration manual; fiscal and personnel policies; attendance records; cost allocation plans, etc.
- Hiring, retention, and provision of professional development of appropriately qualified staff to provide services to OUSD students in a culturally and linguistically competent and age appropriate manner with a focus on youth development strategies.
- Capacity to effectively engage a large number of diverse students on an ongoing basis who demonstrate the desire and enthusiasm to participate in the program at a very high and consistent rate. Additionally, the agency can illustrate specific examples and strategies it has developed that actively engage parents and family members throughout the school year.
- Maintaining collaborative relationships with school site leadership in the development and implementation of a quality expanded learning program that supports the district’s and the school’s goals.

Organizations that apply for the Lead Agency role must be able to comply with all requirements outlined in the standard OUSD Expanded Learning Lead Agency MOU (see Appendix IV for sample of current year MOU) should it be chosen as Lead Agency. For example, while a copy of the organization’s current insurance coverage is required with this application, should the organization be chosen, it will need to attain the level of insurance outlined in the MOU.

## N. Application Submission Contents

**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:

- 1) **Proposal Cover Sheet** (see Appendix I for sample)
- 2) **Letter of Agreement** (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.

- 3) **Written Responses to Application Questions** (no more than 10 double-spaced pages in response to the four (4) titled sections that appear in Appendix II Application Questions), signed under penalty of perjury,
- 4) **Supporting Documents**, listed in (Appendix III).
- 5) **Boilerplate Checklist:** “ Expanded Learning Program and Services Agreement” - Submission of the Signed Boilerplate Checklist (Appendix IV) will constitute a representation by your firm that it has read all of the clauses contained in the OUSD Lead Agency Memorandum of Understanding. The sample contract for the services detailed in this RFP (Appendix IV, version for Fiscal Year 21-22), and that your firm is willing to comply with OUSD contracting requirements.
- 6) **Sample Program Schedule and Summary:** Based on the sample program budget in question (2), please provide a sample program schedule along with a short description of each activity. No more than (2) pages.

## O. Application Submission Details

Applications must be received by, **March 31, 2022**

All applications will be submitted:

- (1) Hardcopy Proposal
- (1) USB - Electronic RFP version

Proposal shall be clearly marked: “**Response to RFP No. 21-114CSSS**”  
Proposal shall be submitted to:

**OAKLAND UNIFIED SCHOOL DISTRICT**  
**INCREASING POSITIVE CULTURE & CLIMATE**  
**COMMUNITY SCHOOLS STUDENT SERVICES**

**Attention: PROCUREMENT DEPARTMENT**

**900 High Street**  
**OAKLAND, CA 94601**

*\*\* Applications submitted after 2:00 pm on March 31, 2022 will not be considered.*

*\*\* Applications submitted by facsimile, telephone or electronic mail will not be accepted.*

## FORMAT

All submissions must be on the RFP Application Form, typed using an easy to read 12-point font such as Arial or Times New Roman and one inch margins. All submissions must be double-spaced. All submissions must answer all four (4) titled sections below in no more than 10 pages total. Organizations may elaborate on specific documents provided in the Required Supporting Documentation (Appendix III)

## P. Evaluation and Selection

For all applications, the completion of the application will be assessed first; applications that do not submit complete documentation demonstrating the capacity to meet the minimum requirements will not have the application reviewed.

Applications demonstrating the capacity to meet minimum requirements will have their Proposals evaluated and scored by an RFP Review Team made up of individuals with expertise in the relevant subject matter for which the application is submitted.

### Evaluation Rubric

Performance Area	Expectations for Highly Recommended Lead Agencies
<p><b>Organizational Capacity and District Alignment</b></p> <p>(25 Points)</p>	<ul style="list-style-type: none"> <li>● Agency has a clear mission and vision that complements OUSD’s vision for community schools and college, career, and community ready students.</li> <li>● Agency can clearly articulate how expanded learning partnership with Oakland schools makes sense for their organization, and why they are well positioned to engage in partnership with OUSD.</li> <li>● Agency has extensive experience serving the Oakland community and/or in communities of similar demographics, assets, and challenges.</li> <li>● Agency has extensive experience working in partnership with school sites and district leaders.</li> <li>● Agency has organizational experience in the hiring, retention, and provision of professional development to appropriately qualified staff to provide services to OUSD students in a culturally and linguistically competent and age appropriate manner with a focus on youth development strategies.</li> <li>● Agency has the capacity to serve OUSD’s diverse student demographics.</li> </ul>
<p><b>Fiscal Management and Resource Development</b></p> <p>(25 Points)</p>	<ul style="list-style-type: none"> <li>● Agency has accurate documentation that highlights how the Lead Agency will allocate funds to run quality expanded learning programs based on grant requirements detailed in the funding description. i.e. 1:20 ratio for 1-12 grade and 1:10 ratio for TK-k programs etc.</li> <li>● Agency has a strong budget template that clearly illustrates staffing costs, a salaried full time coordinator, supplies, administrative costs and additional contributions to enhanced programming.</li> <li>● Agency clearly describes how they will secure additional funding to support the contracted funds.</li> <li>● Agency is able to clearly describe its systems, structures and processes to ensure sound fiscal management of grant funds and how to comply with grant-related record keeping for auditing purposes.</li> <li>● Agency has audited financial statements and can produce accurate fiscal reports upon request.</li> <li>● Agency has strong fee structures in place to support a fee-based program. Including processes to identify unduplicated students and ensure that fees are not charge to these families.</li> </ul>

<p><b>Agency Infrastructure</b> (25 Points)</p>	<ul style="list-style-type: none"> <li>● Agency has an organizational chart that supports successful program implementation and clearly describes agency staffing systems, and processes that will ensure that all Lead Agency responsibilities will be fulfilled effectively and with fidelity.</li> <li>● Agency has designated administrative systems and procedures in place to ensure that expanded learning programs are operating in full compliance of requirements set forth by OUSD and the California Department of Education (CDE).</li> <li>● There is clearly at least one designated manager/director level staff person in the agency that is the primary point of contact for the OUSD expanded learning partnership. This individual regularly participates in all district expanded learning collaborative meetings, required professional development, provided crisis management, and is regularly present at program sites to support the site coordinator and the school partnership.</li> <li>● Agency shows capacity to hire and support a clearly designated coordinator at each school site to facilitate and maintain active collaboration with the school site administrator and other school faculty.</li> </ul>
<p><b>Youth Development Expertise and District Alignment</b> (25 Points)</p>	<ul style="list-style-type: none"> <li>● Agency’s program model clearly supports youth development. Agency provides descriptions of successes and challenges serving Oakland youth.</li> <li>● Agency has strong systems and processes in place to support ongoing Continuous Quality Improvement (CQI), including: structured development plans;</li> <li>● Agency utilizes district opportunities, other partners and the greater community to continuously innovate and grow their youth development practices to better serve the community.</li> </ul>

Applicants must agree to abide by all OUSD policy requirements as outlined in the Appendix IV Boilerplate MOU checklist. The list of “Approved Expanded Learning Lead Agencies” will be utilized by school site Principals for a period of up to three (3) years pending funding availability to select a Lead Agency to administer the after-school program on his/her school site.

## Q. Terms & Conditions for Receipt of Applications

### Errors and Omissions by Applicant

Applicants are responsible for reviewing all portions of this RFP, and promptly notifying the District, in writing, if they discover any ambiguity, discrepancy, omission, or other error in the RFP. Any such notification should be directed to the District promptly after discovery, but in no event later than five working days prior to the date for receipt of applications. Modifications and clarifications will be made by addenda as provided below.

### Change Notices

The District may modify the RFP prior to the application due date by issuing Change Notices, which will be posted on the Afterschool Programs page of the OUSD website. The applicant shall be responsible for ensuring that its application reflects any and all Change Notices issued by the District prior to the application due date regardless of when the application is submitted. Therefore, the District recommends that applicants consult the website frequently, including shortly before the application due date, or sign up for our mailing list (<https://www.ousd.org/Page/12206>) for updates to ensure they have downloaded all Change Notices.

### Failure to Object to Errors and Omissions in Application

Failure by the District to object to an error, omission, or deviation in the application will in no way modify the RFP or excuse the vendor from full compliance with the specifications of the RFP or any contract awarded pursuant to the RFP.

### Financial Responsibility

The District accepts no financial responsibility for any costs incurred by applicants in responding to this RFP. Submissions of the RFP will become property of the District and may be used by the District in any way deemed appropriate.

### Proposer's Obligations Under the Conflict of Interest Laws and Board Policies

A proposer must be aware that if the proposer will enter into a contract with the District, proposer/contractor shall be responsible to comply with conflict of interest laws and Board policies, which are briefly summarized in Section 11.4 ("Conflict of Interest") of the attached Appendix IV ("OUSD After-School Lead Agency MOU" sample contract). It is the responsibility of a contractor to comply with the law and OUSD Board policies. Submission of an application signifies that the quoted prices are genuine and not the result of collusion or any other anti-competitive activity.

## Reservations of Rights by the District

The issuance of this RFP does not constitute an agreement by the District that any contract will actually be entered into by the District. The District expressly reserves the right at any time to:

- Reject any or all applications;
- Reissue a Request for Proposals ;
- Prior to submission deadline for applications, modify all or any portion of the selection procedures, including deadlines for accepting responses, the specifications or requirements for any materials, equipment or services to be provided under this RFP, or the requirements for contents or format of the applications;
- Procure any materials, equipment or services specified in this RFP by any other means;
- Determine that no project will be pursued.

## No Waiver

No waiver by the District of any provision of this RFP shall be implied from any failure by the District to recognize or take action on account of any failure by a proposer to observe any provision of this RFP.

## R. Standard Contract Provisions

Any agency selected from the *Expanded Learning Program Lead Agency Qualified List* by a school site Principal, and which chooses to enter into contract with the District, will enter into a contract substantially in the form of the Expanded Learning Lead Agency MOU, attached hereto as Appendix IV. Failure to timely execute the contract, or to furnish any and all insurance certificates and policy endorsements, surety bonds or other materials required in the contract, shall be deemed an abandonment of a contract offer. The District, in its sole discretion, may select another qualified agency and may proceed against the original selectee for damages.

# APPENDIX I: RFP Application

## 2022 OUSD Request for Proposals Application (Template)

(Email [procurement@ousd.org](mailto:procurement@ousd.org) for template)

ASES, 21st CCLC, ELO-P, and ASSETS After-School Programs

Cover Sheet Template:

Cover Sheet Template			
Organization Name			
Primary Contact Person:		Secondary Contact Person:	
Email:		Email:	
Telephone #:		Telephone #:	

Service Category: Check the grade levels your organization is interested in serving.	
	Elementary (TK-5)
	Elementary/Middle (TK-8)
	Middle (6-8)

Does your organization have 501c3 status? Please provide documentation of this status in your supporting documentation section.		Yes
		No
Are you currently an OUSD Approved Lead Agency Partner?		Yes
		No
Have you served as an OUSD Lead Agency partner before in past years?  If so, please identify the years and durations served.		Yes
		No
		# Years
Do you currently serve in the Lead Agency role for any other school districts besides OUSD?		Yes
		No
<b>If yes</b> , please list all school districts you have served.		
How many school sites does your organization have the capacity to serve as a lead agency?		# Sites
In the box below, please briefly explain your rationale for this number of sites?		

On behalf of \_\_\_\_\_ (Agency), I, \_\_\_\_\_ (name)  
 \_\_\_\_\_ (Position), declare under penalty of perjury under the laws  
 of the State of California that the foregoing is true and correct.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## APPENDIX II: Application Questions

After reading the RFP narrative, please respond to all of the questions within all four (4) titled sections below in no more than 10 double-spaced pages in 12pt Font. Organizations may elaborate on specific documents provided in the Required Supporting Documentation (Appendix III)

### 1. ORGANIZATIONAL CAPACITY (2-3 pages double space)

- OUSD's mission is to build a Full Service Community District focused on high academic achievement while serving the whole child, eliminating inequity, and providing each child with excellent educators, every day. Our vision is that all Oakland Unified School District students will find joy in their academic experience while graduating with the skills to ensure they are caring, competent, fully-informed, critical thinkers who are prepared for college, career, and community success. Please explain why your organization is uniquely positioned to engage in partnership with the OUSD Expanded Learning Office to serve students. What is your organization's mission and vision and how does it align with OUSD?
- Describe your experience and approach to serving the Oakland community and/or other communities with similar demographics, assets, challenges, etc. Discuss your background working with Oakland families and other community partners. (Reference the supporting documents required under Eligible Applicant Proposals Appendix III to support your experience).
- OUSD Expanded Learning Office is looking for partners who can demonstrate the ability to collaborate with transparency and commit to shared decision making with Oakland students, families, site leaders and district leaders. Provide our office with clear examples of how your agency has or will approach working with stakeholders and engage in collaborative leadership.
- Describe your organization's strategy in hiring, retention, and providing professional development of appropriate qualified staff to provide services to OUSD students in a culturally appropriate manner. Please include artifacts to support your description. i.e. Job announcements.

### 2. FISCAL MANAGEMENT AND RESOURCE DEVELOPMENT (2 pages)

- Using your organization's budget and profit and loss statement provided in the required supporting documentation, create a budget narrative showing how your agency would allocate funds to run a high-quality expanded learning program. These budgets will need to be based on the grant requirements detailed in the Funding description above (Section E.); including a required staffing ratio of 1:20 (or better). Utilize any of the following anticipated contract amounts to develop your budget.

- Your budget should also show secured leveraged funds (including program fees), and resources that you would contribute to the operational costs of running an after-school program.
  - Elementary/Middle School Funding:  $(\$10.18 \times (65\% \text{-total UDS}) \times 175 \text{days})$ 
    - Ex:  $(100 \text{ Unduplicated students} \times \$10.18 \times 175 \text{day}) \times 65\% = \mathbf{\$115,797}$
  - Your budget must detail:
    - Projected Program Fees
    - Staffing costs for service delivery, staff training, and prep time
    - Full time site coordinator
    - Any agency management-level staff who will be paid by grant funds for support of direct service programming
    - Supplies, materials, curriculum, books, field trips, etc.
    - Agency administrative costs not to exceed 4% of contracted amount Note:
      - Your budget does not need to include snack costs
  
- Describe how your organization will secure fees to ensure that program operations can sustain both ELO-P funded students and fee-based families. Organization's are recommended to have a digital fee platform to accurately track revenue from fees and should be available upon request for audit purposes. How will fees and additional funding help cover the costs of operating an OUSD expanded learning program? Indicate sources and dollar value of contributions already secured and resources already leveraged. Describe your funding strategies and potential funding opportunities.
  
- Describe your organization's system, structures and processes to ensure sound fiscal management of grant funds, including expenditure reporting and payroll processes. How will your organization ensure compliant use of grant funds and proper maintenance of fiscal and other grant-related records for auditing purposes? Also discuss whether your organization has audited financial statements and the audit results secured within the last 2 years.

### 3. AGENCY INFRASTRUCTURE (2 Pages)

- Using an organizational chart, describe how the OUSD expanded learning program will be supported administratively and programmatically. Specifically, identify and describe the agency staffing, systems, and processes that will ensure each of the listed Lead Agency responsibilities will be fulfilled effectively.
  
- Describe the administrative systems and procedures your agency will put in place to ensure that your expanded learning program(s) is/are operating fully in compliance with requirements set forth by OUSD and the CA Dept. of Education. (*Unless otherwise stated by CDE under extenuating circumstances all sites are required to*):
  - Student ratio of 1:20 or better;
  - Staff meet OUSD Instructional Aide requirement (48 college units or Instructional Aid Certificate)

- Full time school Site Coordinator stationed at each school site during the day
  - 85% attendance documented by daily OUSD mandated attendance protocols
  - Professional record keeping and reproduction upon request for district audits
- Describe the role of the Site Coordinator who will be the primary point(s) of contact for the OUSD expanded learning partnership, and who will maintain active collaboration with the school site leadership. Describe how this individual will ensure strong partnership with OUSD, the partnering school site(s), and other community partners working within OUSD expanded learning programs.

#### 4. YOUTH DEVELOPMENT EXPERTISE, PROGRAM QUALITY ASSESSMENT PROCESS, AND SCHOOL DISTRICT ALIGNMENT (3 Pages)

- Describe how your organization's program model supports youth development. Cite prior noteworthy successes and challenges serving Oakland youth. How do you ensure each program is aligned with OUSD priorities? How does your program demonstrate that diversity, equity and inclusion are foundational in serving OUSD students?
- Please review the CDE's quality standards which are accessible on the [CDE Website](#). These standards identify organization, staff and programmatic touchpoints used by CDE to guide program quality. Please identify and discuss your agency's strengths and key areas for improvement in providing quality youth development programming.
- How does your organization ensure that all of your expanded learning staff have baseline knowledge and understanding of youth development best practices? What tools and training does your organization utilize to build the capacity of your staff and programs to create responsive high quality youth development practices?
- What types of data does your organization use to evaluate program quality? How has your organization used this information to inform program quality growth? Please share what indicators demonstrate that your organization is making the desired impact.

## APPENDIX III. Instructions for RFP Application Submission:

Any documents submitted after the deadline will not be accepted or reviewed.

### Required Supporting Documentation Instructions:

All proposals will need to be in a Hardcopy Proposal and USB - Electronic RFP version. Any files missing could result in a disProposal from the RFP process.

#### **All files will need to be clearly labeled based on the list below:**

- One (1) sample Expanded learning program schedule with activity summary
- A sample budget pertaining to the program schedule and activity summary
- Profit and loss statement and/or copy of 2020 990 Tax Form
- Copy of Monitoring Reports and/or other external evaluations of the program (maximum of 1)
- Organizational chart of agency that illustrates how the OUSD Expanded Learning Program is to be supported administratively and programmatically (indicate specific names next to titles of staff whenever possible)
- Copy of organization's 501(c)(3) letter
- Bank statements to show proof of operating cash reserves (reference application question 2 in appendix II for details)
- Job description for site coordinator and program instructor
- Copy of IRS letter certifying tax exempt status
- Proof of "active" status with the office of the California Secretary of State Board roster and minutes – Include the current board roster indicating officers and affiliations as well as Board approved minutes from the 2021-2022 school year.
- Signed letter of agreement (as elaborated upon in Section N)
- Most recent audited financial statements within 2 years and summary of the audit findings
- Letters of reference (maximum of 2)
- Documents demonstrating fulfillment of minimum Proposals (outlined in Section 13)
- Copy of certificate of current insurance

# APPENDIX IV: OUSD Expanded Learning Lead Agency MOU Boilerplate Checklist

1. Intent
2. Term of MOU
3. Termination
4. Compensation
  - 4.1. Total Compensation
  - 4.2. Positive Attendance
    - 4.2.1. Reconciliation Process for Positive Attendance Based Grant Funds
    - 4.2.2. Administrative Charges and Reconciliation
  - 4.3. OUSD Administrative Fees
  - 4.4. Agency Administrative Fees
  - 4.5. Program Budget
  - 4.6. Modifications to Budget
  - 4.7. Program Fees
5. Scope of Work
  - 5.1. Student Outcomes
    - 5.1.1. Alignment with Community School Strategic Site Plan
  - 5.2. Oversight
  - 5.3. Enrollment
  - 5.4. Program Requirements
    - 5.4.1. Program Hours
    - 5.4.2. Program Days
    - 5.4.3. Program Components
    - 5.4.4. Staff Ratio
  - 5.5 Data Collection
    - 5.5.1. Accountability Reports
    - 5.5.2. Attendance Reports
    - 5.5.3. Use of Enrollment Packet

- 5.6. Maintain Clean, Safe and Secure Environment
- 5.7. Meeting Participation
- 5.8. Relationships
- 5.9. Licenses
- 6. Field Trip Policy. Field Trips, Off Site Events and Off Site Activities
  - 6.1. – 6.13.2., including, but not limited to:
    - 6.1. Licenses Permission Slips/Acknowledgement
      - 6.1.3. Notice of Waiver of All Claims
    - 6.5. Health Conditions/Medication
    - 6.6. Supervision
    - 6.7. Transportation Requirements
    - 6.11. Additional Requirements for High Risk, Overnight, Out of State Trips
    - 6.12. Additional Requirements for Field Trips/Excursions Which Include Swimming or Wading
    - 6.13. Additional Requirements for Trips to East Bay Regional Park District Bodies of Water (swimming pools, lagoons, shoreline parks and lakes) and Related Facilities
- 7. Financial Records
  - 7.1. Accounting Records
  - 7.2. Disputes
- 8. Invoicing
  - 8.1. Billing Structure
  - 8.2. Unallowable Expenses
  - 8.3. Invoice Requirements
  - 8.4. Submission of Invoices
  - 8.5. Submission of Invoices for ASESP and 21<sup>st</sup> Century Grants
- 9. Ownership of Documents
- 10. Changes
  - 10.1. Agency Changes
  - 10.2. Changing Legislation
- 11. Conduct of Consultant
  - 11.1. Child Abuse and Neglect Reporting Act
  - 11.2. Staff Requirements

- 11.2.1. Tuberculosis Screening
  - 11.2.2. Fingerprinting of Agents
  - 11.2.3. Minimum Proposals
- 11.3. Removal of Staff
- 11.4. Conflict of Interest
- 11.5. Drug-Free/Smoke Free Policy
- 11.6. Non-Discrimination
- 12. Indemnification
- 13. Insurance
  - 13.1. Commercial General Liability
  - 13.2. Worker's Compensation
  - 13.3. Property and Fire
- 14. Litigation
- 15. Incorporation of Recitals and Exhibits
- 16. Counterparts
- 17. Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion
- 18. All exhibits, with required forms and timelines

## OUSD AFTER-SCHOOL LEAD AGENCY MOU SAMPLE CONTRACT

The contract template that is currently being used by lead agencies can be accessed by clicking the following link. However, please be aware that we are in the process of revising the contract template in 2 main respects: (1) the revised contract will be a master contract between OUSD and the lead agency that does not specify the school site(s) where the agency is assigned, and (2) that master contract will last for 3 years (but note that agencies and sites will continue be matched in 1-year relationships, as they are currently). The other terms will be substantially similar to those in the current contract template.

All applicants are required to review the contract template currently in use, and sign the OUSD Expanded Learning Lead Agency MOU Boilerplate Checklist of the RFP (Appendix IV).

*Submission of this Signed Boilerplate Checklist will constitute a representation by your firm that it has read all the clauses listed in the OUSD Expanded Learning Lead Agency MOU contract sample (Appendix IV), is willing and able to comply with OUSD contracting requirements, and understands that the standard OUSD Expanded Learning Lead Agency MOU is subject to change annually.*

---

**Signature**

---

**Date**

---

**Name and Title of Signatory**

---

**Name of Organization**

## APPENDIX V: Appeals Process for Applicants

Any applicant may appeal to the Oakland Unified School District Community Schools Department if the determination that it is not prequalified. An appeal must be based on one or both of two following:

- **Unfair process** (e.g., the appellant's proposal was treated differently than others, conflict of interest by OUSD Department of Expanded Learning staff, etc.)
- **Material error** (e.g., the appellant's proposal was reviewed under the wrong funding strategy, failure to consider all application materials, incorrect application of evaluation rubric or some other mistake of fact occurred), or

The appellant must submit the appeal by April 17, 2022 (i.e., 5 business days after the Lead Agency Notification Date). If the appellant fails to file an appeal prior to the applicable appeals deadline, the appellant waives any and all rights to challenge the decision of the District, whether by administrative process, judicial process, or any other legal process or proceeding.

An appeal must clearly state the facts that establish one of the above-referenced bases for appeal and how, as a result, the appellant's proposal was affected negatively. The appeal will be considered and adjudged by the Executive Director of Community Schools Student Services, whose decision will be final. Appellant should submit the appeal and any supporting documents should be sent electronically by email to:

***Andrea Bustamante***  
*Executive Director Community Schools & Student Services*  
*andrea.bustamante@ousd.org*

Appellants will receive written notice of the outcome of their appeal April 24, 2022. In the event that an applicant's appeal is successful, the agency will be treated as all other prequalified agencies.



**Response to RFP No. 21-114CSSS**

**Safe Passages Submission for:**

**Request for Proposal (RFP) 21-115ExLO**

**EXPANDED LEARNING LEAD AGENCY  
FOR EXPANDED LEARNING OFFICES**

**OAKLAND UNIFIED SCHOOL DISTRICT  
Attention: Procurement Department  
900 High Street, 2nd Floor  
OAKLAND, CA 94601**

**March 31, 2022**

# APPENDIX I: RFP Application

## 2022 OUSD Request for Proposals Application (Template)

(Email [procurement@ousd.org](mailto:procurement@ousd.org) for template)

ASES, 21st CCLC, ELO-P, and ASSETS After-School Programs

Cover Sheet Template:

Organization Name	Safe Passages		
Primary Contact Person:	Josefina Alvarado Mena	Secondary Contact Person:	Alicia Perez
Email:	jalvarado@safepassages.org	Email:	aperez@safepassages.org
Telephone #:	(510) 328-4458	Telephone #:	(510) 324-7447

Service Category: Check the grade levels your organization is interested in serving.	
X	Elementary (TK-5)
	Elementary/Middle (TK-8)
	Middle (6-8)

Does your organization have 501c3 status? Please provide documentation of this status in your supporting documentation section.	X	Yes
		No
Are you currently an OUSD Approved Lead Agency Partner?	X	Yes
		No
Have you served as an OUSD Lead Agency partner before in past years?  If so, please identify the years and durations served.	X	Yes
		No
	13	# Years
Do you currently serve in the Lead Agency role for any other school districts besides OUSD?	X	Yes
		No
<b>If yes</b> , please list all school districts you have served.		
Emeryville Unified School District, New Haven Unified School District		
How many school sites does your organization have the capacity to serve as a lead agency?	11	# Sites
In the box below, please briefly explain your rationale for this number of sites?		
Safe Passages currently partners with and serves as the lead agency for 11 school sites throughout OUSD		

On behalf of Safe Passages (Agency), I, Josefina Alvarado Mena (name)  
Chief Executive Officer (Position), declare under penalty of perjury under the laws  
of the State of California that the foregoing is true and correct.

Signature:  Date: March 30, 2022



# Written Responses to Application Questions

## APPENDIX II: Application Questions

### 1. ORGANIZATIONAL CAPACITY (2-3 pages)

The mission of Safe Passages (SP) is to disrupt the cycle of poverty by engaging youth and families to build and drive a continuum of services that supports student success and community development. SP envisions a community where all young people have the opportunity to learn, grow, and realize their full potential. SP believes access to educational opportunity, health services, and family support should not be dictated by race or socio-economic status, and that healthy and supported young people are better prepared to learn and succeed. SP's mission, vision and work directly align with OUSD's mission to build a Full-Service Community District focused on high academic achievement while serving the whole child, eliminating inequity, and providing each child with excellent teachers, every day. Further, our mission and vision align with the four key initiative in OUSD's 2021-24 strategic plan (Ensuring Strong Third Grade Readers, Supporting Powerful Graduates, Creating Inspiring Schools, and Growing a Diverse and Stable Staff) and vision for Full-Service Community Schools, as evidenced below.

For over 20 years, SP has collaborated closely with OUSD to design, implement, and leverage resources to provide health, education, and social services to Oakland youth and their families, with a special focus on Oakland's most vulnerable populations (low-income, English Learners, students of color, foster youth, immigrants and refugees). SP has partnered with OUSD on SPs' Middle School, Early Childhood, and Juvenile Justice Initiatives and has served as the lead agency for the Oakland Elev8 Full-Service Community Schools Initiative at five of the highest-need middle schools in Oakland, spearheading the development of new Expanded Learning Programs, School Based Health Centers, and Family Resource Centers.

As demonstrated by the attached letters of reference, SP has extensive experience serving the Oakland community, specifically in the communities of West, Central, and East Oakland. For over two decades, SP has collaborated with families and a range of government, university, and community-based partners to develop and deliver innovative services for children and youth birth through college and career. SP currently implements five OUSD Expanded Learning programs, which includes the following: the Elev8 AmeriCorps Program, the Baby Learning Community programs, the Urban Arts Get Active program, and the Life and Career Roadmap Life Coaching Program serving foster youth and youth at risk of entering the Juvenile Justice system. SPs' approach is assets-based, building on the inherent assets of our students, families, and communities with a commitment to equity, social justice, and integrity.

SPs' experience includes building, supporting and sustaining shared/collaborative leadership models in the context of the fluid funding and political landscape of public education. In addition, our experience has focused on building trusted relationships with school site and district leaders based on the consistent production of strong program deliverables and long-term sustainability. SP led the efforts to create the Youth Ventures JPA in Oakland, served as the lead agency for the Oakland Elev8 Full-Service Community School Initiative, and is engaged in the collaborative leadership of our Expanded Day Partnerships in OUSD, New Haven Unified School District and Emery Unified School Districts. Our approach puts students and families first and at the center of our collaborative work with a focus on producing meaningful outcomes for students that support academic and life success. Please see the letters of reference for additional examples. SP has a proven track record in recruiting and retaining qualified, committed, and culturally competent staff to provide services to OUSD students and families in an effective and culturally appropriate way. Organizational recruitment and hiring strategies produce a highly qualified, diverse, multilingual, multidisciplinary staff of professionals that meet all compliance requirements and reflect students and families served. Many students served return to the organization as

AmeriCorps Members or instructors. AmeriCorps Members, interns, and expanded day instructors have grown into program management positions at SP.

SP is a learning organization that rigorously engages in professional development for all staff. Professional development is delivered through team trainings, group supervision, and individual coaching and supervision. Topics include: youth development, age-appropriate academic support, social emotional supports, program improvement, classroom management, cultural and linguistic competency, family engagement, collaborating with teachers, safety and disaster preparedness, CPR, and alignment with regular school day.

## 2. FISCAL MANAGEMENT AND RESOURCE DEVELOPMENT (2 pages)

The full proposal includes the SP sample budget based on the existing Laurel After School Program but includes hypothetical fees to cover students who do not qualify as “unduplicated students” per the ELOP funding guidelines. The budget utilizes the 2022-23 OUSD after school program template and provides details highlighting leveraged funds and resources allocated.

**Budget Summary-** The sample budget is designed to serve 247 elementary students for 180 school days. The budget includes an ELOP allocation of \$214,682 based on an estimated 97 unduplicated students, 30 Kindergarten students and 67- 1st-5th grade students and program fees estimated at \$550,800 paid directly to Safe Passages. **Budget Narrative-** One FTE Expanded Learning Coordinator is funded @ \$75,000 for a 12- month SP employee with full benefits. One FTE Assistant Coordinator is proposed @ \$55,000 for a 12- month employee with full benefits. A total of ten instructors are allocated in the budget to provide academic support (3), art and cultural enrichment (4), and fitness enrichment (3) to support a rich variety of enrichment programming. Instructors are allocated @ \$27 per hour including fringe for 20 hours/week for 37 weeks. In addition, three Kindergarten instructors are projected in the budget to support

a 1:10 instructor: student ratio for this grade level. Kindergarten instructors are allocated at \$30 per hour including fringe for 20 hours/week for 37 weeks.

Instructors are allocated 74 hours of prep time each program year and 30 hours of professional development, including at least 10 hours to participate in Continuous Quality Improvement activities. The instructional staff configuration supports a 1:16 staffing ratio.

The budget allocates \$34,314 to fund a Full-Service Community Schools manager @ .3 FTE to provide direct program support to the school-based team and facilitate school community collaboration.

Additional child development staff is proposed in the budget to support Social Emotional Learning (SEL) in the Expanded Learning program. One Early Learning Mental Health Consultant is budgeted to provide behavioral support to the youngest program participants and coach instructors on SEL development. This position is budgeted at .38 FTE at \$30,000 for the program year. A SEL Youth Development Specialist is included in the budget to support older program participants. This position is budgeted at .4 FTE. Finally, one part-time Account Manager is included in the sample budget to work directly with families to manage fee payments and family accounts.

The Supplies are budgeted at \$18,166, funded by fees. OUSD required allocations appear in the OUSD ELOP column of the budget. Finally, SP administrative costs charged to OUSD are \$5968 or 4% of the ELOP funds estimated to be contracted to SP. Administrative cost allocation is aligned with the OUSD 4% maximum.

**Leveraging resources** for after school programs- SP has extensive experience leveraging local, state, and federal government and private funding to support expanded learning and youth development programs. During 2021-22, SP will leverage its AmeriCorps grant of \$606,000, OFCY grants of \$461,600, and foundations grants of over \$200,000 to support our expanded learning programs. The Profit and Loss Statement illustrates the fiscal standing of the organization and the ability to generate and leverage

significant income to support programs and services. As demonstrated by the sample budget, SP will leverage \$550,800 in additional resources comprised of program fees to support the proposed after school program in 2022-23. Safe Passages will collaborate with the school community to develop a program fee schedule, including a sliding scale to accommodate all families that do not qualify for ELOP services. Fees will be managed through a digital platform to track revenue and maintain appropriate documentation for audit purposes. Fees will be used to provide additional programs, services, and effective program management that benefits all students and families in the program.

**SP fiscal management capacity** - SP has a long history of effective grants management and implementation of quality programs. Within the organization we take our fiscal responsibilities seriously and have established effective systems, structures, and processes to ensure sound fiscal management of funds. SP' track record includes successfully managing individual grants of up to \$15 million and multiple grants at the federal, state, and local levels.

SP' fiscal management is supported by an internal fiscal team that includes a controller and externally by eCratchit, a highly regarded, external CFO provider with a team of specialized accountants and CFOs, whose focus is not-for-profit accounting and reporting. This includes all day-to-day transactions, bank and other account reconciliations, cash flow analysis, budget preparation and analysis, and CFO level review and support. The firm also actively supports SP with the preparation for our annual audits and financial statements. Audited financials for FY21 are provided in full proposal. The agency has no negative audit findings over many years of external audits.

SP leadership, fiscal, and program management staff are experienced. Timekeeping, expenditure approval and tracking, payroll, and accounting infrastructure support effective grant/contract management, thereby ensuring compliance with fiscal grant/contract requirements. Proper maintenance of

fiscal and other grant related documents for auditing purposes is embedded in our systems. SP produces accurate fiscal reports monthly for a wide range of public and private entities.

### 3. AGENCY INFRASTRUCTURE (2 Pages)

In response to the disproportionate impacts of COVID-19 on communities served by SP, the organization increased its capacity to address the socioemotional and economic impacts families and students faced. All services temporarily transitioned to virtual classrooms, in collaboration with partnering schools, and over learning apps such as Zoom and Seesaw, in accordance with local COVID-19 guidance. SP also expanded its continuum of outreach, enrollment, and support services to families, including food security services, immigration training and outreach, census outreach, public benefits enrollment support, public health outreach and education, and violence prevention outreach. Since the pandemic, these services have been accelerated with additional supports that specifically address COVID-19, including outreach on COVID-19 health protocols, unemployment enrollment, cash assistance, and linking eligible individuals to vaccine appointments.

As illustrated by the attached organizational chart, SP OUSD after school programs are supported at multiple management levels within the organization. Krystal Jenkins, the Full- Service Community Schools Director (FSCSD), will support SP AS (After School) Site Coordinators on programmatic issues. Ms. Jenkins will also serve as the primary point of contact for the OUSD AS partnership and will regularly participate in all OUSD AS collaborative meetings to represent the agency. The FSCSD reports directly to the SP Director of Strategic Partnership and Evaluation, Dr. Moreno, who provides technical assistance and support regarding the continuous improvement process. Dr. Moreno has extensive experience in a wide range of evaluation strategies and worked closely with local, state, and national evaluators on both public and private evaluation efforts. She provides coaching to the Site Coordinators

on leading program improvement efforts and strengthening cross agency partnerships. Fiscal lead agency responsibilities are led by Josefina Alvarado Mena, SPs' CEO and Controller, Carmen Gonzalez, as indicated on the organizational chart. The fiscal team oversees all fiscal management, oversight responsibilities and compliance under the direction of the CEO. HR/Operations Director, Angela Mafi provides support on human resource functions, including recruitment, screening, employment verifications, onboarding, and personnel compliance issues.

Josefina Alvarado Mena, CEO holds ultimate administrative and programmatic oversight of the OUSD AS programs. Ms. Alvarado Mena is an education lawyer with over 22 years of executive management experience. Ms. Alvarado Mena worked directly with three OUSD Superintendents and served on the Executive Management Team during her tenure. She provides executive management coaching to the SP AS Site Coordinators related to strategic planning, personnel management, integration and school partnerships.

The entire SP AS Management Team meets weekly to facilitate effective program implementation, compliance, and ensure meaningful outcomes for participants. SP maintains strong administrative systems and procedures to ensure all AS programs operate in full compliance with all programmatic and fiscal requirements established by OUSD, City of Oakland, private funders, and the CDE. Budgets are designed to support a student ratio that ranges between 1:12 and 1:15, lower than 1:20 ratio required. Program plans and budgets are discussed and reviewed by SP management, site coordinators, and school principals before being submitted to the OUSD Expanded Learning Office for compliance review and approval, for the last four AS grant cycles.

Every SP AS budget provides for a full-time site coordinator that reports to the schools site every program day and remains at the school site until the end of the after-school program. SP site coordinators are experienced youth development program managers that come from similar backgrounds as the

populations served. SP' extensive system of capacity building for AS Site Coordinators includes individual executive coaching, group training, technical assistance, and ongoing assessment to support quality program delivery and compliance all program requirements. SP HR operates extensive systems of recruitment, screening, verification and onboarding. All AS staff meet the minimum of 48 college units or passage of the Instructional Aid Exam, and required TB clearance and fingerprinting clearance.

SP regularly reviews the after-school attendance requirements with AS program staff and provides training and technical assistance related to the 85% attendance target and the required attendance student sign in/out documentation. Daily attendance sheets are collected; internal audits are conducted each month and reviewed by the site coordinator's supervisor. Attendance is scanned to create a digital archive and forwarded to OUSD on a monthly basis. Attendance, program, and fiscal records are maintained in digital formats and hard copies, as needed. Fiscal transaction records are maintained within our accounting software. Attendance records are transported as needed to ensure accessibility in the event audit requests are made. Personnel files are maintained at SP and contained all required compliance documentation.

SP AS Site Coordinators are the primary points of contact for the OUSD AS partnership and are charged with sustaining an active collaboration with the school site leadership. This position participates in school-based planning and coordination vehicles, including the COST, SSTs, family home visits, and site-based leadership teams to build strong relationships with school staff to strengthen supports for students. Coordinators collaborate with the Quality Support Coach and other teachers on a regular basis to align the after-school curriculum/ program with the traditional school day, remote, hybrid, or in-person. SP site leaders work collaboratively with the OUSD Expanded Learning Team in producing deliverables related to attendance, program development, and continuous improvement. AS Site Coordinators are expected to lead all program improvement efforts including, but not limited to the OUSD Continuous Quality Improvement process and implementation of the Youth Program Quality Intervention cycle

each year. Coordinators facilitate partnership meetings and organize family engagement events.

#### 4. YOUTH DEVELOPMENT, ASSESSMENT PROCESS, AND ALIGNMENT (3 Pages)

SP strives to create positive youth relationships to provide youth with broad guidance, support, and opportunities to develop into independent, life-long learners. The agency's practice of reaching out to other community institutions and youth service providers to develop interagency and cross-system collaboration is founded on the belief that young people in Oakland are best able to move through their developmental stages when they are supported across all sectors of their community. Programmatic goals are to provide a continuum of services enabling youth to acquire the attitudes, competencies, values, and social skills needed to matriculate from high school and become successful adults. The agency focuses on delivering activities that nurture the developmental assets of our youth rather than focusing on problem-centered interventions or deficit-based approaches. In alignment with CDE quality standards, all SP programming ensures basic needs are met in our programming and when possible, in the students' homes. It is a strong belief of the agency that our programming provides a foundation of well-being that frees youth to work on their higher developmental tasks and develop their own agency.

In cooperation with funding entities, SP produces annual evaluations of its programs. Data management systems enable SP to systematically track services provided to participants and to monitor effectiveness. SP has consistently met and exceeded program enrollment and performance targets for youth development programs. School attendance, behavior, school grades, school test scores, social/emotional learning skills, and other academic skills are collected by SP and reported to OUSD via the CitySpan tracking/reporting system on a quarterly basis. Further, SP assesses academic progress three times per school year via NWEA, validated, computerized assessments that provide real-time learning about students' progress and challenges. Youth and family experiences are collected by SP via pre/post-test surveys. Data is collected twice during the school year and twice during summer programming.

Outcomes include improved academic achievement- 87% of all students served increasing one or more functional grade levels in Math and/or ELA- as well as improved attendance, reduced referrals for discipline, increased family engagement, and an increased on-time promotion to 9th grade. Lastly, SP uses all data collected to flag early warning indicators and tailor prevention/intervention strategies accordingly. All data collected is used to make program improvements as needed. Quality improvement and training as it relates to staff are built into SP' Expanded day model. Coordinators lead weekly team meetings with all their program staff. During these sessions, Coordinators lead trainings using CDE quality standards. SP management staff regularly conduct site visits to assess strengths and areas of improvement for line staff and the overall program. Management staff work in coordination with the school principal to ensure messaging is consistent, and the program design supports the goals of the lead agency and school community. Additionally, SP works to ensure that program leadership and staff are experienced, are well-educated in youth development, have longevity at the school site, use effective communication, set high expectations, and use a bottom-up management style.

SP implements CDE quality standards and engages in an assessment, reflect, and improvement planning process using OUSD' Expanded Learning Office program reflection tool Truth, Hope, Change, and Curiosity (THCC) to provide high quality programming. SP' programs are evaluated internally by students, staff, and externally by key stakeholders, OUSD, and OFCY. Key areas of improvement for our programs are consistent with the majority of Oakland programs and fall into the area of youth voice and leadership. SP implements a required one-week All-Staff Training Institute in August of each year to prepare AS staff for facilitating the process of partnering with youth for voice and leadership. The training content includes youth development best practices and an introduction to the CDE quality standards and CQI process. SP holds four additional trainings for AS staff throughout the program year on CDE quality standards that allow all staff to gain a understanding of CDE quality standards and develop an improvement plan.



# Appendix III

## Supporting Documents



# Program Budget

**ELEMENTARY & MIDDLE SCHOOLS 02.2022**

Site Name:	Elementary School	%	ELO-P		Program Fees (if applicable)	Other Lead Agency Funds
Site #:			30	67		
Average # of students to be served daily (ADA):	247.00		OUSD	Lead Agency	Lead Agency	Lead Agency
<b>TOTAL GRANT AWARD</b>			<b>\$249,944.00</b>		<b>\$550,800.00</b>	
<b>CENTRAL COSTS: INDIRECT, ADMIN, EVAL, PD, CUSTODIAL, SUPPLIES</b>						
	OUSD Indirect (5.00%)		\$11,902.10			
	OUSD ASPO admin, evaluation, and training/technical assistance costs		\$15,572.83			
	Custodial Staffing and Supplies at 3.5%		\$7,786.42			
<b>TOTAL SITE ALLOCATION</b>			<b>\$214,682.65</b>		<b>\$550,800.00</b>	
<b>CERTIFICATED PERSONNEL</b>						
1120	Quality Support Coach/Academic Liaison		0			
1120	Certificated Teacher Extended Contracts- math or ELA academic intervention (required for MS)		0			
1120	Certificated Teacher Extended Contracts- ELL supports					
1120	Certificated Teacher Extended Contracts- math or ELA academic intervention (recommended for MS)					
	Total certificated		<b>0</b>		<b>0</b>	<b>0</b>

<b>CLASSIFIED PERSONNEL</b>							
2205	Site Coordinator (list here, if district employee)						0
2225	Culture Keeper (optional)						
	Total classified			0	0	0	0
<b>BENEFITS</b>							
3000's	Employee Benefits for Certificated Teachers on Extended Contract (benefits at 24.5%)			\$0.00			
3000's	Employee Benefits for Classified Staff on Extra Time/Overtime (benefits at 28%)			\$0.00			
3000's	Employee Benefits for Salaried Employees (benefits at 42%)			\$0.00			
3000's	Lead Agency benefits (rate: 25%)						
	Total benefits			\$0.00	0	0	0
<b>BOOKS AND SUPPLIES</b>							
4310	Supplies					\$18,166.00	0
4310	Curriculum						0
5829	Field Trips						0
4420	Equipment (including computers - OUSD only)						0
	Bus tickets for students						
	Professional Development for Site Staff						
	Total books and supplies			0	0	\$18,166.00	0
<b>CONTRACTED SERVICES</b>							

	5825	Site Coordinator (1 FTE @ \$75000 + 22.55% Fringe)			\$35,630.00	\$56,282.50	
	5825	Assistant Coordinator (1 FTE @ \$55,000 + 22.55% Fringe)			\$20,221.00	\$67,402.50	
	5825	Literacy academic/enrichment instructors (required for ES) ( 3 x \$27hr x 20hrs x 37 wks), includes CQI time.			\$19,980.00	\$39,960.00	
	5825	Cultural Enrichment Instructor ( 4 x \$27hr x 20hrs x 37 wks), includes CQI time)			\$19,980.00	\$39,960.00	
	5825	Fitness Enrichment Instructor ( 3 x \$27hr x 20hrs x 37 wks), includes CQI time).				\$59,940.00	
	5825	TK Instructors (4 x \$30/hr x 20 hrs x 37 wks)			\$66,600.00	\$22,200.00	
	5825	FSCS Director/Program Support (.30 FTE + 22.55%)				\$34,314.00	
	5825	Early Learning Mental Health consultant @ .38 FTE			\$16,000.00	\$24,000.00	
	5825	SEL/Youth Development Specialist .4 FTE @ \$62000 + 22.55% Fringe)			\$9,873.00	\$18,995.25	
	5825	Account Manager (.5FTE @ \$62,000 + 22.55% Fringe)				\$37,990.50	
	5825	Lead Agency benefits (rate: 25%)			\$20,431.00	\$59,746.19	
		Total services		0	\$208,715.00	\$460,790.94	0
	<b>IN-KIND DIRECT SERVICES</b>						
							0
		Total value of in-kind direct services					0
	<b>LEAD AGENCY ADMINISTRATIVE COSTS</b>						
		Lead Agency admin (4% max of total contracted \$)			\$5,967.65		0

<b>SUBTOTALS</b>							
	Subtotals DIRECT SERVICE		85	\$3,737.48	208715	\$478,956.94	0
	Subtotals Admin/Indirect		15	\$31,523.87	\$5,967.65	\$71,843.06	0
<b>TOTALS</b>							
	Total budgeted per column			\$35,261.35	\$214,682.65	\$550,800.00	0
	Total BUDGETED		100	\$249,944		\$550,800.00	0
	<b>BALANCE remaining to allocate</b>			<b>\$0.00</b>		<b>\$0.00</b>	
	<b>TOTAL GRANT AWARD/ALLOCATION TO SITE</b>			<b>\$249,944.00</b>		<b>\$550,800.00</b>	
	<b>ASES MATCH REQUIREMENT:</b>						
	ASES requires a 3:1 match for every grant award dollar awarded.						
	Total Match amount required for this grant:						
	Facilities count toward 25% of this match requirement:						
	Remaining match amount required:						
	Match should be met by combined OFCY funds, other site funds, private dollars, and in-kind resources. This total equals:						
	Total Match amount left to meet:						



# Profit and Loss Statement

**Safe Passages**  
**Profit & Loss**  
 July 2020 through May 2021

	Jul '20 - May 21
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
<b>4000 · Government &amp; Other Contracts</b>	
4400 · Contracts & Services	130,030.13
4100 · Government & Public Agencies	4,366,245.73
<b>Total 4000 · Government &amp; Other Contracts</b>	4,496,275.86
<b>4300 · Fundraising</b>	
4310 · Corporate Donations	255,940.70
4320 · Individual Donations	72,446.63
4200 · Private/Philanthropy	344,855.00
4999 · Releases of Temp Restricted NA	752,634.47
4300 · Fundraising - Other	2,500.00
<b>Total 4300 · Fundraising</b>	1,428,376.80
<b>4500 · Other Revenue</b>	
4552 · Interest Income	1.71
4550 · Unrealized Gains	170.85
4599 · Indirect Income	284,608.92
4700 · Net Income from Events	
4710 · Gross Receipts	9,306.58
<b>Total 4700 · Net Income from Events</b>	9,306.58
4800 · Refunds/Reimbursed	13,000.92
4500 · Other Revenue - Other	-2,333.17
<b>Total 4500 · Other Revenue</b>	304,755.81
<b>Total Income</b>	6,229,408.47
<b>Expense</b>	
<b>5100 · Payroll</b>	
5101 · Payroll Salaries & Wages	3,418,680.44
5102 · Americorp Members	
Americorps Members	562,090.52
<b>Total 5102 · Americorp Members</b>	562,090.52
<b>Total 5100 · Payroll</b>	3,980,770.96
<b>5300 · Fringe Expense</b>	
5301 · SP Fringe	
Payroll Related Service Fee	
5340 · ER Payroll Service Fees	4,462.50
5342 · FSA Admin Fees	443.38
5341 · 401K Admin Fees	2,333.50
<b>Total Payroll Related Service Fee</b>	7,239.38
5399 · Allocated Fringe	0.01
5330 · ER Payroll Taxes	301,418.99
5320 · Other Employee Benefits	
5311 · 403B SEP-IRA Expense	500.00
5321 · Health Benefits Expense	299,854.43
5322 · Life & Disability Expense	-292.42
5323 · Parking/Public Transit Expense	18,472.50

**Safe Passages**  
**Profit & Loss**  
 July 2020 through May 2021

	Jul '20 - May 21
5324 · Workers' Comp Insurance Expen...	9,079.14
5325 · ER Education/Training	871.41
5327 · EE Fund Mileage Reimb Exp	2,983.50
5328 · Long-Term Care Insurance	10,011.20
5334 · Benefits-Other	4,372.58
5320 · Other Employee Benefits - Other	500.00
<b>Total 5320 · Other Employee Benefits</b>	<b>346,352.34</b>
<b>Total 5301 · SP Fringe</b>	<b>655,010.72</b>
5302 · AC Fringe	
Member Fringe	0.00
Member Workers Comp	10,746.59
Member FICA	40,500.70
<b>Total 5302 · AC Fringe</b>	<b>51,247.29</b>
<b>Total 5300 · Fringe Expense</b>	<b>706,258.01</b>
5470 · Program Related Contractors	
5471 · Evaluation	71,660.00
5473 · Trainers/Facilitators	5,119.00
5500 · Direct Service Providers	
5600 · CBOs/Community Based Orgs	56,806.76
5700 · Indep Contractors	6,231.10
5500 · Direct Service Providers - Other	63,750.73
<b>Total 5500 · Direct Service Providers</b>	<b>126,788.59</b>
<b>Total 5470 · Program Related Contractors</b>	<b>203,567.59</b>
5400 · Non-Employee Contractors	
5420 · Legal	299.00
5430 · Accounting	108,088.20
5450 · Fundraising	8,613.16
5460 · Investment Mgmt	175.00
<b>Total 5400 · Non-Employee Contractors</b>	<b>117,175.36</b>
6100 · Office Expense	
6150 · Interest expense	5,702.32
6110 · Supplies	3,060.83
6120 · Postage/Shipping	621.05
6130 · Duplicating	26.64
6140 · Furnishings	1,541.64
6200 · Other	
6210 · Food/Meetings/Water	34,296.23
6220 · Equipment Rental	249.20
6240 · Dues/Subscriptions	69,821.85
6250 · Mileage/Local Travel	3,451.54
6260 · Job Postings	12,535.89
6270 · Fingerprinting/Background	6,836.75
6290 · Misc/Gifts/Etc	13,137.22
6200 · Other - Other	20.77
<b>Total 6200 · Other</b>	<b>140,349.45</b>
<b>6100 · Office Expense - Other</b>	<b>444.93</b>
<b>Total 6100 · Office Expense</b>	<b>151,746.86</b>

**Safe Passages**  
**Profit & Loss**  
 July 2020 through May 2021

	Jul '20 - May 21
<b>6900 · Overhead &amp; Shared Expenses</b>	
<b>6300 · IT/Network/Communications</b>	
<b>6310 · Phone/Internet</b>	
6311 · Cell Phones	15,737.41
6310 · Phone/Internet - Other	6,253.56
<b>Total 6310 · Phone/Internet</b>	21,990.97
6320 · Email/Web Hosting	8,353.27
6330 · Computers/Software	58,935.58
6300 · IT/Network/Communications - Other	962.83
<b>Total 6300 · IT/Network/Communications</b>	90,242.65
6700 · Interest Paid/Bank Fees	5,464.90
<b>6750 · Corporate Insurance</b>	
6751 · General Liability	10,855.28
6753 · Social Service	250.00
<b>Total 6750 · Corporate Insurance</b>	11,105.28
<b>6880 · Other Expenses{437}</b>	
6882 · Admin Taxes & Fees	
6883 · Assessments/Penalties	1,043.69
6882 · Admin Taxes & Fees - Other	246.00
<b>Total 6882 · Admin Taxes &amp; Fees</b>	1,289.69
<b>Total 6880 · Other Expenses{437}</b>	1,289.69
<b>Total 6900 · Overhead &amp; Shared Expenses</b>	108,102.52
<b>6400 · Occupancy</b>	
6410 · Rent/Leased Space	84,911.90
6420 · CAM/Common Area Maint	28,786.55
6450 · Other Utilities	46.75
<b>Total 6400 · Occupancy</b>	113,745.20
<b>6600 · Conferences/Public Events</b>	
6630 · Catering/Food	1,285.99
6650 · Transportation	12,660.74
6600 · Conferences/Public Events - Other	20,198.86
<b>Total 6600 · Conferences/Public Events</b>	34,145.59
<b>Travel and Entertainment</b>	
<b>6500 · Out-Of-Town Travel</b>	
6510 · Fares	3,019.86
6520 · Lodging	2,369.63
6530 · Meals	2,538.62
6540 · Parking/Taxi/Car Rental	1,876.59
6500 · Out-Of-Town Travel - Other	18,187.93
<b>Total 6500 · Out-Of-Town Travel</b>	27,992.63
<b>Total Travel and Entertainment</b>	27,992.63
<b>Americorp Match</b>	
Member Supplies	0.00
Staff Travel	50.18
<b>Total Americorp Match</b>	50.18
<b>6000 · Operations/Sponsored Programs</b>	
6020 · Grants & Gifts	18,001.00

**Safe Passages**  
**Profit & Loss**  
 July 2020 through May 2021

	Jul '20 - May 21
<b>6010 · Advertising/Promotional</b>	
6011 · Website	5,606.59
6010 · Advertising/Promotional - Other	104.96
<b>Total 6010 · Advertising/Promotional</b>	5,711.55
<b>6800 · Printing/Publication</b>	
6813 · Printing/Production	6,115.94
6800 · Printing/Publication - Other	3,780.77
<b>Total 6800 · Printing/Publication</b>	9,896.71
<b>6850 · Materials/Program Purchases</b>	109,449.56
<b>6860 · Participant Incentives</b>	
6861 · Parent/Student Stipends	13,109.25
6862 · Gift Cards/Vouchers/Food	36,220.55
6860 · Participant Incentives - Other	61,637.91
<b>Total 6860 · Participant Incentives</b>	110,967.71
<b>6000 · Operations/Sponsored Programs - O...</b>	3,300.00
<b>Total 6000 · Operations/Sponsored Programs</b>	257,326.53
<b>7999 · Indirect Expense</b>	284,608.92
<b>Total Expense</b>	5,985,490.35
<b>Net Ordinary Income</b>	243,918.12
<b>Other Income/Expense</b>	
<b>Other Income</b>	
9998 · Temp Restricted	578,629.92
9999 · Releases of Temp Restricted NA	-752,634.47
<b>Total Other Income</b>	-174,004.55
<b>Net Other Income</b>	-174,004.55
<b>Net Income</b>	69,913.57



# 2020 990 Tax Form

Return of Organization Exempt From Income Tax

(Rev. January 2020)

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

2019

Department of the Treasury Internal Revenue Service

Do not enter social security numbers on this form as it may be made public. Go to www.irs.gov/Form990 for instructions and the latest information.

Open to Public Inspection

Header section A-M containing organization details: SAFE PASSAGES, 250 FRANK H OGAWA PLAZA STE 6306, OAKLAND, CA 94612-2035, Employer ID 20-4535835, Gross receipts \$6,609,201.

Part I Summary

Summary table with columns for Activities & Governance, Revenue, Expenses, and Net Assets or Fund Balances. Rows include mission statement, membership counts, revenue breakdown, and expense details.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete.

Signature block for JOSEFINA ALVARADO MENA, CEO, dated 05-12-2021.

Paid Preparer Use Only section for CHRISTOPHER CHIME OGBODO, CPA, dated 05-17-2021.

May the IRS discuss this return with the preparer shown above? (see instructions) Yes No

For Paperwork Reduction Act Notice, see the separate instructions.

**Part III Statement of Program Service Accomplishments**

Check if Schedule O contains a response or note to any line in this Part III

**1** Briefly describe the organization's mission:  
**TO DEVELOP CHARITABLE AND EDUCATIONAL PROGRAMS FOR HIGH NEED CHILDREN AND FAMILIES.**

**2** Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?  Yes  No  
If "Yes," describe these new services on Schedule O.

**3** Did the organization cease conducting, or make significant changes in how it conducts, any program services?  Yes  No  
If "Yes," describe these changes on Schedule O.

**4** Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

**4a** (Code: \_\_\_\_\_) (Expenses \$ 3,299,921 including grants of \$ \_\_\_\_\_) (Revenue \$ \_\_\_\_\_)  
**SAFE PASSAGES PROVIDES EDUCATIONAL AND SUPPORT PROGRAMS FOR CHILDREN AND FAMILIES. PROGRAMS ARE PROVIDED ON A CONTINUUM FOR CHILDREN AND YOUTH BIRTH THROUGH COLLEGE AND CAREER INCLUDING PARENTING CLASSES, EARLY CHILDHOOD DEVELOPMENT SERVICES, BEHAVIORAL HEARLTH SERVICES, YOUTH DEVELOPMENT, LIFE COACHING, AND WORKFORCE DEVELOPMENT PROGRAMS AND SERVICES.**

**4b** (Code: \_\_\_\_\_) (Expenses \$ 865,148 including grants of \$ \_\_\_\_\_) (Revenue \$ \_\_\_\_\_)  
**SAFE PASSAGES AFTER SCHOOL PROGRAMS: IMPLEMENTED HIGH IMPACT ACADEMIC, ENRICHMENT AND RECREATIONAL ACTIVITIES IN PARTNERSHIP WITH CITY OF OAKLAND AND OAKLAND UNIFIED SCHOOL DISTRICT AT MULTIPLE MIDDLE SCHOOL AND HIGH SCHOOL SITES.**

**4c** (Code: \_\_\_\_\_) (Expenses \$ 761,048 including grants of \$ \_\_\_\_\_) (Revenue \$ \_\_\_\_\_)  
**AMERICORPS: TRAINED AND PLACED MEMBERS FUNDED BY THE FEDERAL CORPORATION FOR NATIONAL COMMUNITY SERVICE TO PROVIDE ACADEMIC AND MENTORING SERVICES TO CHILDREN OF FAMILIES IN NEIGHBORHOOD SCHOOLS.**

**4d** Other program services (Describe on Schedule O.)  
(Expenses \$ \_\_\_\_\_ including grants of \$ \_\_\_\_\_) (Revenue \$ \_\_\_\_\_)

**4e** Total program service expenses ▶ **4,926,117**

Part IV Checklist of Required Schedules

Table with 3 columns: Question ID, Question Text, Yes, No. Rows include questions 1 through 21 regarding organizational requirements and reporting.

**Part IV Checklist of Required Schedules** (continued)

		Yes	No
22	Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i> . . . . .		X
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J.</i> . . . . .	X	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a.</i> . . . . .		X
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? . . . . .		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? . . . . .		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? . . . . .		
25a	<b>Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i> . . . . .		X
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i> . . . . .		X
26	Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member or any of these persons? <i>If "Yes," complete Schedule L, Part II</i> . . . . .		X
27	Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i> . . . . .		X
28	Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions, for applicable filing thresholds, conditions, and exceptions):		
a	A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV.</i> . . . . .		X
b	A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV.</i> . . . . .		X
c	A 35% controlled entity of one or more individuals and/or organizations described in lines 28a or 28b? <i>If "Yes," complete Schedule L, Part IV.</i> . . . . .		X
29	Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M.</i> . . . . .		X
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M.</i> . . . . .		X
31	Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I.</i> . . . . .		X
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II.</i> . . . . .		X
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I.</i> . . . . .		X
34	Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i> . . . . .		X
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)? . . . . .		X
b	If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2.</i> . . . . .		
36	<b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2.</i> . . . . .		X
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI.</i> . . . . .		X
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? <b>Note:</b> All Form 990 filers are required to complete Schedule O. . . . .	X	

**Part V Statements Regarding Other IRS Filings and Tax Compliance**

Check if Schedule O contains a response or note to any line in this Part V . . . . .

		Yes	No
1a	Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable. . . . .		
b	Enter the number of Form W-2G included in line 1a. Enter -0- if not applicable. . . . .		
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? . . . . .		

**Part V** Statements Regarding Other IRS Filings and Tax Compliance *(continued)*

		Yes	No
<b>2a</b>	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return . . . . .		
	<b>2a</b> 249		
<b>b</b>	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? . . . . .	<b>X</b>	
	<b>Note:</b> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions). . . . .		
<b>3a</b>	Did the organization have unrelated business gross income of \$1,000 or more during the year? . . . . .		<b>X</b>
<b>b</b>	If "Yes," has it filed a Form 990-T for this year? <i>If "No" to line 3b, provide an explanation in Schedule O</i> . . . . .		
<b>4a</b>	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)? . . . . .		<b>X</b>
<b>b</b>	If "Yes," enter the name of the foreign country <b>▶</b> _____ See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).		
<b>5a</b>	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? . . . . .		<b>X</b>
<b>b</b>	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction? . . . . .		<b>X</b>
<b>c</b>	If "Yes" to line 5a or 5b, did the organization file Form 8886-T? . . . . .		
<b>6a</b>	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions? . . . . .		<b>X</b>
<b>b</b>	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible? . . . . .		
<b>7</b>	<b>Organizations that may receive deductible contributions under section 170(c).</b>		
<b>a</b>	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor? . . . . .		<b>X</b>
<b>b</b>	If "Yes," did the organization notify the donor of the value of the goods or services provided? . . . . .		
<b>c</b>	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282? . . . . .		<b>X</b>
<b>d</b>	If "Yes," indicate the number of Forms 8282 filed during the year. . . . .		
	<b>7d</b>		
<b>e</b>	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? . . . . .		<b>X</b>
<b>f</b>	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? . . . . .		<b>X</b>
<b>g</b>	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required? . . . . .		<b>X</b>
<b>h</b>	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C? . . . . .		<b>X</b>
<b>8</b>	<b>Sponsoring organizations maintaining donor advised funds.</b> Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year? . . . . .		
<b>9</b>	<b>Sponsoring organizations maintaining donor advised funds.</b>		
<b>a</b>	Did the sponsoring organization make any taxable distributions under section 4966? . . . . .		
<b>b</b>	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person? . . . . .		
<b>10</b>	<b>Section 501(c)(7) organizations.</b> Enter:		
<b>a</b>	Initiation fees and capital contributions included on Part VIII, line 12 . . . . .	<b>10a</b>	
<b>b</b>	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities . . . . .	<b>10b</b>	
<b>11</b>	<b>Section 501(c)(12) organizations.</b> Enter:		
<b>a</b>	Gross income from members or shareholders . . . . .	<b>11a</b>	
<b>b</b>	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.) . . . . .	<b>11b</b>	
<b>12a</b>	<b>Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041? . . . . .	<b>12a</b>	
<b>b</b>	If "Yes," enter the amount of tax-exempt interest received or accrued during the year . . . . .	<b>12b</b>	
<b>13</b>	<b>Section 501(c)(29) qualified nonprofit health insurance issuers.</b>		
<b>a</b>	Is the organization licensed to issue qualified health plans in more than one state? . . . . .	<b>13a</b>	
	<b>Note:</b> See the instructions for additional information the organization must report on Schedule O.		
<b>b</b>	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans . . . . .	<b>13b</b>	
<b>c</b>	Enter the amount of reserves on hand . . . . .	<b>13c</b>	
<b>14a</b>	Did the organization receive any payments for indoor tanning services during the tax year? . . . . .		<b>X</b>
<b>b</b>	If "Yes," has it filed a Form 720 to report these payments? <i>If "No," provide an explanation on Schedule O</i> . . . . .	<b>14b</b>	
<b>15</b>	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? . . . . .		<b>X</b>
	If "Yes," see instructions and file Form 4720, Schedule N.		
<b>16</b>	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? . . . . .		<b>X</b>
	If "Yes," complete Form 4720, Schedule O.		

**Part VI Governance, Management, and Disclosure** For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI

**Section A. Governing Body and Management**

		Yes	No
<b>1a</b>	Enter the number of voting members of the governing body at the end of the tax year . . . . .		
	If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.		
<b>1b</b>	Enter the number of voting members included in line 1a, above, who are independent . . . . .		
<b>2</b>	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? . . . . .		<input checked="" type="checkbox"/>
<b>3</b>	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, or trustees, or key employees to a management company or other person? . . . . .		<input checked="" type="checkbox"/>
<b>4</b>	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? . . . . .		<input checked="" type="checkbox"/>
<b>5</b>	Did the organization become aware during the year of a significant diversion of the organization's assets? . . . . .		<input checked="" type="checkbox"/>
<b>6</b>	Did the organization have members or stockholders? . . . . .		<input checked="" type="checkbox"/>
<b>7a</b>	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? . . . . .		<input checked="" type="checkbox"/>
<b>7b</b>	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? . . . . .		<input checked="" type="checkbox"/>
<b>8</b>	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
<b>8a</b>	The governing body? . . . . .	<input checked="" type="checkbox"/>	
<b>8b</b>	Each committee with authority to act on behalf of the governing body? . . . . .	<input checked="" type="checkbox"/>	
<b>9</b>	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O . . . . .		<input checked="" type="checkbox"/>

**Section B. Policies** (This Section B requests information about policies not required by the Internal Revenue Code.)

		Yes	No
<b>10a</b>	Did the organization have local chapters, branches, or affiliates? . . . . .		<input checked="" type="checkbox"/>
<b>10b</b>	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? . . . . .		
<b>11a</b>	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? . . . . .	<input checked="" type="checkbox"/>	
<b>11b</b>	Describe in Schedule O the process, if any, used by the organization to review this Form 990.		
<b>12a</b>	Did the organization have a written conflict of interest policy? If "No," go to line 13 . . . . .	<input checked="" type="checkbox"/>	
<b>12b</b>	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? . . . . .	<input checked="" type="checkbox"/>	
<b>12c</b>	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done . . . . .	<input checked="" type="checkbox"/>	
<b>13</b>	Did the organization have a written whistleblower policy? . . . . .	<input checked="" type="checkbox"/>	
<b>14</b>	Did the organization have a written document retention and destruction policy? . . . . .	<input checked="" type="checkbox"/>	
<b>15</b>	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
<b>15a</b>	The organization's CEO, Executive Director, or top management official . . . . .	<input checked="" type="checkbox"/>	
<b>15b</b>	Other officers or key employees of the organization . . . . .	<input checked="" type="checkbox"/>	
	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).		
<b>16a</b>	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? . . . . .		<input checked="" type="checkbox"/>
<b>16b</b>	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? . . . . .		

**Section C. Disclosure**

- 17** List the states with which a copy of this Form 990 is required to be filed ▶ **California**
- 18** Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.  
 Own website     Another's website     Upon request     Other (explain on Schedule O)
- 19** Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
- 20** State the name, address, and telephone number of the person who possesses the organization's books and records ▶

SAFE PASSAGES (510)238-4914, 250 FRANK H OGAWA PLAZA STE 6306, OAKLAND, CA 94612-2035

**Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

Check if Schedule O contains a response or note to any line in this Part VII

**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees**

**1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

See instructions for the order in which to list the persons above.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) COLIN LACON BOARD CHAIRMAN	1.00	X						0	0	0
(2) SHERRY BEELER YOUNG BOARD TREASURER	1.00	X						0	0	0
(3) MELISSA HOOVER BOARD MEMBER	1.00	X						0	0	0
(4) REYGAN E HARMON BOARD MEMBER	1.00	X						0	0	0
(5) LEWIS S COHEN BOARD MEMBER	1.00	X						0	0	0
(6) DAN SIEGEL BOARD MEMBER	1.00	X						0	0	0
(7) TOMAS MAGANA BOARD MEMBER	1.00	X						0	0	0
(8) NAMITA BROWN BOARD MEMBER	1.00	X						0	0	0
(9) JOHN O'TOOLE BOARD MEMBER	1.00	X						0	0	0
(10) JOSEFINA ALVARADO MENA CEO	40.00	X		X		X		211,122	0	13,275
(11) ALICIA PEREZ LEGISLATIVE DIRECTOR	40.00					X		121,677	0	10,578
(12) DEVONE BOGGAN OFFICER	40.00					X		203,210	0	19,825
(13) NINA MORENO RESEARCH AND STRATEGIC PARTNERS	40.00					X		112,812	0	8,899
(14) KHAALID A MUTTAQI CHIEF OPERATING OFFICER	40.00					X		108,268	0	1,440

**Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees** (continued)

(A) Name and title	(B) Average hours per week per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(15) -----										
(16) -----										
(17) -----										
(18) -----										
(19) -----										
(20) -----										
(21) -----										
(22) -----										
(23) -----										
(24) -----										
(25) -----										
<b>1b Subtotal</b> . . . . .										
<b>c Total from continuation sheets to Part VII, Section A</b> . . . . .										
<b>d Total (add lines 1b and 1c)</b> . . . . .							<b>757,089</b>	<b>0</b>	<b>54,017</b>	

**2** Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **5**

	Yes	No
<b>3</b> Did the organization list any <b>former</b> officer, director, trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i> . . . . .		<b>X</b>
<b>4</b> For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i> . . . . .	<b>X</b>	
<b>5</b> Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i> . . . . .		<b>X</b>

**Section B. Independent Contractors**

**1** Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation

**2** Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **5**

**Part VIII Statement of Revenue**

Check if Schedule O contains a response or note to any line in this Part VIII

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514	
Contributions, Gifts, Grants and Other Similar Amounts	<b>1a</b> Federated campaigns . . . . .	<b>1a</b>					
	<b>b</b> Membership dues . . . . .	<b>1b</b>					
	<b>c</b> Fundraising events . . . . .	<b>1c</b>					
	<b>d</b> Related organizations . . . . .	<b>1d</b>					
	<b>e</b> Government grants (contributions) . .	<b>1e</b>	3,842,286				
	<b>f</b> All other contributions, gifts, grants, and similar amounts not included above	<b>1f</b>	2,766,915				
	<b>g</b> Noncash contributions included in lines 1a-1f . . . . .	<b>1g</b>	\$				
	<b>h Total.</b> Add lines 1a-1f . . . . . ▶		6,609,201				
Program Service Revenue			Business Code				
	<b>2a</b> _____						
	<b>b</b> _____						
	<b>c</b> _____						
	<b>d</b> _____						
	<b>e</b> _____						
	<b>f</b> All other program service revenue . . . . .						
<b>g Total.</b> Add lines 2a-2f . . . . . ▶							
Other Revenue	<b>3</b> Investment income (including dividends, interest, and other similar amounts) . . . . . ▶						
	<b>4</b> Income from investment of tax-exempt bond proceeds . . . ▶						
	<b>5</b> Royalties . . . . . ▶						
	<b>6a</b> Gross rents . . . . .	<b>6a</b>	(i) Real				
			(ii) Personal				
	<b>b</b> Less: rental expenses . . . . .	<b>6b</b>					
	<b>c</b> Rental income or (loss)	<b>6c</b>					
	<b>d</b> Net rental income or (loss) . . . . . ▶						
	<b>7a</b> Gross amount from sales of assets other than inventory	<b>7a</b>	(i) Securities				
			(ii) Other				
	<b>b</b> Less: cost or other basis and sales expenses . . . . .	<b>7b</b>					
<b>c</b> Gain or (loss) . . . . .	<b>7c</b>						
<b>d</b> Net gain or (loss) . . . . . ▶							
<b>8a</b> Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18 . . . . .	<b>8a</b>						
<b>b</b> Less: direct expenses . . . . .	<b>8b</b>						
<b>c</b> Net income or (loss) from fundraising events . . . . . ▶							
<b>9a</b> Gross income from gaming activities, See Part IV, line 19 . . . . .	<b>9a</b>						
<b>b</b> Less: direct expenses . . . . .	<b>9b</b>						
<b>c</b> Net income or (loss) from gaming activities . . . . . ▶							
<b>10a</b> Gross sales of inventory, less returns and allowances . . . . .	<b>10a</b>						
<b>b</b> Less: cost of goods sold . . . . .	<b>10b</b>						
<b>c</b> Net income or (loss) from sales of inventory . . . . . ▶							
Miscellaneous Revenue			Business Code				
	<b>11a</b> _____						
	<b>b</b> _____						
	<b>c</b> _____						
	<b>d</b> All other revenue . . . . .						
<b>e Total.</b> Add lines 11a-11d . . . . . ▶							
<b>12 Total revenue.</b> See instructions . . . . . ▶			6,609,201	0	0	0	

**Part IX Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

<b>Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.</b>		(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1	Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 . . .				
2	Grants and other assistance to domestic individuals. See Part IV, line 22 . . . . .				
3	Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16 . . . .				
4	Benefits paid to or for members . . . . .				
5	Compensation of current officers, directors, trustees, and key employees . . . . .	757,089	757,089		
6	Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) . . . . .				
7	Other salaries and wages . . . . .	2,753,341	2,570,496	91,839	91,006
8	Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions) . .				
9	Other employee benefits . . . . .	411,879	390,426	10,614	10,839
10	Payroll taxes . . . . .	268,548	254,560	7,026	6,962
11	Fees for services (nonemployees):				
a	Management . . . . .				
b	Legal . . . . .				
c	Accounting . . . . .				
d	Lobbying . . . . .				
e	Professional fundraising services. See Part IV, line 17 .				
f	Investment management fees . . . . .				
g	Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.) . .	391,295	293,829	97,466	
12	Advertising and promotion . . . . .	8,840	4,321	4,519	
13	Office expenses . . . . .	164,106	137,518	26,588	
14	Information technology . . . . .	75,930	60,657	15,273	
15	Royalties . . . . .				
16	Occupancy . . . . .	121,874	85,424	24,407	12,043
17	Travel . . . . .	53,879	53,879		
18	Payments of travel or entertainment expenses for any federal, state, or local public officials . . . . .				
19	Conferences, conventions, and meetings . . . . .	48,484	41,119	7,365	
20	Interest . . . . .				
21	Payments to affiliates . . . . .				
22	Depreciation, depletion, and amortization . . . . .				
23	Insurance . . . . .	28,673	27,180	750	743
24	Other expenses. Itemize expenses not covered above (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a	<b>PARTICIPANT INCENTIVES</b>	133,909	132,957	952	
b	<b>MATERIALS AND SUPPLIES</b>	118,092	110,867	7,225	
c	<b>PRINTING AND PUBLICATIONS</b>	4,975	4,975		
d	<b>OTHER EXPENSES</b>	5,288	820	4,468	
e	All other expenses _____				
25	<b>Total functional expenses.</b> Add lines 1 through 24e. .	5,346,202	4,926,117	298,492	121,593
26	<b>Joint costs.</b> Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720) . . . . .				

**Part X Balance Sheet**

Check if Schedule O contains a response or note to any line in this Part X

		(A) Beginning of year		(B) End of year
<b>Assets</b>	<b>1</b> Cash - non-interest-bearing	1,307,903	1	2,348,193
	<b>2</b> Savings and temporary cash investments		2	
	<b>3</b> Pledges and grants receivable, net	849,656	3	1,889,905
	<b>4</b> Accounts receivable, net		4	
	<b>5</b> Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	<b>6</b> Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	<b>7</b> Notes and loans receivable, net		7	
	<b>8</b> Inventories for sale or use		8	
	<b>9</b> Prepaid expenses and deferred charges	24,328	9	62,159
	<b>10a</b> Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a		
	<b>b</b> Less: accumulated depreciation	10b	10c	
	<b>11</b> Investments - publicly traded securities		11	
	<b>12</b> Investments - other securities. See Part IV, line 11		12	
	<b>13</b> Investments - program-related. See Part IV, line 11		13	
	<b>14</b> Intangible assets		14	
	<b>15</b> Other assets. See Part IV, line 11		15	
<b>16 Total assets.</b> Add lines 1 through 15 (must equal line 33)		2,181,887	16	4,300,257
<b>Liabilities</b>	<b>17</b> Accounts payable and accrued expenses	43,893	17	91,012
	<b>18</b> Grants payable		18	
	<b>19</b> Deferred revenue		19	
	<b>20</b> Tax-exempt bond liabilities		20	
	<b>21</b> Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	<b>22</b> Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	<b>23</b> Secured mortgages and notes payable to unrelated third parties		23	
	<b>24</b> Unsecured notes and loans payable to unrelated third parties		24	
	<b>25</b> Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D	239,614	25	1,047,866
	<b>26 Total liabilities.</b> Add lines 17 through 25	283,507	26	1,138,878
<b>Net Assets or Fund Balances</b>	<b>Organizations that follow FASB ASC 958, check here</b> <input checked="" type="checkbox"/> <b>and complete lines 27, 28, 32, and 33.</b>			
	<b>27</b> Net assets without donor restrictions	892,385	27	1,087,371
	<b>28</b> Net assets with donor restrictions	1,005,995	28	2,074,008
	<b>Organizations that do not follow FASB ASC 958, check here</b> <input type="checkbox"/> <b>and complete lines 29 through 33.</b>			
	<b>29</b> Capital stock or trust principal, or current funds		29	
	<b>30</b> Paid-in or capital surplus, or land, building, or equipment fund		30	
	<b>31</b> Retained earnings, endowment, accumulated income, or other funds		31	
	<b>32</b> Total net assets or fund balances	1,898,380	32	3,161,379
<b>33</b> Total liabilities and net assets/fund balances	2,181,887	33	4,300,257	

**Part XI Reconciliation of Net Assets**

Check if Schedule O contains a response or note to any line in this Part XI

<b>1</b>	Total revenue (must equal Part VIII, column (A), line 12)	<b>1</b>	6,609,201
<b>2</b>	Total expenses (must equal Part IX, column (A), line 25)	<b>2</b>	5,346,202
<b>3</b>	Revenue less expenses. Subtract line 2 from line 1	<b>3</b>	1,262,999
<b>4</b>	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	<b>4</b>	1,898,380
<b>5</b>	Net unrealized gains (losses) on investments	<b>5</b>	
<b>6</b>	Donated services and use of facilities	<b>6</b>	
<b>7</b>	Investment expenses	<b>7</b>	
<b>8</b>	Prior period adjustments	<b>8</b>	
<b>9</b>	Other changes in net assets or fund balances (explain on Schedule O)	<b>9</b>	0
<b>10</b>	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	<b>10</b>	3,161,379

**Part XII Financial Statements and Reporting**

Check if Schedule O contains a response or note to any line in this Part XII

		Yes	No
<b>1</b>	Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.		
<b>2a</b>	Were the organization's financial statements compiled or reviewed by an independent accountant? . . . . . If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		X
<b>b</b>	Were the organization's financial statements audited by an independent accountant? . . . . . If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	X	
<b>c</b>	If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? . . . . . If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.	X	
<b>3a</b>	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? . . . . .	X	
<b>b</b>	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits . . . . .	X	

**SCHEDULE A**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Public Charity Status and Public Support**

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2019**

**Open to Public Inspection**

Name of the organization

Employer identification number

**SAFE PASSAGES**

20-4535835

**Part I Reason for Public Charity Status** (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1  A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i)**.
- 2  A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E (Form 990 or 990-EZ).)
- 3  A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.
- 4  A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state: \_\_\_\_\_
- 5  An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II.)
- 6  A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.
- 7  An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 8  A community trust described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 9  An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: \_\_\_\_\_
- 10  An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions - subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2)**. (Complete Part III.)
- 11  An organization organized and operated exclusively to test for public safety. See **section 509(a)(4)**.
- 12  An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3)**.  
Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
  - a  **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
  - b  **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
  - c  **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
  - d  **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
  - e  Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
  - f Enter the number of supported organizations . . . . .
  - g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
(A)						
(B)						
(C)						
(D)						
(E)						
<b>Total</b>						

**Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**  
 (Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") . . . . .	3,672,325	3,434,788	5,214,204	4,688,668	6,609,201	23,619,186
<b>2</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf . . . . .						
<b>3</b> The value of services or facilities furnished by a governmental unit to the organization without charge . . . . .						
<b>4 Total.</b> Add lines 1 through 3 . . . . .	3,672,325	3,434,788	5,214,204	4,688,668	6,609,201	23,619,186
<b>5</b> The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) . . . . .						9,681,723
<b>6 Public support.</b> Subtract line 5 from line 4						13,937,463

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
<b>7</b> Amounts from line 4 . . . . .	3,672,325	3,434,788	5,214,204	4,688,668	6,609,201	23,619,186
<b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources . . . . .	65	100				165
<b>9</b> Net income from unrelated business activities, whether or not the business is regularly carried on . . . . .						
<b>10</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) . . . . .						
<b>11 Total support.</b> Add lines 7 through 10 . . . . .						23,619,351
<b>12</b> Gross receipts from related activities, etc. (see instructions) . . . . .					12	
<b>13 First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> . . . . . ▶ <input type="checkbox"/>						

**Section C. Computation of Public Support Percentage**

<b>14</b> Public support percentage for 2019 (line 6, column (f) divided by line 11, column (f)) . . . . .	<b>14</b>	59.01 %
<b>15</b> Public support percentage from 2018 Schedule A, Part II, line 14 . . . . .	<b>15</b>	59.17 %
<b>16a 33 1/3% support test - 2019.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization. . . . . ▶ <input checked="" type="checkbox"/>		
<b>b 33 1/3% support test - 2018.</b> If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization . . . . . ▶ <input type="checkbox"/>		
<b>17a 10%-facts-and-circumstances test - 2019.</b> If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and <b>stop here.</b> Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization . . . . . ▶ <input type="checkbox"/>		
<b>b 10%-facts-and-circumstances test - 2018.</b> If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and <b>stop here.</b> Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization . . . . . ▶ <input type="checkbox"/>		
<b>18 Private foundation.</b> If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions . . . . . ▶ <input type="checkbox"/>		

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Table with 7 columns: (a) 2015, (b) 2016, (c) 2017, (d) 2018, (e) 2019, (f) Total. Rows include: 1 Gifts, grants, contributions, and membership fees received; 2 Gross receipts from admissions, merchandise sold or services performed; 3 Gross receipts from activities that are not an unrelated trade or business; 4 Tax revenues levied for the organization's benefit; 5 The value of services or facilities furnished by a governmental unit; 6 Total. Add lines 1 through 5; 7a Amounts included on lines 1, 2, and 3 received from disqualified persons; 7b Amounts included on lines 2 and 3 received from other than disqualified persons; 7c Add lines 7a and 7b; 8 Public support. (Subtract line 7c from line 6.)

Section B. Total Support

Table with 7 columns: (a) 2015, (b) 2016, (c) 2017, (d) 2018, (e) 2019, (f) Total. Rows include: 9 Amounts from line 6; 10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources; 10b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975; 10c Add lines 10a and 10b; 11 Net income from unrelated business activities not included in line 10b; 12 Other income. Do not include gain or loss from the sale of capital assets; 13 Total support. (Add lines 9, 10c, 11, and 12.)

14 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here

Section C. Computation of Public Support Percentage

Table with 2 columns: Description, Percentage. Row 15: Public support percentage for 2019 (line 8, column (f), divided by line 13, column (f)) 15 %; Row 16: Public support percentage from 2018 Schedule A, Part III, line 15 16 %

Section D. Computation of Investment Income Percentage

Table with 2 columns: Description, Percentage. Row 17: Investment income percentage for 2019 (line 10c, column (f), divided by line 13, column (f)) 17 %; Row 18: Investment income percentage from 2018 Schedule A, Part III, line 17. 18 %

19a 33 1/3% support tests - 2019. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization

b 33 1/3% support tests - 2018. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions.

**Part IV Supporting Organizations**

(Complete only if you checked a box in line 12 on Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of Part I, complete Sections A and D, and complete Part V.)

**Section A. All Supporting Organizations**

	Yes	No
<b>1</b> Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
<b>2</b> Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
<b>3a</b> Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer (b) and (c) below.</i>		
<b>b</b> Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
<b>c</b> Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
<b>4a</b> Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked 12a or 12b in Part I, answer (b) and (c) below.</i>		
<b>b</b> Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
<b>c</b> Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
<b>5a</b> Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
<b>b</b> <b>Type I or Type II only.</b> Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
<b>c</b> <b>Substitutions only.</b> Was the substitution the result of an event beyond the organization's control?		
<b>6</b> Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
<b>7</b> Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
<b>8</b> Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
<b>9a</b> Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
<b>b</b> Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
<b>c</b> Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
<b>10a</b> Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer 10b below.</i>		
<b>b</b> Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

**Part IV Supporting Organizations** (continued)

	Yes	No
<b>11</b> Has the organization accepted a gift or contribution from any of the following persons?		
<b>a</b> A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?		
<b>b</b> A family member of a person described in (a) above?		
<b>c</b> A 35% controlled entity of a person described in (a) or (b) above? If "Yes" to a, b, or c, provide detail in <b>Part VI</b> .		

**Section B. Type I Supporting Organizations**

	Yes	No
<b>1</b> Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? If "No," describe in <b>Part VI</b> how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.		
<b>2</b> Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in <b>Part VI</b> how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.		

**Section C. Type II Supporting Organizations**

	Yes	No
<b>1</b> Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in <b>Part VI</b> how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).		

**Section D. All Type III Supporting Organizations**

	Yes	No
<b>1</b> Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
<b>2</b> Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in <b>Part VI</b> how the organization maintained a close and continuous working relationship with the supported organization(s).		
<b>3</b> By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in <b>Part VI</b> the role the organization's supported organizations played in this regard.		

**Section E. Type III Functionally Integrated Supporting Organizations**

<b>1</b> Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).		
<b>a</b> <input type="checkbox"/> The organization satisfied the Activities Test. Complete <b>line 2</b> below.		
<b>b</b> <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete <b>line 3</b> below.		
<b>c</b> <input type="checkbox"/> The organization supported a governmental entity. Describe in <b>Part VI</b> how you supported a government entity (see instructions).		
<b>2</b> Activities Test. <b>Answer (a) and (b) below.</b>	Yes	No
<b>a</b> Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in <b>Part VI</b> identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.		
<b>b</b> Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in <b>Part VI</b> the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.		
<b>3</b> Parent of Supported Organizations. <b>Answer (a) and (b) below.</b>		
<b>a</b> Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? Provide details in <b>Part VI</b> .		
<b>b</b> Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in <b>Part VI</b> the role played by the organization in this regard.		

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations**

- 1  Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI). **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

<b>Section A - Adjusted Net Income</b>		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3.	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	<b>Adjusted Net Income</b> (subtract lines 5, 6, and 7 from line 4)	8	
<b>Section B - Minimum Asset Amount</b>		(A) Prior Year	(B) Current Year (optional)
1 Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):			
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	<b>Total</b> (add lines 1a, 1b, and 1c)	1d	
e <b>Discount</b> claimed for blockage or other factors (explain in detail in <b>Part VI</b> ):			
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d.	3	
4	Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by .035.	6	
7	Recoveries of prior-year distributions	7	
8	<b>Minimum Asset Amount</b> (add line 7 to line 6)	8	
<b>Section C - Distributable Amount</b>			Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1	
2	Enter 85% of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, Column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	<b>Distributable Amount.</b> Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations** (continued)

Section D - Distributions	Current Year
1 Amounts paid to supported organizations to accomplish exempt purposes	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	
4 Amounts paid to acquire exempt-use assets	
5 Qualified set-aside amounts (prior IRS approval required)	
6 Other distributions (describe in <b>Part VI</b> ). See instructions.	
7 <b>Total annual distributions.</b> Add lines 1 through 6.	
8 Distributions to attentive supported organizations to which the organization is responsive (provide details in <b>Part VI</b> ). See instructions.	
9 Distributable amount for 2019 from Section C, line 6	
10 Line 8 amount divided by line 9 amount	

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2019	(iii) Distributable Amount for 2019
1 Distributable amount for 2019 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2019 (reasonable cause required - explain in <b>Part VI</b> ). See instructions.			
3 Excess distributions carryover, if any, to 2019			
<b>a</b> From 2014 . . . . .			
<b>b</b> From 2015 . . . . .			
<b>c</b> From 2016 . . . . .			
<b>d</b> From 2017 . . . . .			
<b>e</b> From 2018 . . . . .			
<b>f</b> <b>Total</b> of lines 3a through e			
<b>g</b> Applied to underdistributions of prior years			
<b>h</b> Applied to 2019 distributable amount			
<b>i</b> Carryover from 2014 not applied (see instructions)			
<b>j</b> Remainder. Subtract lines 3g, 3h, and 3i from 3f.			
4 Distributions for 2019 from Section D, line 7: \$			
<b>a</b> Applied to underdistributions of prior years			
<b>b</b> Applied to 2019 distributable amount			
<b>c</b> Remainder. Subtract lines 4a and 4b from 4.			
5 Remaining underdistributions for years prior to 2019, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in <b>Part VI</b> . See instructions.			
6 Remaining underdistributions for 2019. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in <b>Part VI</b> . See instructions.			
7 <b>Excess distributions carryover to 2020.</b> Add lines 3j and 4c.			
8 Breakdown of line 7:			
<b>a</b> Excess from 2015 . . . .			
<b>b</b> Excess from 2016 . . . .			
<b>c</b> Excess from 2017 . . . .			
<b>d</b> Excess from 2018 . . . .			
<b>e</b> Excess from 2019 . . . .			



**Schedule B**  
**(Form 990, 990-EZ,**  
**or 990-PF)**

Department of the Treasury  
Internal Revenue Service

**Schedule of Contributors**

OMB No. 1545-0047

**2019**

- ▶ **Attach to Form 990, Form 990-EZ, or Form 990-PF.**
- ▶ **Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.**

Name of the organization

**Employer identification number**

**SAFE PASSAGES**

**20-4535835**

**Organization type** (check one):

**Filers of:**

**Section:**

Form 990 or 990-EZ

501(c)( 3 ) (enter number) organization

4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

527 political organization

Form 990-PF

501(c)(3) exempt private foundation

4947(a)(1) nonexempt charitable trust treated as a private foundation

501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

**Note:** Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

**General Rule**

- For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

**Special Rules**

- For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** \$5,000; or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.
- For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I, II, and III.
- For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year . . . . . ▶ \$ \_\_\_\_\_

**Caution:** An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

Name of organization

SAFE PASSAGES

Employer identification number

20-4535835

**Part I** Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	IMMIGRANT LEGAL RESOURCE CENTER 1458 HOWARD STREET SAN FRANCISCO, CA 94103	\$ 20,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2	ANDRUS FAMILY FUND 200 MADISON AVE 25TH FLOOR NEW YORK, NY 10017	\$ 110,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
3	EAST BAY COMMUNITY FOUNDATION 200 FRANK H OGAWA PLAZA OAKLAND, CA 94612	\$ 42,500	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
4	CALIFORNIA ENDOWMENT 1000 N ALAMEDA ST LOS ANGELES, CA 90012	\$ 600,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
5	AVALON TRUST COMPANY 125 LINCOLN AVE SANTA FE, NM 87501-2052	\$ 7,500	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
6	EVERYTOWN FOR GUN SAFELY SUPPORT P O BOX 4184 NEW YORK, NY 10163	\$ 60,243	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization

SAFE PASSAGES

Employer identification number

20-4535835

**Part I** Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
7	PUBLIC WELFARE FOUNDATION  1200 U ST NW  WASHINGTON, DC 20009	\$ 20,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
8	SILLS FAMILY FOUNDATION  205 WEST END AVENUE APT 2N  NEW YORK, NY 10023	\$ 10,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
9	THE TIDES FOUNDATION  1014 TORNEY AVENUE  SAN FRANCISCO, CA 94129	\$ 7,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
10	THE HARRY AND JEANETTE WEINBERG FDN  7 PARK CENTER COURT  OWINGS MILLS, MD 21117-4200	\$ 450,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
11	EMERSON COLLECTIVE LLC  555 BRYANT STREET STE 259  OAKLAND, CA 94601	\$ 50,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
12	CALIFORNIA FAMILY RESOURCE ASSOC  4700 ROSEVILLE ROAD SUITE 102  NORTH HIGHLANDS, CA 95660	\$ 58,107	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization

SAFE PASSAGES

Employer identification number

20-4535835

**Part I** Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
13	HEISING SIMONS FOUNDATION 400 MAIN STREET SUITE 200 LOS ALTOS, CA 94022	\$ 25,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
14	STATE COMPENSATION INSURANCE FUND 333 BUSH ST FL 8 SAN FRANCISCO, CA 94104	\$ 10,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
15	SACRAMENTO REGIONAL COMMUNITY FOUND 955 UNIVERSITY AVE STE A SACRAMENTO, CA 95825	\$ 7,500	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
16	SUNLIGHT GIVING 855 EL CAMINO REAL BLDG 4 PALO ALTO, CA 94301	\$ 250,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
17	THE CALIFORNIA WELLNESS FOUNDATION 6320 CANOGA AVENUE SUITE 1700 WOODLAND HILLS, CA 91367	\$ 425,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
18	HEWLETT FOUNDATION 2121 SAN HILL ROAD MENLO PARK, CA 94025	\$ 100,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization <b>SAFE PASSAGES</b>	Employer identification number <b>20-4535835</b>
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**Part I** **Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
19	KAISER FOUNDATION HEALTH  1950 FRANKLIN ST, FL 19  OAKLAND, CA 94612	\$ _____ 30,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
_____	_____  _____  _____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
_____	_____  _____  _____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
_____	_____  _____  _____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
_____	_____  _____  _____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
_____	_____  _____  _____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
_____	_____  _____  _____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

**SCHEDULE D  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Financial Statements**

▶ **Complete if the organization answered "Yes" on Form 990,  
Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.**

▶ **Attach to Form 990.**

▶ **Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.**

OMB No. 1545-0047

**2019**

**Open to Public  
Inspection**

Name of the organization

**SAFE PASSAGES**

Employer identification number

**20-4535835**

**Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year . . . . .		
2 Aggregate value of contributions to (during year) . . . . .		
3 Aggregate value of grants from (during year) . . . . .		
4 Aggregate value at end of year . . . . .		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? . . . . .		<input type="checkbox"/> Yes <input type="checkbox"/> No
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? . . . . .		<input type="checkbox"/> Yes <input type="checkbox"/> No

**Part II Conservation Easements.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).

Preservation of land for public use (e.g., recreation or education)  Preservation of a historically important land area

Protection of natural habitat  Preservation of a certified historic structure

Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

	Held at the End of the Tax Year
a Total number of conservation easements . . . . .	<b>2a</b>
b Total acreage restricted by conservation easements . . . . .	<b>2b</b>
c Number of conservation easements on a certified historic structure included in (a) . . . . .	<b>2c</b>
d Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register . . . . .	<b>2d</b>

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ \_\_\_\_\_

4 Number of states where property subject to conservation easement is located ▶ \_\_\_\_\_

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? . . . . .  Yes  No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \_\_\_\_\_

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \$ \_\_\_\_\_

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? . . . . .  Yes  No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:

(i) Revenue included on Form 990, Part VIII, line 1 . . . . . ▶ \$ \_\_\_\_\_

(ii) Assets included in Form 990, Part X . . . . . ▶ \$ \_\_\_\_\_

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items:

a Revenue included on Form 990, Part VIII, line 1 . . . . . ▶ \$ \_\_\_\_\_

b Assets included in Form 990, Part X . . . . . ▶ \$ \_\_\_\_\_

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule D (Form 990) 2019

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets** (continued)

- 3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply):
- a  Public exhibition
  - b  Scholarly research
  - c  Preservation for future generations
  - d  Loan or exchange programs
  - e  Other \_\_\_\_\_
- 4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.
- 5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? . . . . .  Yes  No

**Part IV Escrow and Custodial Arrangements.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? . . . . .  Yes  No
- b If "Yes," explain the arrangement in Part XIII and complete the following table:
- |   | Amount |
|---|--------|
| c Beginning balance . . . . .             | 1c     |
| d Additions during the year . . . . .     | 1d     |
| e Distributions during the year . . . . . | 1e     |
| f Ending balance . . . . .                | 1f     |
- 2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? . . . . .  Yes  No
- b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII . . . . .

**Part V Endowment Funds.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance . . . . .					
b Contributions . . . . .					
c Net investment earnings, gains, and losses . . . . .					
d Grants or scholarships . . . . .					
e Other expenditures for facilities and programs . . . . .					
f Administrative expenses . . . . .					
g End of year balance . . . . .					

- 2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:
- a Board designated or quasi-endowment ▶ \_\_\_\_\_ %
  - b Permanent endowment ▶ \_\_\_\_\_ %
  - c Term endowment ▶ \_\_\_\_\_ %
- The percentages on lines 2a, 2b, and 2c should equal 100%.
- 3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:
- |  | Yes    | No |
|--|--------|----|
| (i) Unrelated organizations . . . . .  | 3a(i)  |    |
| (ii) Related organizations . . . . .   | 3a(ii) |    |
| b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? . . . . . | 3b     |    |
- 4 Describe in Part XIII the intended uses of the organization's endowment funds.

**Part VI Land, Buildings, and Equipment.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land . . . . .				
b Buildings . . . . .				
c Leasehold improvements . . . . .				
d Equipment . . . . .				
e Other . . . . .				

**Total.** Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.) . . . . . ▶

**Part VII Investments - Other Securities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives . . . . .		
(2) Closely-held equity interests . . . . .		
(3) Other _____		
(A) _____		
(B) _____		
(C) _____		
(D) _____		
(E) _____		
(F) _____		
(G) _____		
(H) _____		
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 12.). . . . . ▶		

**Part VIII Investments - Program Related.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) _____		
(2) _____		
(3) _____		
(4) _____		
(5) _____		
(6) _____		
(7) _____		
(8) _____		
(9) _____		
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 13.). . . . . ▶		

**Part IX Other Assets.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1) _____	
(2) _____	
(3) _____	
(4) _____	
(5) _____	
(6) _____	
(7) _____	
(8) _____	
(9) _____	
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 15.). . . . . ▶	

**Part X Other Liabilities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value	
(1) Federal income taxes		
(2) <del>PAYROLL LIABILITIES</del>	229,595	
(3) <del>OTHER LIABILITIES</del>	199,561	
(4) <del>PAYCHECK PROTECTION PROGRAM LOAN</del>	618,710	
(5) _____		
(6) _____		
(7) _____		
(8) _____		
(9) _____		
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 25.). . . . . ▶	<b>1,047,866</b>	

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII. . . . .



**SCHEDULE J  
(Form 990)**

**Compensation Information**

OMB No. 1545-0047

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

**2019**

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.

▶ Attach to Form 990.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

Name of the organization

Employer identification number

SAFE PASSAGES

20-4535835

**Part I Questions Regarding Compensation**

	Yes	No
<b>1a</b> Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.		
<input type="checkbox"/> First-class or charter travel		
<input type="checkbox"/> Travel for companions		
<input type="checkbox"/> Tax indemnification and gross-up payments		
<input type="checkbox"/> Discretionary spending account		
<input type="checkbox"/> Housing allowance or residence for personal use		
<input type="checkbox"/> Payments for business use of personal residence		
<input type="checkbox"/> Health or social club dues or initiation fees		
<input type="checkbox"/> Personal services (such as maid, chauffeur, chef)		
<b>b</b> If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain . . . . .		
<b>2</b> Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a? . . . . .		
<b>3</b> Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.		
<input checked="" type="checkbox"/> Compensation committee		
<input type="checkbox"/> Independent compensation consultant		
<input checked="" type="checkbox"/> Form 990 of other organizations		
<input checked="" type="checkbox"/> Written employment contract		
<input checked="" type="checkbox"/> Compensation survey or study		
<input checked="" type="checkbox"/> Approval by the board or compensation committee		
<b>4</b> During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:		
<b>a</b> Receive a severance payment or change-of-control payment? . . . . .		X
<b>b</b> Participate in, or receive payment from, a supplemental nonqualified retirement plan? . . . . .		X
<b>c</b> Participate in, or receive payment from, an equity-based compensation arrangement? . . . . .		X
If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.		
<b>Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.</b>		
<b>5</b> For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:		
<b>a</b> The organization? . . . . .		X
<b>b</b> Any related organization? . . . . .		X
If "Yes" on line 5a or 5b, describe in Part III.		
<b>6</b> For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:		
<b>a</b> The organization? . . . . .		X
<b>b</b> Any related organization? . . . . .		X
If "Yes" on line 6a or 6b, describe in Part III.		
<b>7</b> For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III . . . . .		X
<b>8</b> Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III . . . . .		X
<b>9</b> If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)? . . . . .		

**Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

**Note:** The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
JOSEFINA ALVARADO MENA 1 CEO	(i)	211,122	0	0	8,412	4,863	224,397	0
	(ii)	0	0	0	0	0	0	0
DEVONE BOGGAN 2 OFFICER	(i)	203,210	0	0	7,996	11,829	223,035	0
	(ii)	0	0	0	0	0	0	0
3	(i)							
	(ii)							
4	(i)							
	(ii)							
5	(i)							
	(ii)							
6	(i)							
	(ii)							
7	(i)							
	(ii)							
8	(i)							
	(ii)							
9	(i)							
	(ii)							
10	(i)							
	(ii)							
11	(i)							
	(ii)							
12	(i)							
	(ii)							
13	(i)							
	(ii)							
14	(i)							
	(ii)							
15	(i)							
	(ii)							
16	(i)							
	(ii)							

**SCHEDULE O**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

Name of the organization

**SAFE PASSAGES**

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.  
▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2019**

**Open to Public  
Inspection**

Employer identification number

**20-4535835**

**01. Form 990 governing body review (Part VI, line 11)**

MANAGEMENT HAS REVIEWED THE FORM 990 AND PROVIDED A FULL COPY TO THE BOARD PRIOR TO  
FILING.

**02. Conflict of interest policy compliance (Part VI, line 12c)**

FORM 990, PART VI, SECTION B, LINE 12C - BOARD MEMBERS AND OFFICERS ARE COVERED BY THE  
CONFLICT OF INTEREST POLICY. THE BOARD DETERMINES WHETHER A CONFLICT EXISTS AND WILL  
REVIEW ANY CONFLICTS IN ACCORDANCE WITH THE POLICY. THE INDIVIDUAL WITH THE CONFLICT IS  
RESTRICTED FROM DISCUSSIONS AND DECISIONS REGARDING THE CONFLICT

**03. CEO, executive director, top management comp (Part VI, line 15a)**

COMPARABLE COMPENSATION STATISTICS FOR ALL KEY POSITIONS, INCLUDING CEO, COO/CFO, DEPUTY  
DIRECTOR ETC, ANALYZED WITH PURCHASED DATA FROM THE COMPREHENSIVE GUIDESTAR SECTOR SURVEY  
UPDATED EACH YEAR

**04. Other officer or key employee compensation (Part VI, line 15b)**

THE BOARD OF DIRECTORS DETERMINES COMPENSATION FOR THE CEO AND KEY EMPLOYEES. COMPARABILITY  
DATA IS UTILIZED TO DETERMINE APPROPRIATE COMPENSATION AMOUNTS. THIS PROCESS IS DOCUMENTED  
AND WAS LAST COMPLETED IN FY 2017 FOR THE CEO AND FY 2016 FOR OTHER KEY EMPLOYEES

**05. Governing documents, etc, available to public (Part VI, line 19)**

ALL PUBLIC DOCUMENTS AVAILABLE ELECTRONICALLY UPON REQUEST OR VIA DOWNLOAD DIRECTLY FROM  
GUIDESTAR.COM, AS WELL AS ON THE WEBSITE OF THE CALIFORNIA ATTORNEY GENERAL'S REGISTRY OF  
CHARITABLE TRUSTS.

## Application for Automatic Extension of Time To File an Exempt Organization Return

▶ **File a separate application for each return.**  
▶ **Go to [www.irs.gov/Form8868](http://www.irs.gov/Form8868) for the latest information.**

**Electronic filing (e-file).** You can electronically file Form 8868 to request a 6-month automatic extension of time to file any of the forms listed below with the exception of Form 8870, Information Return for Transfers Associated With Certain Personal Benefit Contracts, for which an extension request must be sent to the IRS in paper format (see instructions). For more details on the electronic filing of this form, visit [www.irs.gov/e-file-providers/e-file-for-charities-and-non-profits](http://www.irs.gov/e-file-providers/e-file-for-charities-and-non-profits).

**Automatic 6-Month Extension of Time.** Only submit original (no copies needed).

All corporations required to file an income tax return other than Form 990-T (including 1120-C filers), partnerships, REMICs, and trusts must use Form 7004 to request an extension of time to file income tax returns.

<b>Type or print</b>	Name of exempt organization or other filer, see instructions. <b>SAFE PASSAGES</b>	Taxpayer identification number (TIN) <b>20-4535835</b>
File by the due date for filing your return. See instructions.	Number, street, and room or suite no. If a P.O. box, see instructions. <b>250 FRANK H OGAWA PLAZA STE 6306</b>	
	City, town or post office, state, and ZIP code. For a foreign address, see instructions. <b>OAKLAND, CA 94612-2035</b>	

Enter the Return Code for the return that this application is for (file a separate application for each return) . . . . . 0 1

Application Is For	Return Code	Application Is For	Return Code
Form 990 or Form 990-EZ	01	Form 990-T (corporation)	07
Form 990-BL	02	Form 1041-A	08
Form 4720 (individual)	03	Form 4720 (other than individual)	09
Form 990-PF	04	Form 5227	10
Form 990-T (sec. 401(a) or 408(a) trust)	05	Form 6069	11
Form 990-T (trust other than above)	06	Form 8870	12

- The books are in the care of ▶ **SAFE PASSAGES, 250 FRANK H OGAWA PLAZA STE 6306, OAKLAND, CA 94612-2035**

Telephone No. ▶ 510-238-4914 FAX No. ▶ \_\_\_\_\_

- If the organization does not have an office or place of business in the United States, check this box . . . . . ▶
- If this is for a Group Return, enter the organization's four digit Group Exemption Number (GEN) \_\_\_\_\_. If this is for the whole group, check this box . . . . . ▶ . If it is for part of the group, check this box. . . . ▶  and attach a list with the names and TINs of all members the extension is for.

1 I request an automatic 6-month extension of time until 05-17, 20 21, to file the exempt organization return for the organization named above. The extension is for the organization's return for:

- ▶  calendar year 20 \_\_\_\_ or
- ▶  tax year beginning 07-01, 20 19, and ending 06-30, 20 20.

2 If the tax year entered in line 1 is for less than 12 months, check reason:  Initial return  Final return  
 Change in accounting period

<b>3a</b> If this application is for Forms 990-BL, 990-PF, 990-T, 4720, or 6069, enter the tentative tax, less any nonrefundable credits. See instructions.	<b>3a</b>	\$
<b>b</b> If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter any refundable credits and estimated tax payments made. Include any prior year overpayment allowed as a credit.	<b>3b</b>	\$
<b>c Balance due.</b> Subtract line 3b from line 3a. Include your payment with this form, if required, by using EFTPS (Electronic Federal Tax Payment System). See instructions.	<b>3c</b>	\$

**Caution:** If you are going to make an electronic funds withdrawal (direct debit) with this Form 8868, see Form 8453-EO and Form 8879-EO for payment instructions.

**For Privacy Act and Paperwork Reduction Act Notice, see instructions.**

**IRS e-file Signature Authorization  
for an Exempt Organization**

For calendar year 2019, or fiscal year beginning 07-01-2019, and ending 06-30-2020

▶ **Do not send to the IRS. Keep for your records.**

▶ **Go to [www.irs.gov/Form8879EO](http://www.irs.gov/Form8879EO) for the latest information.**

**2019**

Department of the Treasury  
Internal Revenue Service

Name of exempt organization

**SAFE PASSAGES**

Name and title of officer

**JOSEFINA ALVARADO MENA, CEO**

Employer identification number

**20-4535835**

**Part I Type of Return and Return Information (Whole Dollars Only)**

Check the box for the return for which you are using this Form 8879-EO and enter the applicable amount, if any, from the return. If you check the box on line **1a**, **2a**, **3a**, **4a**, or **5a**, below, and the amount on that line for the return being filed with this form was blank, then leave line **1b**, **2b**, **3b**, **4b**, or **5b**, whichever is applicable, blank (do not enter -0-). But, if you entered -0- on the return, then enter -0- on the applicable line below. **Do not** complete more than one line in Part I.

<b>1a</b> Form 990 check here	▶ <input checked="" type="checkbox"/>	<b>b Total revenue</b> , if any (Form 990, Part VIII, column (A), line 12)	<b>1b</b>	<u>6,609,201</u>
<b>2a</b> Form 990-EZ check here	▶ <input type="checkbox"/>	<b>b Total revenue</b> , if any (Form 990-EZ, line 9)	<b>2b</b>	
<b>3a</b> Form 1120-POL check here	▶ <input type="checkbox"/>	<b>b Total tax</b> (Form 1120-POL, line 22)	<b>3b</b>	
<b>4a</b> Form 990-PF check here	▶ <input type="checkbox"/>	<b>b Tax based on investment income</b> (Form 990-PF, Part VI, line 5)	<b>4b</b>	
<b>5a</b> Form 8868 check here	▶ <input type="checkbox"/>	<b>b Balance Due</b> (Form 8868, line 3c)	<b>5b</b>	

**Part II Declaration and Signature Authorization of Officer**

Under penalties of perjury, I declare that I am an officer of the above organization and that I have examined a copy of the organization's 2019 electronic return and accompanying schedules and statements and to the best of my knowledge and belief, they are true, correct, and complete. I further declare that the amount in Part I above is the amount shown on the copy of the organization's electronic return. I consent to allow my intermediate service provider, transmitter, or electronic return originator (ERO) to send the organization's return to the IRS and to receive from the IRS (a) an acknowledgement of receipt or reason for rejection of the transmission, (b) the reason for any delay in processing the return or refund, and (c) the date of any refund. If applicable, I authorize the U.S. Treasury and its designated Financial Agent to initiate an electronic funds withdrawal (direct debit) entry to the financial institution account indicated in the tax preparation software for payment of the organization's federal taxes owed on this return, and the financial institution to debit the entry to this account. To revoke a payment, I must contact the U.S. Treasury Financial Agent at 1-888-353-4537 no later than 2 business days prior to the payment (settlement) date. I also authorize the financial institutions involved in the processing of the electronic payment of taxes to receive confidential information necessary to answer inquiries and resolve issues related to the payment. I have selected a personal identification number (PIN) as my signature for the organization's electronic return and, if applicable, the organization's consent to electronic funds withdrawal.

**Officer's PIN: check one box only**

I authorize CHRISTOPHER CHIME OGBODO, C to enter my PIN 35835 as my signature  
ERO firm name Enter five numbers, but do not enter all zeros

on the organization's tax year 2019 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I also authorize the aforementioned ERO to enter my PIN on the return's disclosure consent screen.

As an officer of the organization, I will enter my PIN as my signature on the organization's tax year 2019 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I will enter my PIN on the return's disclosure consent screen.

Officer's signature ▶

Date ▶ 05-12-2021

**Part III Certification and Authentication**

**ERO's EFIN/PIN.** Enter your six-digit electronic filing identification number (EFIN) followed by your five-digit self-selected PIN.

943074 06926  
Do not enter all zeros

I certify that the above numeric entry is my PIN, which is my signature on the 2019 electronically filed return for the organization indicated above. I confirm that I am submitting this return in accordance with the requirements of **Pub. 4163**, Modernized e-File (MeF) Information for Authorized IRS e-file Providers for Business Returns.

ERO's signature ▶

Date ▶ 05-17-2021

**ERO Must Retain This Form - See Instructions  
Do Not Submit This Form to the IRS Unless Requested To Do So**

**For Paperwork Reduction Act Notice, see instructions.**

Form **8879-EO** (2019)

**Form 990  
Worksheet**

**Schedule A, Line 5 - Excess 2% Limitation Contributors**

(Keep for your records)

**2019**

Name(s) as shown on return

**SAFE PASSAGES**

Tax ID Number

**20-4535835**

2% of the amount on Schedule A, Part II, line 11, column (f) . . . . . 472,387

Name	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total	(g) Excess contributions (col. (f) minus the 2% limitation)
IMMIGRANT LEGAL RESOURCE CENTER	862,901	36,440	185,496	123,490	20,000	1,228,327	755,940
ANDRUS FAMILY FUND	1,031,233	985,093	967,119	922,053	110,000	4,015,498	3,543,111
EAST BAY COMMUNITY FOUNDATION	390,018	93,202	45,000	45,000	42,500	615,720	143,333
CALIFORNIA ENDOWMENT	501,558	394,662	592,557	656,408	600,000	2,745,185	2,272,798
AVALON TRUST COMPANY	233,333	17,101	100,000	10,000	7,500	367,934	
EVERYTOWN FOR GUN SAFELY SUPPORT	102,600	67,500	150,000	100,000	60,243	480,343	7,956
PUBLIC WELFARE FOUNDATION	5,000	5,000	400,000	73,585	20,000	503,585	31,198
SILLS FAMILY FOUNDATION	15,000	16,500	15,000	15,000	10,000	71,500	
THE TIDES FOUNDATION	220,536	225,002	212,527	214,878	7,000	879,943	407,556
THE HARRY AND JEANETTE WEINBERG FDN	65,000	229,211	98,084	228,100	450,000	1,070,395	598,008
EMERSON COLLECTIVE LLC	15,000	114,180	103,800	68,750	50,000	351,730	
CALIFORNIA FAMILY RESOURCE ASSOC	21,000	100,000	50,000	100,000	58,107	329,107	
HEISING SIMONS FOUNDATION	23,424	100,000	100,000	100,000	25,000	348,424	
STATE COMPENSATION INSURANCE FUND	13,560	775,076	789,476	806,098	10,000	2,394,210	1,921,823
SACRAMENTO REGIONAL COMMUNITY FOUND		74,933	146,537	235,504	7,500	464,474	
SUNLIGHT GIVING		50,000	50,000	56,000	250,000	406,000	
THE CALIFORNIA WELLNESS FOUNDATION		14,000	14,000	13,998	425,000	466,998	
HEWLETT FOUNDATION			100,000	100,000	100,000	300,000	
KAISER FOUNDATION HEALTH			400,000	5,000	30,000	435,000	

**TOTAL** 9,681,723

**California Exempt Organization  
Annual Information Return**

Calendar Year 2019 or fiscal year beginning (mm/dd/yyyy) 07-01-2019, and ending (mm/dd/yyyy) 06-30-2020

Corporation/Organization name <b>SAFE PASSAGES</b>		California corporation number <b>2868332</b>
Additional information. See instructions.		FEIN <b>20-4535835</b>
Street address (suite or room) <b>250 FRANK H OGAWA PLAZA STE 6306</b>		PMB no.
City <b>OAKLAND</b>		State <b>CA</b>
		Zip code <b>94612-2035</b>
Foreign country name	Foreign province/state/county	Foreign postal code

<p><b>A</b> First Return <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><b>B</b> Amended Return <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><b>C</b> IRC Section 4947(a)(1) trust <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p><b>D</b> Final Information Return?  <input checked="" type="checkbox"/> Dissolved <input type="checkbox"/> Surrendered (Withdrawn) <input type="checkbox"/> Merged/Reorganized          Enter date: (mm/dd/yyyy) <input checked="" type="checkbox"/></p> <p><b>E</b> Check accounting method: (1) <input type="checkbox"/> Cash (2) <input checked="" type="checkbox"/> Accrual (3) <input type="checkbox"/> Other</p> <p><b>F</b> Federal return filed? (1) <input checked="" type="checkbox"/> 990T (2) <input type="checkbox"/> 990PF (3) <input type="checkbox"/> Sch H (990)          (4) <input checked="" type="checkbox"/> Other 990 series</p> <p><b>G</b> Is this a group filing? See instructions <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><b>H</b> Is this organization in a group exemption <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No          If "Yes," what is the parent's name?</p> <p><b>I</b> Did the organization have any changes to its guidelines not reported to the FTB? See instructions <input type="checkbox"/> Yes <input type="checkbox"/> No</p>	<p><b>J</b> If exempt under R&amp;TC Section 23701d, has the organization engaged in political activities? See instructions <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><b>K</b> Is the organization exempt under R&amp;TC Section 23701g? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No          If "Yes," enter the gross receipts from nonmember sources \$ _____</p> <p><b>L</b> If organization is a public charity exempt under R&amp;TC Section 23701d and meets the filing fee exception, check box. No filing fee is required <input type="checkbox"/></p> <p><b>M</b> Is the organization a Limited Liability Company? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p><b>N</b> Did the organization file Form 100 or Form 109 to report taxable income? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><b>O</b> Is the organization under audit by the IRS or has the IRS audited in a prior year? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><b>P</b> Is federal Form 1023/1024 pending? <input type="checkbox"/> Yes <input type="checkbox"/> No          Date filed with IRS _____</p>
---	---

**Part I Complete Part I unless not required to file this form. See General Information B and C.**

<b>Receipts and Revenues</b>	1 Gross sales or receipts from other sources. From Side 2, Part II, line 8	1	6,609,201	00
	2 Gross dues and assessments from members and affiliates	2		00
	3 Gross contributions, gifts, grants, and similar amounts received	3		00
	4 Total gross receipts for filing requirement test. Add line 1 through line 3. <b>This line must be completed.</b> If the result is less than \$50,000, see General Information B	4	6,609,201	00
	5 Cost of goods sold	5		00
	6 Cost or other basis, and sales expenses of assets sold	6		00
	7 Total costs. Add line 5 and line 6	7		00
	8 Total gross income. Subtract line 7 from line 4	8	6,609,201	00
<b>Expenses</b>	9 Total expenses and disbursements. From Side 2, Part II, line 18	9	5,346,202	00
	10 Excess of receipts over expenses and disbursements. Subtract line 9 from line 8	10	1,262,999	00
<b>Filing Fee</b>	11 Total payments	11		00
	12 Use tax. See General Information K	12		00
	13 Payments balance. If line 11 is more than line 12, subtract line 12 from line 11	13		00
	14 Use tax balance. If line 12 is more than line 11, subtract line 11 from line 12	14		00
	15 Filing fee \$10 or \$25. See General Information F	15		10 00
16 Penalties and Interest. See General Information J	16		00	
17 <b>Balance due.</b> Add line 12, line 15, and line 16. Then subtract line 11 from the result	17		10 00	

<b>Sign Here</b>	Signature of officer <b>JOSEFINA ALVARADO MENA</b>	Title <b>CEO</b>	Date <b>05/12/2021</b>	Telephone
	Preparer's signature ▶	Date <b>05/17/2021</b>	Check if self-employed ▶ <input checked="" type="checkbox"/>	PTIN <b>P01440017</b>
<b>Paid Preparer's Use Only</b>	Firm's name (or yours, if self-employed) and address ▶ <b>CHRISTOPHER CHIME OGBODO, CPA 4225 TELEGRAPH AVENUE OAKLAND, CA 94609</b>			Firm's FEIN <b>94-3006926</b>
	May the FTB discuss this return with the preparer shown above? See instructions			Telephone <b>510-652-6213</b>

**Part II Organizations with gross receipts of more than \$50,000 and private foundations regardless of amount of gross receipts - complete Part II or furnish substitute information.**

20-4535835

Receipts from Other Sources	1	Gross sales or receipts from all business activities. See instructions . . . . .	• 1	6,609,201	00
	2	Interest . . . . .	• 2		00
	3	Dividends . . . . .	• 3		00
	4	Gross rents . . . . .	• 4		00
	5	Gross royalties . . . . .	• 5		00
	6	Gross amount received from sale of assets (See Instructions) . . . . .	• 6		00
	7	Other income. Attach schedule . . . . .	• 7		00
	8	<b>Total</b> gross sales or receipts from other sources. Add line 1 through line 7. Enter here and on Side 1, Part I, line 1 . . . . .	• 8	6,609,201	00
Expenses and Disbursements	9	Contributions, gifts, grants, and similar amounts paid. Attach schedule . . . . .	• 9		00
	10	Disbursements to or for members . . . . .	• 10		00
	11	Compensation of officers, directors, and trustees. Attach schedule . . . . .	• 11		00
	12	Other salaries and wages . . . . .	• 12	3,510,430	00
	13	Interest . . . . .	• 13		00
	14	Taxes . . . . .	• 14	268,548	00
	15	Rents . . . . .	• 15	121,874	00
	16	Depreciation and depletion (See instructions) . . . . .	• 16		00
	17	Other Expenses and Disbursements. Attach schedule . . . . .	• 17	1,445,350	00
	18	<b>Total</b> expenses and disbursements. Add line 9 through line 17. Enter here and on Side 1, Part I, line 9 . . . . .	• 18	5,346,202	00

Schedule L Balance Sheet		Beginning of taxable year		End of taxable year	
		(a)	(b)	(c)	(d)
<b>Assets</b>					
1	Cash . . . . .		1,307,903		• 2,348,193
2	Net accounts receivable . . . . .		849,656		• 1,889,905
3	Net notes receivable . . . . .				•
4	Inventories . . . . .				•
5	Federal and state government obligations . . . . .				•
6	Investments in other bonds . . . . .				•
7	Investments in stock . . . . .				•
8	Mortgage loans . . . . .				•
9	Other investments. Attach schedule . . . . .				•
10	<b>a</b> Depreciable assets . . . . .				
	<b>b</b> Less accumulated depreciation . . . . .				
11	Land . . . . .				•
12	Other assets. Attach schedule . . . . .		24,328		• 62,159
13	<b>Total assets</b> . . . . .		2,181,887		4,300,257
<b>Liabilities and net worth</b>					
14	Accounts payable . . . . .		43,893		• 91,012
15	Contributions, gifts, or grants payable . . . . .				•
16	Bonds and notes payable . . . . .				•
17	Mortgages payable . . . . .				•
18	Other liabilities. Attach schedule . . . . .		239,614		1,047,866
19	Capital stock or principal fund . . . . .				•
20	Paid-in or capital surplus. Attach reconciliation . . . . .				•
21	Retained earnings or income fund . . . . .		1,898,380		• 2,074,008
22	<b>Total liabilities and net worth</b> . . . . .		2,181,887		3,212,886

Schedule M-1 Reconciliation of income per books with income per return			
Do not complete this schedule if the amount on Schedule L, line 13, column (d), is less than \$50,000			
1	Net income per books . . . . .	•	
2	Federal income tax . . . . .	•	
3	Excess of capital losses over capital gains . . . . .	•	
4	Income not recorded on books this year. Attach schedule . . . . .	•	
5	Expenses recorded on books this year not deducted in this return. Attach schedule . . . . .	•	
6	<b>Total.</b> Add line 1 through line 5 . . . . .		
7	Income recorded on books this year not included in this return. Attach schedule . . . . .	•	
8	Deductions in this return not charged against book income this year. Attach schedule . . . . .	•	
9	<b>Total.</b> Add line 7 and line 8 . . . . .		
10	<b>Net income per return.</b> Subtract line 9 from line 6 . . . . .		

RRF-1  
(Rev. 09/2017)

MAIL TO:  
Registry of Charitable Trusts  
P.O. Box 903447  
Sacramento, CA 94203-4470

STREET ADDRESS:  
1300 I Street  
Sacramento, CA 95814  
(916) 210-6400

WEBSITE ADDRESS:  
www.oag.ca.gov/charities

## ANNUAL REGISTRATION RENEWAL FEE REPORT TO ATTORNEY GENERAL OF CALIFORNIA

(For Registry Use Only)

**Sections 12586 and 12587, California Government Code  
11 Cal. Code Regs. sections 301-306, 309, 311, and 312**

Failure to submit this report annually no later than four months and fifteen days after the end of the organization's accounting period may result in the loss of tax exemption and the assessment of a minimum tax of \$800, plus interest, and/or fines or filing penalties. Revenue & Taxation Code section 23703; Government Code section 12586.1. IRS extensions will be honored.

<p><b>SAFE PASSAGES</b> Name of Organization</p> <hr/> <p>List all DBAs and names the organization uses or has used</p> <p><u>250 FRANK H OGAWA PLAZA STE 6306</u> Address (Number and Street)</p> <p><u>OAKLAND, CA 94612-2035</u> City or Town, State, and ZIP Code</p> <p>Telephone Number _____ E-mail Address _____</p>	<p>Check if:</p> <p><input type="checkbox"/> Change of address</p> <p><input type="checkbox"/> Amended report</p> <hr/> <p>State Charity Registration Number <u>CT-0160539</u></p> <p>Corporation or Organization No. <u>2868332</u></p> <p>Federal Employer ID No. <u>20-4535835</u></p>
--	---

**ANNUAL REGISTRATION RENEWAL FEE SCHEDULE (11 Cal. Code Regs. sections 301-307, 311, and 312)  
Make Check Payable to Department of Justice**

Gross Annual Revenue	Fee	Gross Annual Revenue	Fee	Gross Annual Revenue	Fee
Less than \$25,000	0	Between \$100,001 and \$250,000	\$50	Between \$1,000,001 and \$10 million	\$150
Between \$25,000 and \$100,000	\$25	Between \$250,001 and \$1 million	\$75	Between \$10,000,001 and \$50 million	\$225
				Greater than \$50 million	\$300

**PART A - ACTIVITIES**

For your most recent full accounting period (beginning 07-01-2019 ending 06-30-2020 ) list:

Gross Annual Revenue \$ 6,609,201      Noncash Contributions \$ \_\_\_\_\_      Total Assets \$ 4,300,257  
 Program Expenses \$ 4,926,117      Total Expenses \$ 5,346,202

**PART B - STATEMENTS REGARDING ORGANIZATION DURING THE PERIOD OF THIS REPORT**

<b>Note:</b> All questions must be answered. If you answer "yes" to any of the questions below, you must attach a separate page providing an explanation and details for each "yes" response. Please review RRF-1 instructions for information required.		<b>Yes</b>	<b>No</b>
1. During this reporting period, were there any contracts, loans, leases or other financial transactions between the organization and any officer, director or trustee thereof, either directly or with an entity in which any such officer, director or trustee had any financial interest?			X
2. During this reporting period, was there any theft, embezzlement, diversion or misuse of the organization's charitable property or funds?			X
3. During this reporting period, were any organization funds used to pay any penalty, fine or judgment?			X
4. During this reporting period, were the services of a commercial fundraiser, fundraising counsel for charitable purposes, or commercial coventurer used?			X
5. During this reporting period, did the organization receive any governmental funding?	X		
6. During this reporting period, did the organization hold a raffle for charitable purposes?			X
7. Does the organization conduct a vehicle donation program?			X
8. Did the organization conduct an independent audit and prepare audited financial statements in accordance with generally accepted accounting principles for this reporting period?	X		
9. At the end of this reporting period, did the organization hold restricted net assets, while reporting negative unrestricted net assets?			X

**I declare under penalty of perjury that I have examined this report, including accompanying documents, and to the best of my knowledge and belief, the content is true, correct and complete, and I am authorized to sign.**

\_\_\_\_\_ JOSEFINA ALVARADO ME \_\_\_\_\_ CEO \_\_\_\_\_ 05-12-2021  
 Signature of Authorized Agent      Printed Name      Title      Date

**ANNUAL  
REGISTRATION RENEWAL FEE REPORT  
TO ATTORNEY GENERAL OF CALIFORNIA**

Sections 12586 and 12587, California Government Code  
11 Cal. Code Regs. sections 301-306, 309, 311 and 312

**STATEMENT INFORMATION**

Name as shown on return:

SAFE PASSAGES

FEIN

20-4535835

GOVERNMENT FUNDING SOURCES

CA. DEPT. OF PUBLIC HEALTH (CDPH)  
P.O BOX 997377  
SACRAMENTO, CA 95899 916-552-9861

ALAMEDA COUNTY BEHAVIORAL HEALTH CARE SERVICES (BHCS)  
2000 SAN PABLO AVE 4TH. FLOOR  
OAKLAND, CA 94612 510-567-8071

ALAMEDA COUNTY SOCIAL SERVICES AGENCY (CASSA)  
2000 SAN PABLO AVE; 4TH. FLOOR  
OAKLAND, CA 94612 510-267-8632

ALAMEDA COUNTY SOCIAL SERVICES AGENCY

Voucher at bottom of page.

DO NOT MAIL A PAPER COPY OF THE CORPORATE OR EXEMPT ORGANIZATION TAX RETURN WITH THE PAYMENT VOUCHER.

If the amount of payment is zero, do not mail this voucher.

WHERE TO FILE: Using black or blue ink, make check or money order payable to the "Franchise Tax Board." Write the corporation number, FEIN, CA SOS file number and "2019 FTB 3586" on the check or money order. Detach voucher below. Enclose, but do not staple, payment with voucher and mail to:

FRANCHISE TAX BOARD
PO BOX 942857
SACRAMENTO CA 94257-0531

Make all checks or money orders payable in U.S. dollars and drawn against a U.S. financial institution.

WHEN TO FILE: Corporations - File and Pay by the 15th day of the 4th month following the close of the taxable year. S corporations - File and Pay by the 15th day of the 3rd month following the close of the taxable year. Exempt organizations - File and Pay by the 15th day of the 5th month following the close of the taxable year.

When the due date falls on a weekend or holiday, the deadline to file and pay without penalty is extended to the next business day.

ONLINE SERVICES: Corporations can make payments online using Web Pay for Businesses. Corporations can make an immediate payment or schedule payments up to a year in advance. Go to ftb.ca.gov/pay for more information.

DETACH HERE IF NO PAYMENT IS DUE, DO NOT MAIL THIS VOUCHER DETACH HERE

CAUTION: You may be required to pay electronically, see instructions.

TAXABLE YEAR

Payment Voucher for Corporations and Exempt Organizations e-filed Returns

CALIFORNIA FORM

2019

3586 (e-file)

2868332 SAFE 20-4535835 19 FORM 3
TYB 07-01-2019 TYE 06-30-2020
SAFE PASSAGES

250 FRANK H OGAWA PLAZA STE 6306
OAKLAND CA 94612-2035

AMOUNT OF PAYMENT 10.

TAXABLE YEAR  
**2019**

# California e-file Return Authorization for Exempt Organizations

FORM  
**8453-EO**

Exempt Organization name <b>SAFE PASSAGES</b>	Identifying number <b>20-4535835</b>
--	---

**Part I Electronic Return Information** (whole dollars only)

<b>1</b> Total gross receipts (Form 199, line 4)	<b>1</b>	<b>6,609,201</b>
<b>2</b> Total gross income (Form 199, line 8)	<b>2</b>	<b>6,609,201</b>
<b>3</b> Total expenses and disbursements (Form 199, Line 9)	<b>3</b>	<b>5,346,202</b>

**Part II Settle Your Account Electronically for Taxable Year 2019**

**4**  Electronic funds withdrawal      **4a** Amount \_\_\_\_\_      **4b** Withdrawal date (mm/dd/yyyy) \_\_\_\_\_

**Part III Banking Information** (Have you verified the exempt organization's banking information?)

**5** Routing number \_\_\_\_\_  
**6** Account number \_\_\_\_\_      **7** Type of account:  Checking       Savings

**Part IV Declaration of Officer**

I authorize the exempt organization's account to be settled as designated in Part II. If I check Part II, Box 4, I authorize an electronic funds withdrawal for the amount listed on line 4a.

Under penalties of perjury, I declare that I am an officer of the above exempt organization and that the information I provided to my electronic return originator (ERO), transmitter, or intermediate service provider and the amounts in Part I above agree with the amounts on the corresponding lines of the exempt organization's 2019 California electronic return. To the best of my knowledge and belief, the exempt organization's return is true, correct, and complete. If the exempt organization is filing a balance due return, I understand that if the Franchise Tax Board (FTB) does not receive full and timely payment of the exempt organization's fee liability, the exempt organization will remain liable for the fee liability and all applicable interest and penalties. I authorize the exempt organization return and accompanying schedules and statements be transmitted to the FTB by the ERO, transmitter, or intermediate service provider. **If the processing of the exempt organization's return or refund is delayed, I authorize the FTB to disclose to the ERO or intermediate service provider the reason(s) for the delay.**

**Sign Here**       \_\_\_\_\_      05-12-2021       **CEO**  
Signature of officer      Date      Title

**Part V Declaration of Electronic Return Originator (ERO) and Paid Preparer.** See instructions.

I declare that I have reviewed the above exempt organization's return and that the entries on form FTB 8453-EO are complete and correct to the best of my knowledge. (If I am only an intermediate service provider, I understand that I am not responsible for reviewing the exempt organization's return. I declare, however, that form FTB 8453-EO accurately reflects the data on the return.) I have obtained the organization officer's signature on form FTB 8453-EO before transmitting this return to the FTB; I have provided the organization officer with a copy of all forms and information that I will file with the FTB, and I have followed all other requirements described in FTB Pub. 1345, 2019 Handbook for Authorized e-file Providers. I will keep form FTB 8453-EO on file for **four** years from the due date of the return or **four** years from the date the exempt organization return is filed, whichever is later, and I will make a copy available to the FTB upon request. If I am also the paid preparer, under penalties of perjury, I declare that I have examined the above exempt organization's return and accompanying schedules and statements, and to the best of my knowledge and belief, they are true, correct, and complete. I make this declaration based on all information of which I have knowledge.

<b>ERO Must Sign</b>	ERO's- signature  <b>CHRISTOPHER CHIME OGBODO CPA</b>	Date <b>CPA</b>	Check if also paid preparer <input checked="" type="checkbox"/>	Check if self-employed <input checked="" type="checkbox"/>	ERO's PTIN <b>P01440017</b>
	Firm's name (or yours if self-employed) and address <b>CHRISTOPHER CHIME OGBODO, CPA 4225 TELEGRAPH AVENUE OAKLAND, CA</b>			Firm's FEIN <b>94-3006926</b>	
				ZIP code <b>94609</b>	

Under penalties of perjury, I declare that I have examined the above organization's return and accompanying schedules and statements, and to the best of my knowledge and belief, they are true, correct, and complete. I make this declaration based on all information of which I have knowledge.

<b>Paid Preparer Must Sign</b>	Paid preparer's signature 	Date	Check if self-employed <input type="checkbox"/>	Paid preparer's PTIN
	Firm's name (or yours if self-employed) and address			Firm's FEIN
				ZIP code

Name(s) as shown on return

SSN/FEIN

SAFE PASSAGES

20-4535835

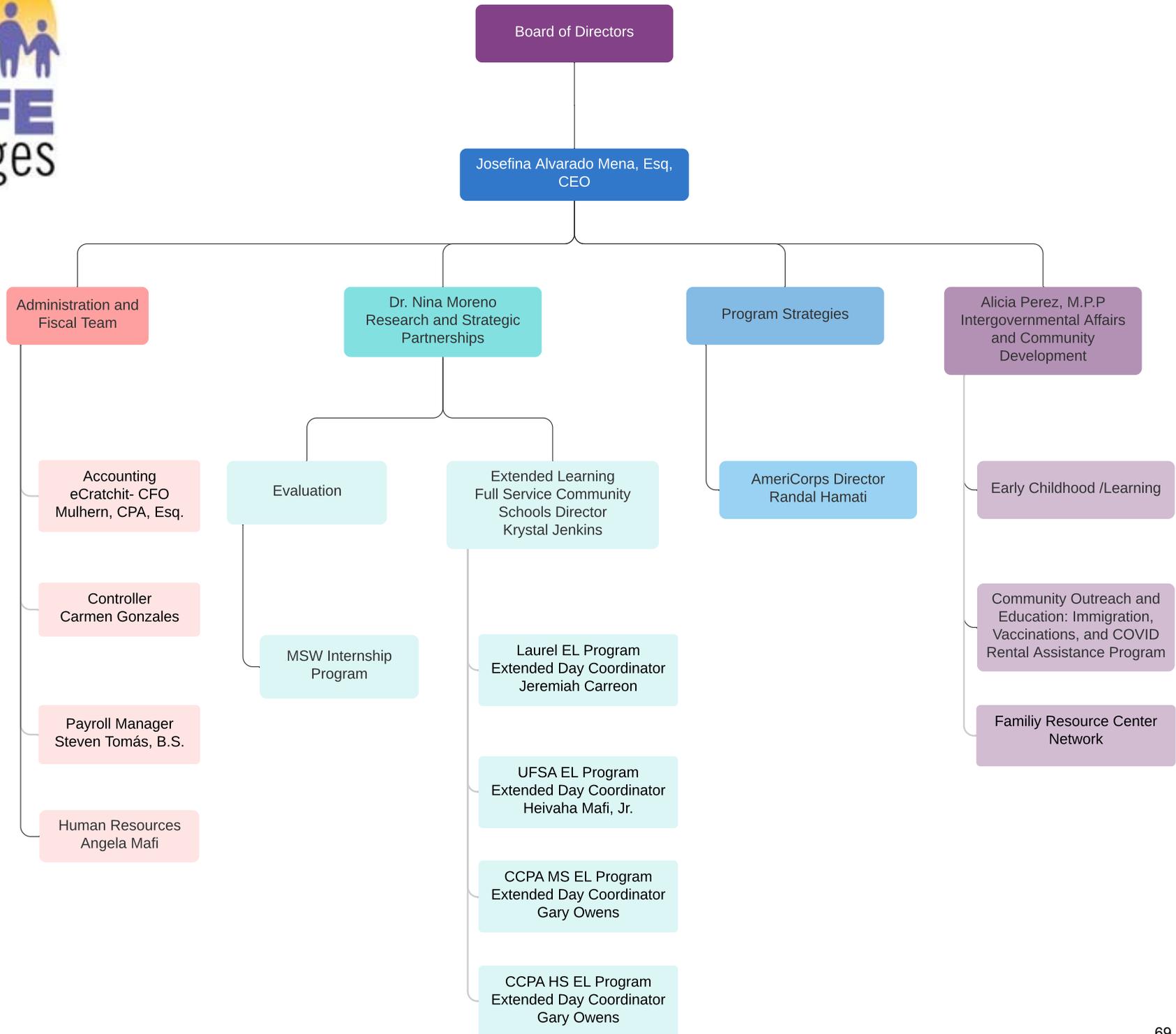
<u>Description</u>	<u>Amount</u>
EMPLOYEE BENEFITS	\$ 411,879
CONSULTANTS	391,295
ADVERTISING AND PROMOTIONS	8,840
OFFICE EXPENSES	164,106
INFORMATION TECHNOLOGY	75,930
TRAVEL	53,879
PRINTING AND PUBLICATIONS	4,975
MATERIALS AND SUPPLIES	118,092
PARTICIPANT INCENTIVES	133,909
CONFERENCES	48,484
OTHER EXPENSES	5,288
INSURANCE	28,673
<b>Total:</b>	<b>\$ 1,445,350</b>



# Organizational Chart



# SAFE PASSAGES EXTENDED LEARNING ORGANIZATIONAL CHART





## 501(c)(3) Letter



STATE OF CALIFORNIA  
FRANCHISE TAX BOARD  
PO BOX 1286  
RANCHO CORDOVA CA 95741-1286

In reply refer to  
755:AFF:ARJ

April 30, 2010

SAFE PASSAGES  
ANTONIO GASTELUM  
250 FRANK OGAWA PLAZA  
STE 6306  
OAKLAND CA 94612

Purpose : CHARITABLE  
Code Section : 23701d  
Form of Organization : Corporation  
Accounting Period Ending: June 30  
Organization Number : 2868332

#### EXEMPT ACKNOWLEDGEMENT LETTER

This letter acknowledges that the Franchise Tax Board (FTB) has received your federal determination letter that shows exemption under Internal Revenue Code (IRC) Section 501(c)(3). Under California law, Revenue and Taxation Code (R&TC) Section 23701d(c)(1) provides that an organization is exempt from taxes imposed under Part 11 upon submission of the federal determination letter approving the organization's tax-exempt status pursuant to Section 501(c)(3) of the IRC.

The effective date of your organization's California tax-exempt status is 03/01/2006.

R&TC Section 23701d(c)(1) further provides that the effective date of an organization's California tax-exempt status is the same date as the federal tax-exempt status under IRC Section 501(c)(3).

Under R&TC Section 23701d(c), any change to your organization's operation, character, or purpose that has occurred since the federal exemption was originally granted must be reported immediately to this office. Additionally, organizations are required to be organized and operating for

April 30, 2010  
SAFE PASSAGES  
ENTITY ID : 2868332  
Page 2

nonprofit purposes to retain California tax-exempt status.

For filing requirements, see FTB Pub. 1068, Exempt Organizations - Requirements for Filing Returns and Paying Filing Fees. Go to our website at [ftb.ca.gov](http://ftb.ca.gov) and search for 1068.

Note: This exemption is for state franchise or income tax purposes only. For information regarding sales tax exemption, contact the State Board of Equalization at 800.400.7115, or go to their website at [boe.ca.gov](http://boe.ca.gov).

A JENKINS  
EXEMPT ORGANIZATIONS  
BUSINESS ENTITIES SECTION  
TELEPHONE (916) 845-4171  
FAX NUMBER (916) 845-9029

RTF:



# Safe Passages Bank Statements

# Commercial Business Checking

Account number: 5102881579 ■ May 1, 2021 - May 31, 2021 ■ Page 1 of 4



SAFE PASSAGES  
250 FRANK H OGAWA PLZ STE 6306  
OAKLAND CA 94612-2035

## Questions?

Call your Customer Service Officer or Client Services  
**1-800-AT WELLS** (1-800-289-3557)  
5:00 AM TO 6:00 PM Pacific Time Monday - Friday

Online: [wellsfargo.com](http://wellsfargo.com)

Write: Wells Fargo Bank, N.A. (114)  
P.O. Box 6995  
Portland, OR 97228-6995

## Account summary

### Commercial Business Checking

Account number	Beginning balance	Total credits	Total debits	Ending balance
5102881579	\$1,976,151.26	\$845,305.09	-\$538,886.11	\$2,282,570.24

## Credits

### Electronic deposits/bank credits

Effective date	Posted date	Amount	Transaction detail
	05/03	50,000.00	Aecf Payables 210430 Gfw043141 Safe Passages
	05/05	72.22	Stripe Transfer St-H4R2K1T3E2E0 Advance Peace
	05/06	15,000.00	Pay Mgt System Hhs Paymnt 050521 E7175P1E7175P1 Safe Passages
	05/07	23.97	Stripe Transfer St-G9R8x9F0I7F8 Advance Peace
	05/10	527,797.69	eDeposit IN Branch/Store 05/10/21 04:34:30 PM 901 Franklin St Oakland CA
	05/10	96.80	Stripe Transfer St-Q4N6Z4Y1K1H8 Advance Peace
	05/11	82,475.50	Shf Center Payables Saf250 Safe Passages
	05/12	23.97	Stripe Transfer St-N7Y9U4V9U7A3 Advance Peace
	05/17	120.77	Stripe Transfer St-A4A4U5B1D1H1 Advance Peace
	05/19	9.41	Stripe Transfer St-A9Z4R0D4E2S8 Advance Peace
	05/20	23.97	Stripe Transfer St-H1O4C2J1x2Z8 Advance Peace
	05/21	94,509.18	eDeposit IN Branch/Store 05/21/21 04:59:18 PM 901 Franklin St Oakland CA
	05/21	25,000.00	St Foundation Stf1019 V-003930 Advance Peace
	05/21	19.12	Stripe Transfer St-J5I9K5I5Q7S2 Advance Peace
	05/24	35.99	Amzn85Vw4Tgf Amazonsmil 210524 6S14Wld8Junmjdh Payments.Amazon.Com ID#6S14Wld8Junmjdh
	05/27	50,000.00	Svcf Svcf 210526 139778 Safe Passages
	05/27	48.25	Stripe Transfer St-W9W0I7Q3J7Y4 Advance Peace
	05/28	48.25	Stripe Transfer St-W8P9L5P1O0x0 Advance Peace
		<b>\$845,305.09</b>	<b>Total electronic deposits/bank credits</b>
		<b>\$845,305.09</b>	<b>Total credits</b>

## Debits

### Electronic debits/bank debits

Effective date	Posted date	Amount	Transaction detail
05/03		1,351.35	Purchase authorized on 04/30 Gift Card Granny Httpswww.Gift PA S301121054418092 Card 9069
05/03		288.05	Purchase authorized on 05/01 Indeed 203-564-2400 CT S461121841999877 Card 9069
05/03		960.00	Recurring Payment authorized on 05/01 Rotunda Garage Par 800-8779984 CA S461121325917079 Card 2675
05/04		7.50	Purchase authorized on 05/03 Verticalscr 888-291-1369 PA S301123782775820 Card 9069
05/04		30.99	Recurring Payment authorized on 05/01 Mailchimp *Misc Mailchimp.Com GA S461122242154328 Card 9069
05/04		11,891.84	< Business to Business ACH Debit - Bill.Com Payables 016lilui1S93I4 Multiple Payments Bill.Com Payables 016lilui1S93
05/05		40,000.00	Online Transfer Payroll May 5th Ref #Bb0Bffsx7V
05/05		2,874.48	Purchase authorized on 05/04 Cncs 202-606-3903 DC S301124833927129 Card 9069
05/05		52.95	Purchase authorized on 05/04 Gift Card Granny Httpswww.Gift PA S461124751217542 Card 9069
05/05		900.00	Recurring Payment authorized on 05/03 Sp Plus Corp*Parki 877-717-0004 CA S581123616652491 Card 2675
05/06		50,000.00	Online Transfer Payroll Taxes Ref #Bb0Bfmpvpy
05/06		356.01	< Business to Business ACH Debit - Bill.Com Payables 016Sblzxr1Sdq8Y LA Toya McNeil Bill.Com 016Sblzxr1Sdq8Y Acct #
05/07		920.00	< Business to Business ACH Debit - Ecratchit Cash Conc Safe Passages
05/10		84.60	Purchase authorized on 05/06 Clipper Services 877-669-8368 CA S301126766121725 Card 2675
05/10		130,000.00	Recurring Transfer to Safe Passages Commercial Business Checking Ref #Op0Bgdygqt xxxxxx1710
05/10		585.00	Recurring Payment authorized on 05/09 Msft * E0800Ejghw Msbill.Info WA S301130142514088 Card 2675
05/11		376.10	Client Analysis Srvc Chrg 210510 Svc Chge 0421 000005102881579
05/11		588.25	Purchase authorized on 05/10 California Tees 209-4677500 CA S581130648566033 Card 9069
05/11		363.28	Purchase authorized on 05/10 California Tees 209-4677500 CA S461130647704594 Card 9069
05/11		119.70	Recurring Payment authorized on 05/10 J2 Efax Services 323-817-3205 CA S581130634610945 Card 2675
05/11		20,000.00	< Business to Business ACH Debit - Pex Card Epay 051021 Safe Passages
05/11		1,597.20	< Business to Business ACH Debit - Bill.Com Payables 016Rlxxz11Skoq1 Multiple Payments Bill.Com Payables 016Rlxxz11Sko
05/11		47.00	< Business to Business ACH Debit - Bill.Com Payables 016Tpweyq1Sk1Uh Americorps Bill.Com 016Tpweyq1Sk1Uh Acct #
05/12		150.00	< Business to Business ACH Debit - Bill.Com Payables 016Rqitst1SM3Bn Multiple Payments Bill.Com Payables 016Rqitst1SM3
05/13		12.01	Recurring Payment authorized on 05/11 Readyrefresh By NE 800-274-5282 CA S581131783002265 Card 9069



**Electronic debits/bank debits** (continued)

Effective date	Posted date	Amount	Transaction detail
	05/13	3,415.20	< Business to Business ACH Debit - Bill.Com Payables 016Uyimsk1So64C Multiple Payments Bill.Com Payables 016Uyimsk1So6
	05/14	52.95	Purchase authorized on 05/12 Vanillagift.Com 833-210-0392 GA S581132830916290 Card 9069
	05/14	8.00	Purchase authorized on 05/13 Google *Gsuite_Saf CC@Google.Com CA S381133611056680 Card 9069
	05/14	14.99	Recurring Payment authorized on 05/12 Adobe Acropro Subs 408-536-6000 CA S301132626930362 Card 2675
	05/14	920.00	< Business to Business ACH Debit - Ecratchit Cash Conc Safe Passages
	05/17	502.94	Purchase authorized on 05/12 Indeed 203-564-2400 CT S461133203819476 Card 9069
	05/17	10,000.00	< Business to Business ACH Debit - Pex Card Epay 051621 Safe Passages
	05/18	30,000.00	Online Transfer Payroll Taxes for May 15 2021 Ref #Bb0Bj68Q8G
	05/18	910.00	Recurring Payment authorized on 05/17 Springahead Time Springahead.C CA S301137833399333 Card 2675
	05/18	23,481.46	Choice Admin Onlin Pmnt 210517 54179581 Safe Passages
	05/18	949.22	< Business to Business ACH Debit - Northwestern Mu McB Paymnt 210517 0000019130-01 Safe Passages
	05/19	456.69	Recurring Payment authorized on 05/18 Microsoft#G0039886 Msbill.Info WA S301139011761605 Card 2675
	05/19	5,365.70	< Business to Business ACH Debit - Bill.Com Payables 016Qomjig1Swc5R Multiple Payments Bill.Com Payables 016Qomjig1Swc
	05/20	86.00	Recurring Payment authorized on 05/19 Zoom.US 888-799-96 WWW.Zoom.US CA S461139688483584 Card 2675
	05/21	511.49	Purchase authorized on 05/19 Indeed 203-564-2400 CT S461140128064313 Card 9069
	05/21	363.20	Purchase authorized on 05/19 Ezcaterikes Love 8004881803 MA S461139716407028 Card 9069
	05/21	20,000.00	< Business to Business ACH Debit - Pex Card Epay 052021 Safe Passages
	05/21	920.00	< Business to Business ACH Debit - Ecratchit Cash Conc Safe Passages
	05/24	30,000.00	Online Transfer Payroll Taxes Pp May 18 2021 Ref #Bb0Bkd4W7Z
	05/24	327.27	Purchase authorized on 05/20 Bill.Com, Inc. 650-3533301 CA S461140416903026 Card 2675
	05/25	130,000.00	Recurring Transfer to Safe Passages Commercial Business Checking Ref #Op0Bkhkgsr xxxxxx1710
	05/25	900.00	< Business to Business ACH Debit - Bill.Com Payables 016Gmpiuf1T4Ryh Multiple Payments Bill.Com Payables 016Gmpiuf1T4R
	05/28	2,915.00	< Business to Business ACH Debit - Bill.Com Payables 016Gduahw1Taz8T The Owl Movement Inc / Tashante McCoy Bill.Com 0
	05/28	2,557.19	< Business to Business ACH Debit - Ecratchit Cash Conc Safe Passages
	05/28	920.00	< Business to Business ACH Debit - Ecratchit Cash Conc Safe Passages
		<b>\$529,133.61</b>	<b>Total electronic debits/bank debits</b>

< **Business to Business ACH:** If this is a business account, this transaction has a return time frame of one business day from post date. This time frame does not apply to consumer accounts.



**Checks paid**

<i>Number</i>	<i>Amount</i>	<i>Date</i>	<i>Number</i>	<i>Amount</i>	<i>Date</i>	<i>Number</i>	<i>Amount</i>	<i>Date</i>
4350	10.00	05/21	4433	250.00	05/17	4452	339.25	05/28
4351	150.00	05/28	4434	250.00	05/13	4461*	250.00	05/27
4419*	60.00	05/17	4435	250.00	05/25	4462	368.75	05/28
4421*	250.00	05/17	4436	250.00	05/14	4466*	250.00	05/27
4422	250.00	05/12	4439*	250.00	05/24	4471*	250.00	05/27
4423	250.00	05/24	4440	250.00	05/13	4488*	324.50	05/28
4425*	250.00	05/13	4442*	250.00	05/13	4497*	250.00	05/27
4426	250.00	05/13	4443	250.00	05/13	4500*	250.00	05/27
4427	250.00	05/13	4444	250.00	05/24	4501	250.00	05/27
4428	250.00	05/13	4446*	250.00	05/13	4507*	250.00	05/27
4429	250.00	05/21	4448*	250.00	05/17	4510*	250.00	05/27
4430	250.00	05/20	4449	250.00	05/13	4517*	250.00	05/27
4431	250.00	05/21	4451*	250.00	05/27	4518	250.00	05/27
4432	250.00	05/13						
<b>\$9,752.50</b>			<b>Total checks paid</b>					

\* Gap in check sequence.

**\$538,886.11 Total debits**

**Daily ledger balance summary**

<i>Date</i>	<i>Balance</i>	<i>Date</i>	<i>Balance</i>	<i>Date</i>	<i>Balance</i>
04/30	1,976,151.26	05/11	2,388,223.14	05/20	2,307,766.10
05/03	2,023,551.86	05/12	2,387,847.11	05/21	2,404,989.71
05/04	2,011,621.53	05/13	2,381,669.90	05/24	2,373,948.43
05/05	1,967,866.32	05/14	2,380,423.96	05/25	2,242,798.43
05/06	1,932,510.31	05/17	2,369,231.79	05/27	2,290,096.68
05/07	1,931,614.28	05/18	2,313,891.11	05/28	2,282,570.24
05/10	2,328,839.17	05/19	2,308,078.13		
<b>Average daily ledger balance</b>		<b>\$2,229,166.31</b>			



# Site Coordinator and Instructor Job Descriptions



## **After School Academic/Enrichment Instructor Part Time, Hourly**

### **POSITION ANNOUNCEMENT**

*Mission: Safe Passages disrupts the cycle of poverty by engaging youth and families to build and drive a continuum of services that supports student success and community development.*

Safe Passages' work is based on the premises that access to educational opportunity, health services, and family support should not be dictated by race or socio-economic status, and that healthy and supported young people are better prepared to learn and succeed. Safe Passages' After School Programs provide quality enrichment and academic support services delivered in a strong youth development framework. Safe Passages is a leading provider in the delivery of school-based After School Programs within the Oakland Unified School District (OUSD.)

### **United for Success Academy:**

United for Success is a small school on 35th Avenue designed by parents, students, teachers and community members who wanted a safe, caring, and high-achieving middle school in the heart of the Fruitvale District. Safe Passages has partnered with United for Success since 1999 through a variety of initiatives. The after school program at United for Success serves about 200 students and is optional for all grade levels.

### **Primary Responsibilities:**

Academic instructors will be part of an after school team dedicated to providing high quality programming to youth and their families. The After School Academic Instructor will facilitate an academic skill building class for 15-20 students. The Academic Instructor provides a structured and supportive environment where students can practice basic skills that will reinforce content standards introduced during the traditional school day and work towards homework completion. The Academic Instructor will be supervised by the After School Program Coordinator.

### **Responsibilities**

- Facilitate academic support for 15-20 program participants.
- Develop and instruct academic skill building activities for youth based on grade level English Language Arts and Math content standards.
- Develop and facilitate test taking strategies and study skill building activities.
- Monitor and track student progress, develop individualized plans to support student achievement including but not limited to intervention strategies and leadership activities for high performing students.
- Provide documented lesson plans for all activities.

## Qualifications

- Demonstrated experience (volunteer/paid) teaching or facilitating academic activities in an urban K-12 environment.
- Ability to develop strong relationships and work collaboratively with staff and students from diverse backgrounds and abilities.
- Strong organizational and communication skills.
- Must be dedicated and able to commit to the entire school year.
- At least 48 semester units from an accredited college or passing grade on Alameda Instructional Aid Exam. Bachelor's degree preferred.
- Clearance of TB test and background (fingerprint) check.
- Bilingual applicants are strongly encouraged to apply.
- High level of cultural competency.
- Demonstrated teaching experience, K-12 enrollment.
- Classroom management skills.
- Lesson plan development.

Employment Classification: This is a part-time hourly position.

Work Schedule: 15-20 hours per week, M-F; depending on OUSD school calendar.

Compensation: \$15 - 18 per hour/paid weekly

Job Type: Part-time



## **After School Program Site Coordinator Full Time**

### **JOB DESCRIPTION**

*Mission: Safe Passages disrupts the cycle of poverty by engaging youth and families to build and drive a continuum of services that supports student success and community development.*

Safe Passages' work is based on the premises that access to educational opportunity, health services, and family support should not be dictated by race or socio-economic status, and that healthy and supported young people are better prepared to learn and succeed. Safe Passages' After School Programs provide quality enrichment and academic support services delivered in a strong youth development framework. Safe Passages is a leading provider in the delivery of school-based After School Programs within the Oakland Unified School District (OUSD.)

#### **Primary Responsibilities:**

The After School Program Coordinator will oversee after school operations and program implementation on an assigned school site. This position reports directly to a Safe Passages After School Lead (Supervisor.)

#### **Program Development**

- Maintain full attendance outlined by grant requirements and establish waiting lists.
- In coordination with the Principal and the Coordination of Services Team (COST), identify and provide access to the highest need students.
- Meet funding expectations, deliverables, goals and objectives.
- Maintain a positive, high quality program aligned with Safe Passages and OUSD youth development principles.
- Support partnerships with community based organizations, public agencies, and service providers to strengthen programming and leverage funding and services.
- Utilize student data and evaluation outcomes for program planning and development.

#### **Day to Day Operations/Logistics**

- Facilitate and oversee day to day operations of the program, including all after school programs and services.
- Represent Safe Passages in a highly professional manner at all times.
- Supervise and support integration of school-based AmeriCorps Team.

- Ensure program safety by implementing and enforcing all OUSD, School Site, and Safe Passages policies. Immediately communicate all safety concerns and issues to Safe Passages, the Principal and OUSD staff.
- Communicate as needed with supervisor.
- Plan and implement events (i.e. field trips) in accordance with Safe Passages and OUSD policies.
- Copy Safe Passages lead (supervisor) in all written communications, including email.
- Distribute and collect student attendance daily.
- Serve, monitor and document food service.

### **Supervision of Staff**

- Identify site specific staffing needs.
- Assist in the recruitment and hiring of staff.
- Participate in the training and orientation of staff.
- Supervision of instructors, provide ongoing coaching for staff as needed.
- Review and approve staff weekly on-line timesheets.
- Observe, document, and evaluate program staff on an on-going basis.
- Consult with Safe Passages supervisor regarding all personnel issues.
- Ensure adults treat students respectfully.
- Facilitate site-based monthly meetings for program staff and providers.

### **Administrative/Documentation and Reporting**

- Review regular student attendance.
- Enforce systems for student and staff documentation, including staff sign in/out logs.
- Design and maintain efficient, organized office systems.
- Manage ASES/OFCY reporting requirements, including monthly attendance, service deliverables quarterly reports, data collection, and survey administration.
- Run weekly reports to analyze program progress.
- Manage hourly schedules of instructors.

### **Budgets/Fiscal Management**

- Participate with Safe Passages Supervisor and Site Administrator (Principal) in program budget planning.
- Submit appropriate requests for expenditures.
- Manage budget line items and track expenditures.
- Manage ET/OT contracts and expenditures.

### **Liaison to School Site**

- Participate in the Coordination of Services Team (COST) meetings, and other meetings as assigned.

- Regularly update Safe Passages supervisor on all school site and district meetings.
- Collaborate with (the Academic Liaison) and teachers on a regular basis to align the after school curriculum/program with the traditional school day.
- Communicate and meet with Site Administrator (Principal) on regular basis.
- Build strong relationships with SST Coordinator and other school site support staff to support students for After School Programs.
- Participate in monthly Principal meetings with Safe Passages supervisor.

### **Outreach and PR**

- Create program brochures, flyers, and newsletters.
- Maintain relationships with community based organizations and public agencies.
- Serve as a resource to families, students, staff, and community members.
- Recruit students to participate in the After School Programs.
- Develop and implement family communication strategy.
- Coordinate and lead outreach efforts for special events such as family nights and student showcase/performances.
- Follow Safe Passages' communications policies regarding media and PR.

### **Necessary Skills and Qualifications**

- Familiarity with youth development theory and best practices.
- At least two years of program coordination, preferably on an urban school site.
- Program management experience.
- Database experience; data analysis; using data to inform programming.
- Ability to develop strong relationships and work collaboratively with diverse individuals and organizations.
- Clear and effective communication skills.
- Effective time management and organizational skills.
- At least 48 semester units from an accredited college. Bachelor's degree preferred (in a related field.)
- Clearance of TB test and background (fingerprint) check.
- Bilingual applicants are strongly encouraged to apply.
- High level of cultural competency.
- Community organizing experience a plus.
- Ability to represent Safe Passages professionally and effectively.

**Safe Passages is An Equal Opportunity Employer**

**Auxiliary aids and services are available upon request to individuals with disabilities**



# IRS Tax Exemption Letter

OGDEN UT 84201-0038

In reply refer to: 0438089340  
Sep. 09, 2015 LTR 4168C 0  
20-4535835 000000 00  
00018590  
BODC: TE

SAFE PASSAGES  
% ANTONIO GASTELUM  
250 FRANK OGAWA PLZ STE 6306  
OAKLAND CA 94612



025654

Employer Identification Number: 20-4535835  
Person to Contact: Exempt Organizations  
Toll Free Telephone Number: 1-877-829-5500

Dear Taxpayer:

This is in response to your Aug. 28, 2015, request for information regarding your tax-exempt status.

Our records indicate that you were recognized as exempt under section 501(c)(3) of the Internal Revenue Code in a determination letter issued in June 2006.

Our records also indicate that you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section(s) 509(a)(1) and 170(b)(1)(A)(vi).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

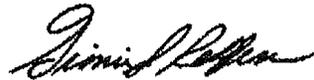
Please refer to our website [www.irs.gov/eo](http://www.irs.gov/eo) for information regarding filing requirements. Specifically, section 6033(j) of the Code provides that failure to file an annual information return for three consecutive years results in revocation of tax-exempt status as of the filing due date of the third return for organizations required to file. We will publish a list of organizations whose tax-exempt status was revoked under section 6033(j) of the Code on our website beginning in early 2011.

0438089340  
Sep. 09, 2015 LTR 4168C 0  
20-4535835 000000 00  
00018591

SAFE PASSAGES  
% ANTONIO GASTELUM  
250 FRANK OGAWA PLZ STE 6306  
OAKLAND CA 94612

If you have any questions, please call us at the telephone number shown in the heading of this letter.

Sincerely yours,



Ginni L. Redfern  
Program Manager, AM OPS 1



# Proof of Active Status with the Secretary of State



## Secretary of State Certificate of Status

I, SHIRLEY N. WEBER, Ph.D., Secretary of State of the State of California, hereby certify:

**Entity Name:** SAFE PASSAGES  
**File Number:** C2868332  
**Registration Date:** 03/01/2006  
**Entity Type:** DOMESTIC NONPROFIT CORPORATION  
**Jurisdiction:** CALIFORNIA  
**Status:** ACTIVE (GOOD STANDING)

As of June 21, 2021 (Certification Date), the entity is authorized to exercise all of its powers, rights and privileges in California.

This certificate relates to the status of the entity on the Secretary of State's records as of the Certification Date and does not reflect documents that are pending review or other events that may affect status.

No information is available from this office regarding the financial condition, status of licenses, if any, business activities or practices of the entity.



**IN WITNESS WHEREOF**, I execute this certificate and affix the Great Seal of the State of California this day of June 22, 2021.

**SHIRLEY N. WEBER, Ph.D.**  
Secretary of State

**Certificate Verification Number:** Z77MVKZ

To verify the issuance of this Certificate, use the Certificate Verification Number above with the Secretary of State Certification Verification Search available at [bebizfile.sos.ca.gov/certification/index](http://bebizfile.sos.ca.gov/certification/index).



# Safe Passages Board Roster and Minutes



250 Frank H. Ogawa Plaza  
Suite #6306  
Oakland, CA 94612  
[www.safepassages.org](http://www.safepassages.org)

## SAFE PASSAGES BOARD ROSTER

**Josefina Alvarado-Mena, Esq.**  
CEO, Safe Passages

**Colin Lacon, Chair**  
Public Affairs Director,  
Kaiser Permanente;  
Professional Faculty, Hass School of  
Business, UC Berkeley

**Sherry Beeler Young, Treasurer**  
Sr. Private Client Advisor, VP  
Bank of the West

**Namita S. Brown, Attorney**  
Partner, Fagen Friedman & Fulfrost LLP

**Lewis S. Cohen,**  
**Finance Committee Member**  
Director of Communications National  
Center for Youth Law;  
Former Deputy Mayor, Oakland

**Reygan E. Cunningham**  
Senior Partner  
California Partnership for Safe Communities

**Brent Hawkins**  
Intellectual Property Attorney,  
Partner at Morgan, Lewis & Bockius LLP

**Melissa Hoover**  
Executive Director  
Democracy at Work Institute

**Carla J. Koren**  
Senior Vice President  
Senior Investment Management Consultant  
Morgan Stanley

**Tomás A. Magaña, MD, MA, FAAP**  
Assistant Professor, Samuel Merritt  
University Attending Physician, La Clínica  
de La Raza, Inc.  
Assistant Clinical Professor, Dept. of  
Pediatrics, UCSF

**Kim McAtee, Realtor**  
McAtee and Deverel Associates

**Natasha Middleton**  
Probation Specialist/Legislative  
Coordinator, Alameda County Probation  
Department

**John O'Toole, Attorney (Retired)**  
Former Director National Center for Youth  
Law

**Dan Siegel, Attorney**  
Siegel, Yee & Brunner  
Former OUSD Board of Trustee



**Safe Passages 501(c)(3) Board Meeting**

**Friday, April 16, 2021**

**12:00 PM – 3:00 PM**

**Location: Zoom Meeting**

**<https://us02web.zoom.us/j/89492250678?pwd=WXNrcFFGWEZqTFh5UXRC>**

**[UXNiRnhmZz09](#)**

**Meeting ID: 894 9225 0678**

**Passcode: 991590**

**MINUTES**

**The meeting was called to order by Chair Lacon at 12:00 pm.**

**Board Trustees in Attendance:** Josefina Alvarado Mena (CEO), Lewis Cohen, John O’Toole, Dan Siegel, Melissa Hoover, Natasha Middleton, Sherry Beeler Young, Tomas Magana, Dan Siegel, Colin Lacon, Tanvi Lal (UC Fellow), Joe Castiglione (UC Fellow)

**Staff in Attendance:** Nina Moreno, Alicia Perez, Laura Cabral, Jonathan Brumfield, Michael Maldonado, Jeremiah Carreon, Elizabeth Rodriguez, Katie Brym, Randy Hamadi

**I. New Board Membership –Nominations – 30 minutes**

The following individuals were presented to the board for membership:

- Carla Koren;
- Brent Hawkins;
- Kim McAtee; and
- Joseph Magdovitz.

The board discussed these individuals’ expertise and the timing of their onboarding.

There was a motion to accept all 4 individuals for membership, as follows:

Motion: Trustee O’Toole

Seconded: Trustee Magana

Action: All Aye

**II. Approval of Minutes (action item) – January 15, 2021 Regular Board Meeting.**

There were no questions about/edits to the 01/15/21 board meeting minutes; a motion was made to accept the minutes, as follows:

Motion: Trustee Cohen

Seconded: Trustee Siegel

Action: All Aye

**II. Covid-19 Response Update Report – 25 minutes**

Josefina presented on SP's comprehensive Covid-19 response, inclusive of the work under the following contracts:

1. Rental Assistance- JAM Provided on update on this effort
2. Cal Hope

### **III. Programmatic Updates – 40 minutes**

Josefina, Jonathan, Michael, Laura, Jeremiah, Katie, and Randy presented on 2 of SP's programs, as reflected below:

1. Early Learning – Baby Learning Through Early Literacy
2. Life Coaching and CRDP

### **IV. Strategic Plan Update – 30 minutes**

Josefina presented on the overarching strategic plan update. Tanvi Lal and Joe Castiglione (UC Fellows) presented on a potential opportunity of conducting external trainings as a potential revenue generating stream.

Questions raised on Tanvi/Joe's presentation, to be accounted for into their study: Overhead costs? Growing DEI sector- market for this? Does your comparison account for required trainings? On 8 needed trainings, are there 8 entities that actually need it and does SP have the capacity to deliver this? Have we done work in support of other organizations? Mixed model of fee for service + grants to provide trainings? Who are we trying to reach and how do we bring them in?

### **V. Fiscal – 20 minutes**

#### **A. Updated Forecast: Revenue and Expenses**

Josefina reported that latest financial reports in board packets. She mentioned new resources for COVID-19 response- in packet; she also mentioned that SP began PPP forgiveness process- not in packet, expect 100% forgiveness, will include in future packet. Also, at the moment, \$372,000 available as a potential down payment now for a building- does not include PPP resources.

Question about cash flow graph: Josefina mentioned that graph may be explained by late invoicing- on Advance Peace side, not on SP side as well as delays on payments, due to the pandemic.

#### **B. Audit 2020**

Josefina reported a clean audit 2020 audit.

There was a motion to accept the audit:

Motion: Trustee Hoover

Seconded: Trustee Siegel

Action: All Aye

**C. Updated Development Report**

Latest development report includes 3 new grants: CDPH's MH Equity contract and 2 FEMA (CalHOPE, Rental Assistance Program) contracts which were presented on earlier during this meeting.

A motion was made to accept the latest development report:

Motion: Trustee Cohen

Seconded: Trustee Hoover

Action: All Aye

**VI. Check in on CEO Annual Evaluation Process and Timeline – 10 minutes**

Insufficient time to cover.

**Board Meeting Calendar 2021**

**January 15, 2021**

**April 16, 2021 (Board Retreat 12:00 – 3:00 PM)**

**July 16, 2021**

**October 15, 2021**

**Two-hour meetings on Fridays: 12:00 noon – 2:00 PM (unless otherwise indicated).**

**One annual meeting dedicated for a 3-hour retreat.**



# Signed Letter of Agreement



250 Frank H. Ogawa Plaza, Suite 6306  
Oakland, CA 94612  
www.safepassages.org

June 29, 2021

Dear OUSD Expanded Learning Office Staff:

Safe Passages, 501(c)(3) a corporation based in Alameda County, is submitting the attached response to the OUSD After-School Lead Agency Request for Qualifications Expanded Learning Office 2021.

The mission of Safe Passages (SP) is to disrupt the cycle of poverty by engaging youth and families to build and drive a continuum of services that supports student success and community development. The mission, vision and work of SP is directly aligned with OUSD's mission to build a Full Service Community District focused on high academic achievement while serving the whole child, eliminating inequity, and providing each child with excellent teachers, everyday. Moreover, our mission and vision closely align with OUSD's strategic plan, The New Pathways to Excellence and vision for Full Service Community Schools.

Over the last 20+ years, SP has collaborated closely with OUSD to design, implement, and leverage resources to provide health, education, and social services to Oakland youth and their families, with a special focus on Oakland's most vulnerable populations (low-income, English Learners, students of color, foster youth, immigrants and refugees). Specifically, SP partnered with OUSD on the Safe Passages Middle School, Early Childhood, and Juvenile Justice Initiatives. In addition, SP served as the lead agency for the Oakland Elev8 Full Service Community Schools Initiative at 5 of the highest-need middle schools in Oakland, including the development of new Extended Learning Programs, School Based Health Centers, and Family Resource Centers.

Safe Passage has been an OUSD After School Lead agency since 2008 and has the capacity to serve 11 school sites across the K-12 continuum and meet the match requirements to implement comprehensive afterschool programs.

Safe Passages is willing and able to perform the commitments contained in the application.

Signed,

Josefina Alvarado Mena, Esq.  
CEO, Safe Passages

**Board of Directors**

**Colin Lacon, (Board Chair)**  
Director of Public Affairs Kaiser  
Permanente; Professional Faculty,  
Hass School of Business, UC  
Berkeley

**Sherry Young, (Board Treasurer)**  
Vice President, Private Client  
Advisor  
Bank of the West, Wealth  
Management

**Namita S. Brown**  
Partner, Fagen Friedman &  
Fulfrost LLP

**Lewis Cohen**  
Director of Communications  
National Center for Youth Law;  
Former Deputy Mayor, Oakland

**Reygan E. Cunningham, Attorney**  
Senior Partner  
California Partnership for Safe  
Communities

**Brent Hawkins**  
Intellectual Property Attorney,  
Partner at Morgan, Lewis &  
Bockius LLP

**Melissa Hoover,**  
Executive Director  
Democracy at Work Institute

**Carla J. Koren**  
Senior Vice President  
Senior Investment Management  
Consultant  
Morgan Stanley

**Dr. Tomás Magaña**  
Assistant Professor, Samuel  
Merritt University; Attending  
Physician La Clinica de La Raza,  
Inc.; Assistant Clinical Professor,  
Department of Pediatrics, UCSF

**Kim McAtee, Realtor**  
Compass Real Estate  
McAtee and Deverel Associates

**Joseph H. Magdovitz**  
Vice President, Head of Finance  
LendingHome

**Josefina Alvarado Mena, Esq.,**  
CEO Safe Passages

**Natasha Middleton**  
Probation Specialist/Legislative  
Coordinator; Alameda County  
Probation Department

**John O'Toole, Attorney**  
Retired Director National Center  
for Youth Law

**Dan Siegel, Attorney**  
Siegel, Yee & Brunner  
Former OUSD Board of Trustee



# Most Recent Audited Financial Statement (2020)

SAFE PASSAGES, INC.  
FINANCIAL STATEMENTS WITH  
INDEPENDENT AUDITOR'S REPORT  
JUNE 30, 2020

TABLE OF CONTENTS

	Page
<b>FINANCIAL SECTION:</b>	
INDEPENDENT AUDITOR'S REPORT	1
FINANCIAL STATEMENTS	
Statement of Financial Position	3
Statement of Activities and Changes in Net Assets	4
Statement of Functional Expenses	5
Statement of Cash Flows	6
Notes to Financial Statements	7
<b>SINGLE AUDIT SECTION:</b>	
INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS	12
INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE FOR EACH MAJOR PROGRAM AND ON INTERNAL CONTROL OVER COMPLIANCE REQUIRED BY THE UNIFORM GUIDANCE	14
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS	16
NOTES TO THE SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS	17
SUMMARY SCHEDULE OF FINDINGS AND QUESTIONED COSTS	18

## INDEPENDENT AUDITOR'S REPORT

Board of Directors  
Safe Passages, Inc.

### **Report on the Financial Statements**

I have audited the accompanying financial statements of Safe Passages, Inc., (a nonprofit organization), which comprise the statement of financial position as of June 30, 2020, and the related statements of activities and changes in net assets, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditor's Responsibility**

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that I plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, I express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### **Opinion**

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Safe Passages, Inc. as of June 30, 2020, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

**Other Matters**

*Other Information*

My audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of federal awards, as required by Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In my opinion, the information is fairly stated, in all material respects, in relation to the financial statements as a whole.

**Other Reporting Required by Government Auditing Standards**

In accordance with *Government Auditing Standards*, I have also issued my report dated March 2, 2021, on my consideration of Safe Passages, Inc.'s internal control over financial reporting and on my tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of my testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Safe Passages, Inc.'s internal control over financial reporting and compliance.



Christopher Chime Ogbodo  
Certified Public Accountant

Oakland, California  
March 2, 2021

SAFE PASSAGES, INC.  
STATEMENT OF FINANCIAL POSITION  
JUNE 30, 2020

**ASSETS**

Cash and Cash Equivalents	\$ 2,348,193
Accounts and Grants Receivable - Note 7	1,889,905
Prepays	62,159
Office Furniture and Equipment	93,824
Less Accumulated Depreciation	<u>(93,824)</u>
 Total Assets	 <u>\$ 4,300,257</u>

**LIABILITIES AND NET ASSETS**

Liabilities

Accounts Payable	\$ 91,012
Accrued Payrol and Related Costs	229,595
Deferred Revenue	125,000
Paycheck Protection Program - Note 10	618,710
Other Liabilities	<u>74,561</u>
Total Liabilities	<u>1,138,878</u>

Net Assets

Without Donor Restrictions	1,087,371
With Donor Restrictions - Note 8	<u>2,074,008</u>
Total Net Assets	<u>3,161,379</u>

Total Liabilities and Net Assets	<u>\$ 4,300,257</u>
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See accompanying notes to the financial statements

SAFE PASSAGES, INC.  
STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS  
FOR THE YEAR ENDED JUNE 30, 2020

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
<b>Revenue and Support</b>			
Private Grants and Donations	\$ 702,501	\$ 2,041,010	\$ 2,743,511
Government Grants	3,842,286	-	3,842,286
Other Income	<u>23,404</u>	<u>-</u>	<u>23,404</u>
Total Revenue and Support	4,568,191	2,041,010	6,609,201
 Net Assets Released from Restrictions	 <u>972,997</u>	 <u>(972,997)</u>	 <u>-</u>
 Total Revenue and Support	 <u>5,541,188</u>	 <u>1,068,013</u>	 <u>6,609,201</u>
 <b>Expenses</b>			
Program Services	4,926,117	-	4,926,117
Management and General	298,492	-	298,492
Fundraising	<u>121,593</u>	<u>-</u>	<u>121,593</u>
Total Expenses	<u>5,346,202</u>	<u>-</u>	<u>5,346,202</u>
 Change in Net Assets	 194,986	 1,068,013	 1,262,999
 Net Assets at Beginning of Year	 <u>892,385</u>	 <u>1,005,995</u>	 <u>1,898,380</u>
 Net Assets at End of Year	 <u>\$ 1,087,371</u>	 <u>\$ 2,074,008</u>	 <u>\$ 3,161,379</u>

See accompanying notes to the financial statements

SAFE PASSAGES, INC.  
STATEMENT OF FUNCTIONAL EXPENSES  
FOR THE YEAR ENDED JUNE 30, 2020

	<u>Program Services</u>	<u>Management and General</u>	<u>Fundraising</u>	<u>Total</u>
PERSONNEL EXPENSES				
Salaries and Wages	\$ 3,327,585	\$ 91,839	\$ 91,006	\$ 3,510,430
Payroll Taxes and Benefits	<u>644,986</u>	<u>17,640</u>	<u>17,801</u>	<u>680,427</u>
Total Personnel Expenses	<u>3,972,571</u>	<u>109,479</u>	<u>108,807</u>	<u>4,190,857</u>
OTHER EXPENSES				
Subcontractors	293,829	97,466	-	391,295
Advertising and Promotion	4,321	4,519	-	8,840
Office Expenses	137,518	26,588	-	164,106
Communications	60,657	15,273	-	75,930
Occupancy	85,424	24,407	12,043	121,874
Travel	53,879	-	-	53,879
Conferences	41,119	7,365	-	48,484
Insurance and Taxes	27,180	750	743	28,673
Printing	4,975	-	-	4,975
Program Materials and Supplies	110,867	7,225	-	118,092
Participant Incentives	132,957	952	-	133,909
Other	820	4,468	-	5,288
Total Other Expenses	<u>953,546</u>	<u>189,013</u>	<u>12,786</u>	<u>1,155,345</u>
TOTAL EXPENSES	<u>\$ 4,926,117</u>	<u>\$ 298,492</u>	<u>\$ 121,593</u>	<u>\$ 5,346,202</u>

See accompanying notes to the financial statements

SAFE PASSAGES, INC  
STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED JUNE 30, 2020

Cash Flows from Operating Activities:

Change in net Assets	\$ 1,262,999
Adjustments to Reconcile Increase in Net Assets to Net Cash Provided by Operating Activities:	

Change in assets and liabilities:

(Increase) Decrease in Accounts and Grants Receivable	(1,040,249)
(Increase) Decrease in Prepaid Expenses	(37,831)
Increase (Decrease) in Accounts Payable	47,119
Increase (Decrease) in Deferred Revenue	125,000
Increase (Decrease) in Accrued Payroll and Related Costs	133,471
Increase (Decrease) in Other Liabilities	<u>(68,929)</u>
Net Cash Provided by Operating Activities	<u>421,580</u>

Cash Flow from Financing Activities:

Proceeds from Paycheck Protection Program	<u>618,710</u>
Net Cash Flow from Financing Activities	<u>618,710</u>

Increase in Cash and Cash Equivalents	1,040,290
Cash and Cash Equivalents at Beginning of Year	<u>1,307,903</u>
Cash and Cash Equivalents at End of Year	<u><u>\$ 2,348,193</u></u>

See accompanying notes to financial statements.

SAFE PASSAGES, INC.  
NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 2020

**NOTE 1 - GENERAL AND ORGANIZATION**

Safe Passages, Inc. (the organization) is a California non-profit Corporation established to develop charitable and educational programs for high need children and families. The organization is exempt from Federal and California taxes under Section 501C (3) of the Internal Revenue Code and Section 23701(d) of the California Revenue and Taxation Code, respectively.

Safe Passages was established as a collaborative partnership of the City of Oakland, Alameda County, Oakland Unified School District, and other public child-serving agencies in Alameda County, for the purpose of coordinating, evaluating, modeling, and implementing innovative, cross-jurisdictional services for vulnerable children and families in high-need communities in Alameda County.

**NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

Basis of Presentation

The financial statements of the Organization have been prepared on the accrual basis in accordance with accounting principles generally accepted in the United States of America. The financial statements are presented in accordance with Financial Accounting Standards Board (FASB) Accounting Standards Codification (ASC) 958 dated August 2016, and the provisions of the American Institute of Certified Public Accountants (AICPA) "Audit and Accounting Guide for Not-for-Profit Organizations" (the "Guide"). (ASC) 958-205 was effective January 1, 2018

Under the provisions of the Guide, net assets and revenues, and gains and losses are classified based on the existence or absence of donor-imposed restrictions. Accordingly, the net assets of the Organization and changes therein are classified as follows:

Net Assets Without Donor Restrictions - Net assets that are not subject to donor-imposed restrictions and may be expended for any purpose in performing the primary objectives of the Organization. The Organization's board may designate assets without restrictions for specific operational purposes from time to time.

Net Assets With Donor Restrictions - Net assets subject to stipulations imposed by donors, and grantors. Some donor restrictions are temporary in nature; those restrictions will be met by actions of the Non-Profit Organization or by the passage of time. Other donor restrictions are perpetual in nature, where by the donor has stipulated the funds be maintained in perpetuity.

Basis of Accounting

The Organization's financial statements are prepared on the accrual basis of accounting; consequently, revenues from all sources are recognized when earned, rather than when received; and expenditures are recognized when the obligation is incurred, rather than when cash is disbursed.

Cash and Cash Equivalents

The organization considers all highly liquid instruments, which are to be used for current operations and have an original maturity of three months or less, to be cash and cash equivalents.

SAFE PASSAGES, INC.  
NOTES TO FINANCIAL STATEMENTS (Continued)  
JUNE 30, 2020

Use of Estimates

The preparation of financial statements on conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Revenue Recognition

Revenue is recognized on the accrual basis of accounting. Revenue from grantors is recognized when earned from grantors and expenses are recognized when incurred by the organization.

Property, Equipment and Depreciation

Fixed assets are recorded at cost and depreciated using the straight-line method. Estimated useful lives for depreciation purposes are five years for furniture and equipment and forty years for buildings and building improvements. Maintenance, repairs and renewals which neither materially add to the value of the property nor appreciably prolong its life are charged to expense as incurred.

Functional Expenses

The costs of providing program and other activities have been summarized on a functional basis in the statements of activities. Accordingly, certain costs have been allocated among animal services and supporting services benefited. Such allocations are determined by management on an equitable basis.

The expenses that are allocated include the following:

<u>Expense</u>	<u>Method of Allocation</u>
Salaries and related	Time and Effort
Insurance	Time and Effort
Occupancy	Use of Space

Commitments and Contingencies

In the normal course of operations, the organization participates in a number of Federal and City-assisted grant programs. These programs are subject to audit by the grantors or their representatives. Such audits could lead to request for reimbursement to the grantor agency for expenditures disallowed under the terms of the grant. Presently, the organization has no such request pending, and in the opinion management, any such amounts would be considered immaterial.

**NOTE 3 - CASH AND CASH EQUIVALENTS**

"Cash" as reported on the statement of financial position represents cash equivalents and investments in financial institutions. Certain financial instruments potentially subject the organization to concentrations of credit risk. These financial instruments consist primarily of cash, cash equivalents and receivables. The organization places its cash and cash equivalents with high credit, quality financial institutions and organizations. The organization has three accounts with Wells Fargo Bank.

SAFE PASSAGES, INC.  
NOTES TO FINANCIAL STATEMENTS (Continued)  
JUNE 30, 2020

**NOTE 4 - DESCRIPTION OF PROGRAM AND SUPPORTING SERVICES**

The following program and supporting services are included in the accompanying financial statements:

Program Services

Safe Passages' program activities are focused on four major strategy areas: Early Childhood, School-Linked Services, Juvenile Justice, and After School/Learning. In each strategy area, Safe Passages' program activities blend funding from public and private sources to provide comprehensive services to children and families in the highest need communities and then provide in-depth evaluation of program results.

Fiscal Sponsorship Agreement

Safe Passages acts as fiscal sponsor for the Advance Peace Project which is an organization formed to reduce violence and support community development. Safe Passages receives grants, cash and other resources on behalf of the project. These transactions are reported as increases in net assets with donor restrictions and distributions to third-party recipients are reported as decreases in net assets.

Management and General

This category includes general, managerial and administrative functions of the organization, including the staff time and expenses associated with general management, administrative activities and organizational planning.

**NOTE 5 - CONCENTRATION OF CREDIT RISK**

Certain financial instruments potentially subject the Organization to concentrations of credit risk. These financial instruments consist primarily of cash, cash equivalents and receivables. The Organization places its cash and cash equivalents with low credit risk, quality financial institutions. Concentrations of credit risk with respect to receivables are generally diversified due to the few numbers of reputable granting agencies and other payers owing the Organization.

**NOTE 6 - OPERATING LEASE COMMITMENTS**

The organization leases offices from three different locations as follows:

- The City of Oakland with original lease agreement as of November 1, 2007 was amended on September 1, 2014. The lease was extended for a term of six years commencing September 1, 2014 and ending August 31, 2020.
- Orloff Property Management, Inc. in Sacramento, California with a lease term commencing on October 1, 2019 and ending on September 30, 2020.
- Cort Tower, LLC in Stockton, California with a lease term commencing on July 15, 2018 and ending on July 31, 2020.

The future minimum lease payments for the fiscal year ending June 30, 2021 is \$90,130.

SAFE PASSAGES, INC.  
NOTES TO FINANCIAL STATEMENTS (Continued)  
JUNE 30, 2020

**NOTE 7 - ACCOUNTS AND GRANTS RECEIVABLE**

As of June 30, 2020, the accounts and grants receivable balance of \$1,889,905 consist of the following:

Americorps	\$ 122,291
Oakland Unified School District	307,522
California Department of Public Health	74,071
Oakland Fund for Children and Youth	192,845
Oakland United	71,344
New Haven School District	42,687
California Community Reimbursement	68,561
California Family Resource Association	58,107
Sunlight Giving	100,000
Andrus Family Fund	50,000
California Endowment	300,000
City of Richmond	6,250
Everytown	20,000
Kaiser Permanente	100,000
The Harry and Janette Weinberg Foundation	300,000
County of Alameda Office of Education	10,000
CalFresh Employment and Training	53,524
Others	<u>12,703</u>
Total Accounts and Grants Receivable	<u>\$1,889,905</u>

**NOTE 8 - NET ASSETS WITH DONOR RESTRICTIONS**

As of June 30, 2020, the net assets with donor restrictions balance of \$2,074,008 are as follows:

<u>Safe Passages</u>	
Sunlight Giving	\$ 100,000
California Family Resources Association (CFRA)	58,107
East Bay Community Foundation	23,916
Sills Family Foundation	2,000
State Comp Insurance	<u>4,259</u>
Subtotal	<u>188,282</u>
 <u>Advance Peace</u>	
Kaiser Permanente	255,332
The California Wellness Foundation	409,167
The California Endowment	550,976
Everytown for Gun Safety Support Fund	42,508
Andrus Family Fund	60,000
The Harry and Jeanette Weinberg Foundation	332,679
Silicon Valley Community Foundation	105,000
Silicon Valley Emerson Collective	77,186
Heising-Simons Foundation	25,000
Tides Foundation	7,000
The Center	7,000
Other	<u>13,878</u>
Subtotal	<u>1,885,726</u>
Total Net Assets With Donor Restrictions	<u>\$ 2,074,008</u>

SAFE PASSAGES, INC.  
NOTES TO FINANCIAL STATEMENTS (Continued)  
JUNE 30, 2020

**NOTE 9 - Availability and Liquidity**

The following reflects the Organization's financial assets as of June 30, 2020, reduced by amounts not available for general use within one year of the Statement of Financial Position date, because of donor-imposed restrictions and board designations.

Cash and Cash Equivalents	\$2,348,193
Accounts and Grants Receivable	<u>1,889,905</u>
Total Financial Assets	4,238,098
Less amounts not available to be used within one year:	
Donor restricted contributions - time	-0-
Donor restricted contributions - purpose	<u>(2,074,008)</u>
Financial assets available to meet cash needs for general expenditures within one year	<u>\$2,164,090</u>

The Organization relies upon private and recurring government funding to support its programming and operating activities. As such, certain financial assets may not be available for general expenditure within one year, if those financial assets have donor-imposed restrictions for specific use or a future period. As part of the Organization's liquidity management plan, it has a policy to structure its financial assets to be available as its general expenditures, liabilities, and other obligations come due. Cash is maintained in checking accounts and is readily available for use.

**NOTE 10 - PAYCHECK PROTECTION PROGRAM LOAN**

The organization received a loan from Self-Help Credit Union in the amount of \$617,677 under the Paycheck Protection Program established by the Coronavirus Aid, Relief, and Economic Security (CARES) Act. The loan is subject to a note dated April 30, 2020 and may be forgiven to the extent proceeds of the loan are used for eligible expenditures such as payroll and other expenses described in the CARES Act. Although the organization anticipates full forgiveness, no determination has been made as to whether the organization will be eligible for forgiveness, in whole or in part. The loan bears interest at a rate of 1% and is payable in monthly installments of principal and interest of \$34,658.54 over 18 months beginning 6 months from the date of the note. The loan may be repaid at any time with no prepayment penalty. As of June 30, 2020, the balance of the loan is \$618,710 inclusive of interest.

**NOTE 11 - SUBSEQUENT EVENTS**

In accordance with FASB Accounting Standards Codification Topic 855, "Subsequent Events", the Organization has evaluated subsequent events through March 2, 2021, which is the date these financial statements were available to be issued. All subsequent events requiring recognition as of June 30, 2020 have been incorporated into these reports.

**REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND  
OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN  
ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS**

To the Board of Directors  
Safe Passages, Inc.

I have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Safe Passages, Inc., (a not-for-profit organization) which comprise the statement of financial position as of June 30, 2020, and the related statements of activities and cash flows for the year then ended, and the related notes to the financial statements, and have issued my report thereon dated March 2, 2021.

**Internal Control over Financial Reporting**

In planning and performing my audit of the financial statements, I considered Safe Passages, Inc.'s internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing my opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Safe Passages, Inc.'s internal control. Accordingly, I do not express an opinion on the effectiveness of Safe Passages, Inc.'s internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

My consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during my audit I did not identify any deficiencies in internal control that I consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

**Compliance and Other Matters**

As part of obtaining reasonable assurance about whether Safe Passages, Inc.'s financial statements are free from material misstatement, I performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of my audit, and accordingly, I do not express such an opinion. The results of my tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

**Purpose of this Report**

The purpose of this report is solely to describe the scope of my testing of internal control and compliance and results of that testing, and not to provide an opinion on the effectiveness of Safe Passages, Inc.'s internal control or on compliance. This report is an integral part of an audit performed in accordance with Government Auditing Standards in considering Safe Passages, Inc.'s internal control and compliance. Accordingly, this communication is not suitable for any other purpose.



Christopher Chime Ogbodo  
Certified Public Accountant

Oakland, California  
March 2, 2021

**INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE FOR EACH MAJOR PROGRAM  
AND ON INTERNAL CONTROL OVER COMPLIANCE REQUIRED BY THE UNIFORM GUIDANCE**

To the Board of Directors  
Safe Passages, Inc.

**Report on Compliance for Each Major Federal Program**

I have audited Safe Passages, Inc.'s compliance with the types of compliance requirements described in the *OMB Compliance Supplement* that could have a direct and material effect on each of Safe Passages, Inc.'s major federal programs for the year ended June 30, 2020. Safe Passages, Inc.'s major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

***Management's Responsibility***

Management is responsible for compliance with federal statutes, regulations, and the terms and conditions of its federal awards applicable to its federal programs.

***Auditor's Responsibility***

My responsibility is to express an opinion on compliance for each of Safe Passages, Inc.'s major federal programs based on my audit of the types of compliance requirements referred to above. I conducted my audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Those standards and the Uniform Guidance require that I plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about Safe Passages, Inc.'s compliance with those requirements and performing such other procedures as I considered necessary in the circumstances.

I believe that my audit provides a reasonable basis for my opinion on compliance for each major federal program. However, my audit does not provide a legal determination of Safe Passages, Inc.'s compliance.

***Opinion on Each Major Federal Program***

In my opinion, Safe Passages, Inc. complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2020.

***Other Matters***

The results of my auditing procedures disclosed no instances of noncompliance, which are required to be reported in accordance with the Uniform Guidance.

## Report on Internal Control Over Compliance

Management of Safe Passages, Inc. is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing my audit of compliance, I considered Safe Passages, Inc.'s internal control over compliance with the types of requirements that could have a direct and material effect on each major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major federal program and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, I do not express an opinion on the effectiveness of Safe Passages, Inc.'s internal control over compliance.

A *deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

My consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies. I did not identify any deficiencies in internal control over compliance that I consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

The purpose of this report on internal control over compliance is solely to describe the scope of my testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.



Christopher Chime Ogbodo  
Certified Public Accountant

Oakland, California  
March 2, 2021

SAFE PASSAGES, INC.  
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS  
FOR THE YEAR ENDED JUNE 30, 2020

	Name of Agency or Department	CFDA or Other No.	Federal Program Name	Direct Pass- through	Name of Grant	Grant I.D. No.	Award Amount	Total Awards Expended
<b>Department of Education</b>								
	Oakland Unified School District	84.287	21st Century Community Learning Center	Pass-through	CCPA	19-1244 & 20-0868	\$ 218,352	\$ 218,352
	Oakland Unified School District	84.287	21st Century Community Learning Center	Pass-through	UFS	19-2339	42,902	42,902
	Oakland Unified School District	84.287	21st Century Community Learning Center	Pass-through	UFS Summer	19-0682 & 20-0869	24,050	24,050
	Oakland Unified School District	84.287	21st Century Community Learning Center	Pass-through	CCPA SUMMER	20-10579	24,310	24,310
	Oakland Unified School District	84.287	21st Century Community Learning Center - supplemental	Pass-through	CCPA SUMMER	20-1014	15,470	15,470
	Oakland Unified School District	84.287	21st Century Community Learning Center - supplemental	Pass-through	CUES SUMMER	20-0514	15,600	15,600
	New Haven Unified School District	84.287	21st Century Community Learning Center	Pass-through	After School Americorps		<u>218,595</u>	<u>218,595</u>
					Subtotal		<u>559,279</u>	<u>559,279</u>
<b>U.S. Department of Health and Human Services</b>								
	Alameda County	93.658	Alameda County Social Services	Pass-through	SNAP Employment & Training		<u>137,102</u>	<u>137,102</u>
					Subtotal		<u>137,102</u>	<u>137,102</u>
<b>Corporation for National and Community Service</b>								
	California Volunteers	94.006	Americorps	Direct			<u>594,685</u>	<u>431,748</u>
					Subtotal		<u>594,685</u>	<u>431,748</u>
					<b>TOTAL</b>		<u>\$1,291,066</u>	<u>\$1,128,129</u>

SAFE PASSAGES, INC.  
NOTES TO THE SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS  
JUNE 30, 2020

**NOTE 1 - GENERAL**

The accompanying schedule of expenditures of federal awards (SEFA) present the expenditures for all federal award programs of the organization.

**NOTE 2 - BASIS OF ACCOUNTING**

The accompanying SEFA is presented using the modified accrual basis of accounting, which is described in note 2 (Summary of Significant Accounting Policies, Basis of Accounting) on page 7. The organization did not elect to use the 10% de minimis cost rate as covered in Code of Federal Regulations Title 2 Section 200.414 Indirect(F&A) Costs.

**NOTE 3 - RELATIONSHIP TO THE FINANCIAL STATEMENTS**

Expenditures of federal awards are primarily reported in the organization's financial statements in the program services.

SAFE PASSAGES, INC.  
SCHEDULE OF FINDINGS AND QUESTIONED COSTS  
JUNE 30, 2020

**Section I Summary of Audit Results**

*Financial Statements:*

Type of auditor's report issued: Unmodified

Internal control over financial reporting:

- Material weakness(es) identified? No
- Significant deficiency(ies) identified? No

Noncompliance material to financial statement noted? None

*Federal Awards:*

Internal control over major programs:

- Material weakness(es) identified? No
- Significant deficiency(ies) identified? No

Type of auditor's report issued on compliance for major programs: Unmodified

Any audit findings disclosed that are required to be reported in accordance with 2 CFR 200.516(a)? No

*Identification of Major Programs:*

Corporation for National and Community Service (Americorp)  
CFDA No. 94.006  
Dollar threshold used to distinguish between Type A and Type B programs: \$750,000  
Auditee qualified as low-risk auditee? Yes

**Section II Financial Audit Findings**

None reported.

**Section III Federal Award Findings and Questioned Costs**

None reported.



# Letters of Reference



June 15, 2021

Expanded Learning Office  
Oakland Unified School District  
Oakland, CA 94612

**RE: Letter of Reference for the Safe Passages After-School Lead Agency Request for Qualifications – RFP 2021**

Dear Expanded Learning Team:

It is my pleasure to submit this letter of reference for Safe Passages, the current lead agency at Coliseum College Preparatory Academy (CCPA) for middle and high school after-school programs.

Safe Passages has a long-standing partnership with the Havenscourt campus where CCPA is located. The Safe Passages Havenscourt collaboration began in 2000, prior to the campus being divided into two small schools. Safe Passages participated in the design of CCPA and has collaborated with the school since its inception in 2006. Safe Passages has served as the Full Service Community Schools (FSCS) lead agency since 2000 and as the lead after school agency for over 11 years. Over the course of the implementation of the Safe Passages Middle School Strategy (SPMSS) and Elev8 Oakland, Safe Passages' history of providing services at CCPA includes: the creation of the Coordination of Services Team (COST), case management, mental health services, family engagement, summer programs, health services, academic interventions, and extended day programs.

Safe Passages currently provides a rich compliment of extended day services including: Urban Arts, leadership, academic support, mentoring, sports, performing arts, and STEM. Every student at CCPA student is currently served in the program. 100% of those served are students of color with 48% female and 52% male. SP serves a high need population at CCPA; consisting of students with low academic indicators, behavioral issues, English Learners (ELs), Students with Disabilities (SWD), and/or other socio-emotional needs.

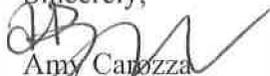
As the principal of CCPA, I have worked closely with Safe Passages over the last nine years on a wide range of support programs for students and families, including the development and implementation of after-school programs. CCPA utilizes an extended day model that fully integrates the after school program into the extended day schedule. Significant collaboration between the academic teachers and the after school instructors and staff occurs on a daily basis. I participated directly in the selection of afterschool management and staff and provide school site supervision. I also have a long-time working relationship with SP CEO, Josefina Alvarado Mena.

The program meets critical needs: 1) the need for a safe and supportive learning environment; 2) the need for positive youth development; 3) the high need for additional academic support; and 4) the need for health/fitness opportunities.

In addition, Safe Passages has leveraged hundreds of thousands in much needed resources for the school, including six full time AmeriCorps members who provide academic mentoring to students during and afterschool hours. They have provided high quality support to high-need middle and high school youth over the past eight years.

The long-standing partnership with Safe Passages has been invaluable to the success of CCPA. I recommend this organization, and its leadership, without reservation as an OUSD After School Lead Agency. I ask that you consider their application favorably.

Sincerely,



Amy Carozza  
Principal, CCPA

June 15, 2021

Expanded Learning Office  
Oakland Unified School District  
Oakland, CA 94612

**RE: Letter of Reference for the Safe Passages After-School Lead Agency Request for Qualifications – RFP 2021**

Dear Sir or Madam:

It is my pleasure to submit this letter of reference for Safe Passages, the current lead agency at Laurel Elementary School after-school programs.

Safe Passages has a long-standing partnership with the Laurel Elementary School campus and has served as the Lead Extended Day Provider since 2016. Safe Passages (SP) implements the Laurel After School Program (LASP) whose purpose is to accelerate student learning; support social-emotional learning; and provide students with opportunities to apply their knowledge to solve real problems and become leaders in their community. LASP will be implemented with 110 students during afterschool hours. It offers academic support, enrichment, youth development /leadership, recreation/fitness, and family engagement and support.

As the principal of Laurel Elementary School, I have worked closely with Safe Passages over the last six years on a wide range of support programs for students and families, including the development and implementation of after-school programs. Laurel Elementary Schools utilizes an extended day model that fully integrates the after school program into the extended day schedule. Significant collaboration between the academic teachers and the after school instructors and staff occurs on a daily basis.

I participated directly in the selection of afterschool management and staff and provide school site supervision. I also have a long-time working relationship with SP CEO, Josefina Alvarado Mena. In addition, Safe Passages has leveraged hundreds of thousands in much needed resources for the school, including three full-time AmeriCorps members and two VISTA members who provide academic mentoring to students during and afterschool hours and family resource supports.

The long-standing partnership with Safe Passages has been invaluable to the success of the school. I recommend this organization, and its leadership, without reservation as an OUSD After School Lead Agency. I ask that you consider their application closely.

Sincerely,

John Stangl  
Principal, Laurel Elementary School



## Section M (13) Documents



# Copy of External Evaluation of Program



End of Year Program Profile  
FY2019-2020

Strategy: Comprehensive Afterschool Programs  
Annual Grant Funding: \$95,000

Safe Passages (SP) proposes to implement the Laurel After School Program (LASP) whose purpose is to accelerate student learning; support social-emotional learning; and provide students with opportunities to apply their knowledge to solve real problems and become leaders in their community. LASP will be implemented with 110 students, Mondays, Tuesdays, Thursdays, and Fridays from 2:45 p.m. to 6:00 p.m. and Fridays from 1:10 to 6:00 p.m. and will occur at Laurel. It will offer academic support, enrichment, youth development /leadership, recreation/fitness, and family engagement and support.

Program Score Card

These select performance measures were identified by program staff, OFCY and the evaluation team as indicative of programs' quality and success in working towards the strategic objectives for the Comprehensive Afterschool Programs strategy.

Because of the shelter-in-place order enacted in March 2020, the "progress toward projected enrollment and attendance" indicators consider attendance from 7/1/2019 through 3/31/2020 only. For the "Total Hours of Service" and "Average Hours of Service" measures, programs were assessed on their progress toward their projections through the end of the third quarter (March 31, 2020). However, **programs did not have the full year to enroll the number of youth they projected serving**, which is an annual target.

Program Achievements: How much did we do?

Total Youth Served: <b>128</b>	Average Daily Attendance through 3/31/20: <b>101</b>
Total Hours of Service Provided: <b>39,951</b>	Average Hours of Attendance per Participant: <b>312</b>

Program Performance and Quality: How well did we do it?

Progress Toward Projected Enrollment and Attendance (through 3/31/2020)

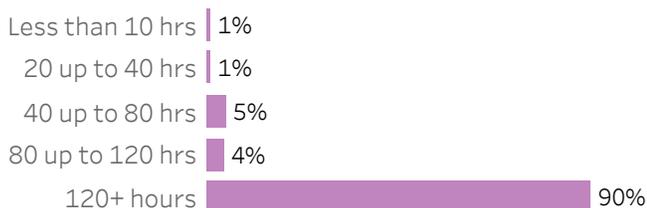
Strategy Average (elementary programs)

Measure	Actual Progress	Strategy Average
Progress towards projected number of youth served	116%	113%
Progress towards projected average hours of attendance	77%	89%
Progress towards projected hours of service	90%	102%
Progress towards projected ADA	101%	91%

\* In addition to these performance measures, the Comprehensive Afterschool Programs Strategy has indicators that draw on participant survey to assess youth perceptions of program quality and progress toward desired participant outcomes. Because of the shelter-in-place order, programs were not required to administer the participant survey in FY2019-2020. Additional quality and outcome indicators will be included in future years of this evaluation.

Program Attendance

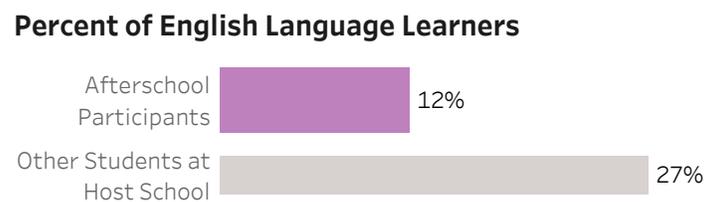
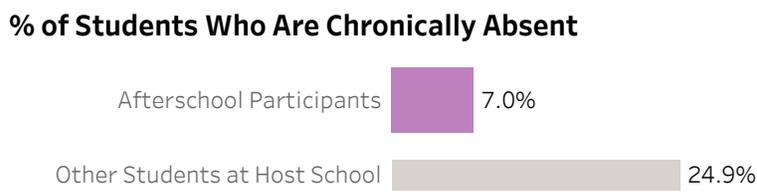
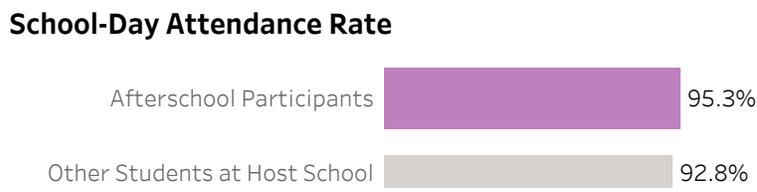
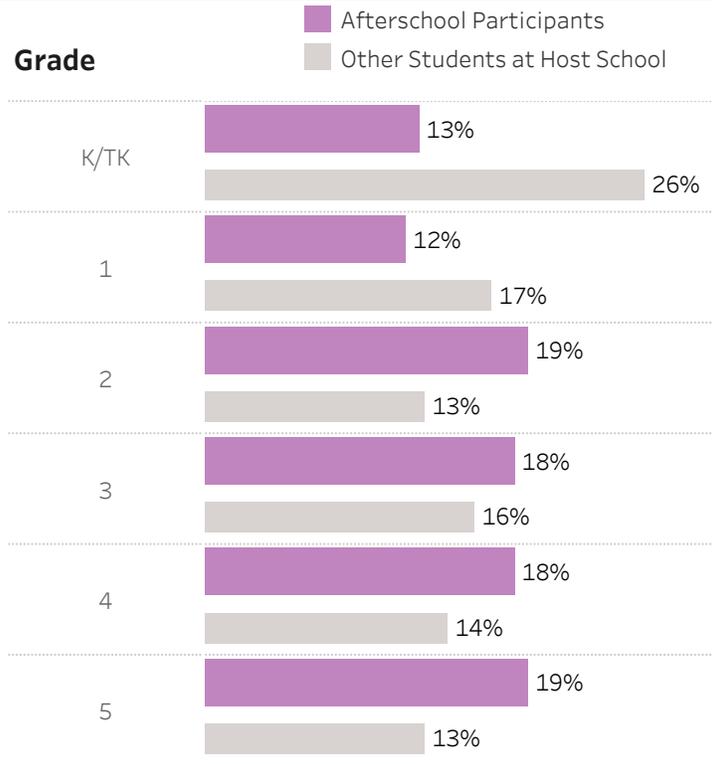
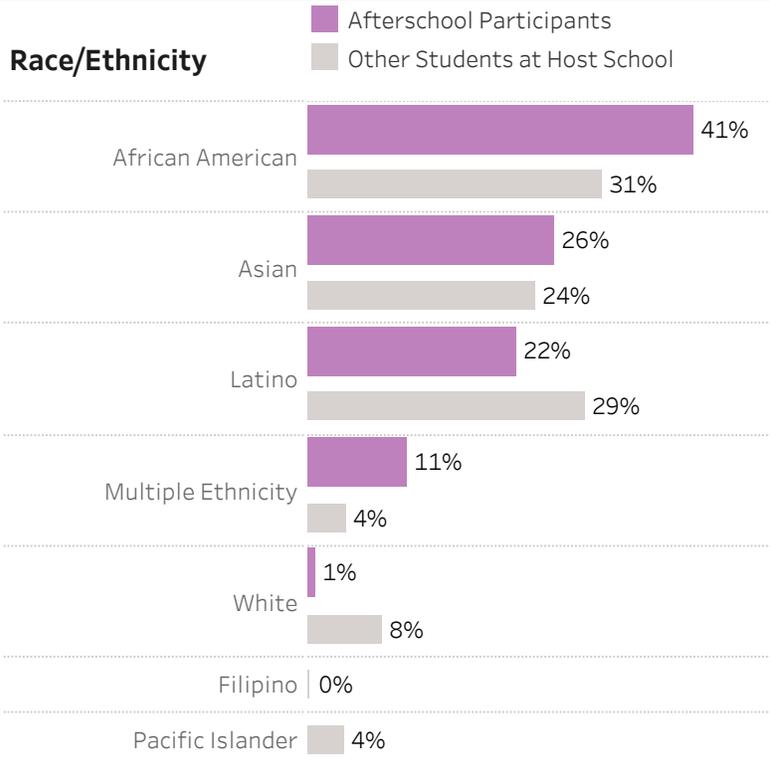
Hours of Program Attendance



Percent of Days Attended (days attended/days enrolled)



# Youth Demographics Total Enrollment: 128



## Distribution of Participants by Zip Code





**Strategy:** Comprehensive Afterschool Programs  
**Annual Grant Funding:** \$99,999

Expanded Learning @ Lazear Charter Academy is an after-school learning program dedicated to providing a diverse learning experience for youth. Expanded Learning @ Lazear Charter Academy will serve 90 TK-8th grade youth who attend the school. This program will operate 177 days a year, 3 hours each day, and provide all students a diverse menu of learning activities, including academic support, enrichment education, community building and college-going culture activities and parent engagement.

## Program Score Card

These select performance measures were identified by program staff, OFCY and the evaluation team as indicative of programs' quality and success in working towards the strategic objectives for the Comprehensive Afterschool Programs strategy. For FY2019-2020, "progress toward projected enrollment and attendance" indicators only include attendance data from 7/1/2019 through 3/31/2020 due to the shelter-in-place order.

### Program Achievements: How much did we do?

Total Youth Served: <b>131</b>	Average Daily Attendance through 3/31/20: <b>103</b>
Total Hours of Service Provided: <b>49,842</b>	Average Hours of Attendance: <b>380</b>

### Program Performance and Quality: How well did we do it?

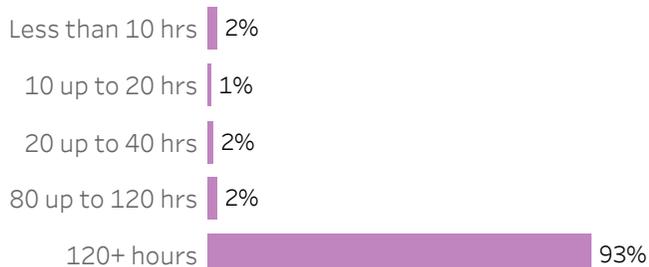
Progress Toward Projected Enrollment and Attendance (through 3/31/2020)

Strategy Average (elementary programs)

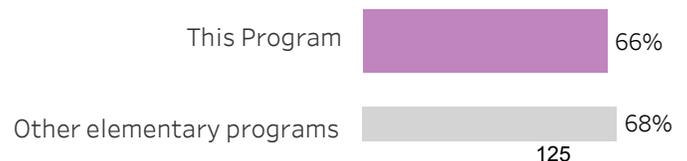
Measure	Program Performance (%)	Strategy Average (%)
Progress towards projected number of youth served	109%	113%
Progress towards projected average hours of attendance	126%	89%
Progress towards projected units of service	138%	102%
Progress towards projected ADA	91%	91%

\* In addition to these performance measures, the Comprehensive Afterschool Programs Strategy has indicators that draw on participant survey to assess youth perceptions of program quality and progress toward desired participant outcomes. Because of the shelter-in-place order, programs were not required to administer the participant survey in FY2019-2020. Additional quality and outcome indicators will be included in future years of this evaluation.

## Program Attendance

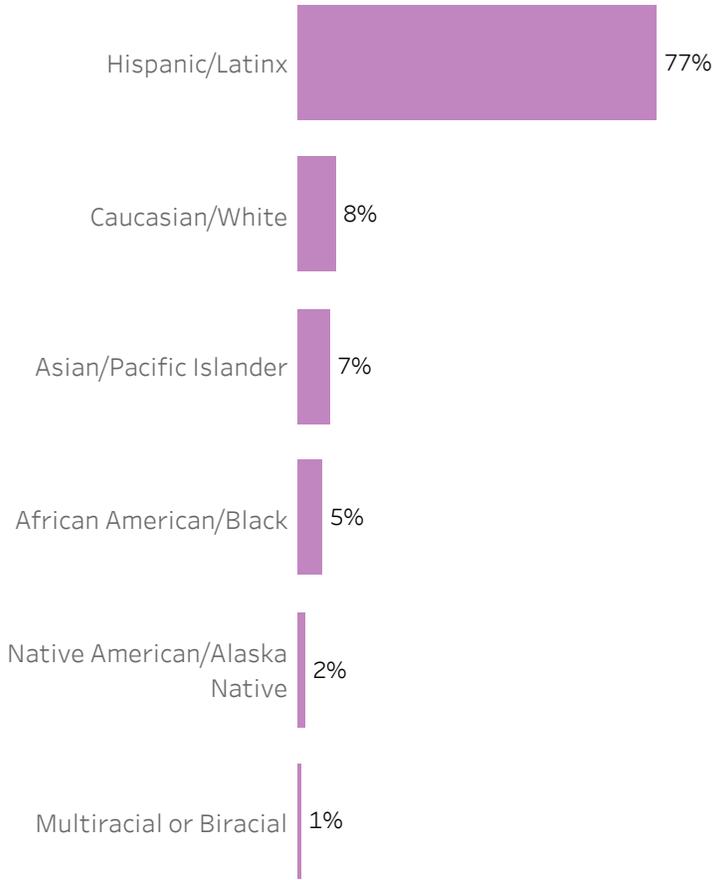


### Percent of Days Attended (days attended/days enrolled)

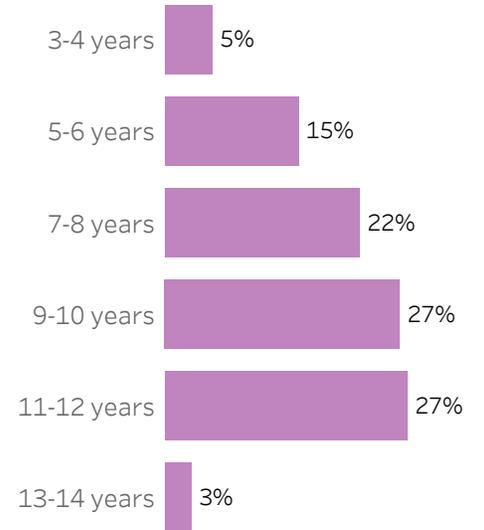


# Youth Demographics Total Enrollment through 3/31/2020: 131

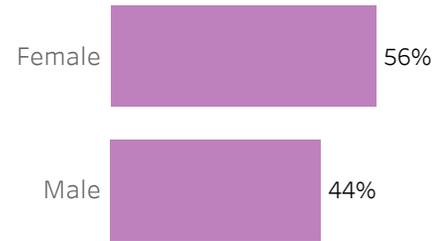
## Race/Ethnicity



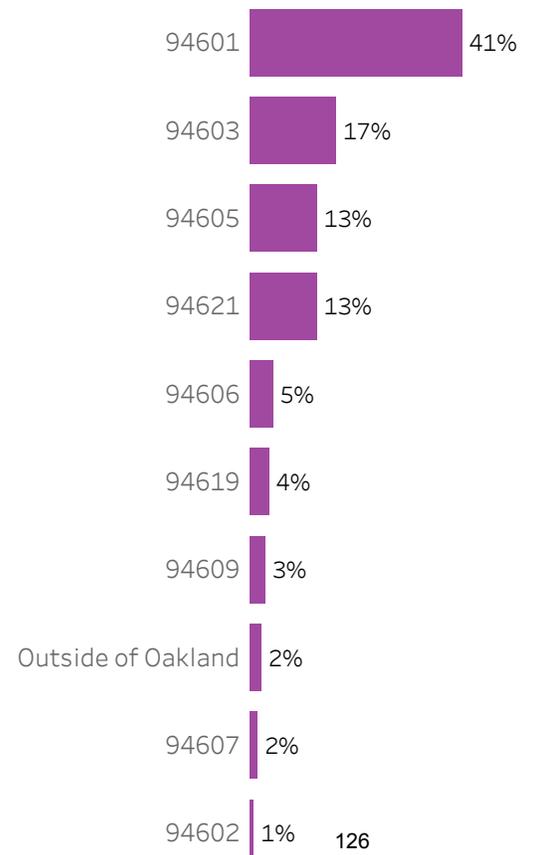
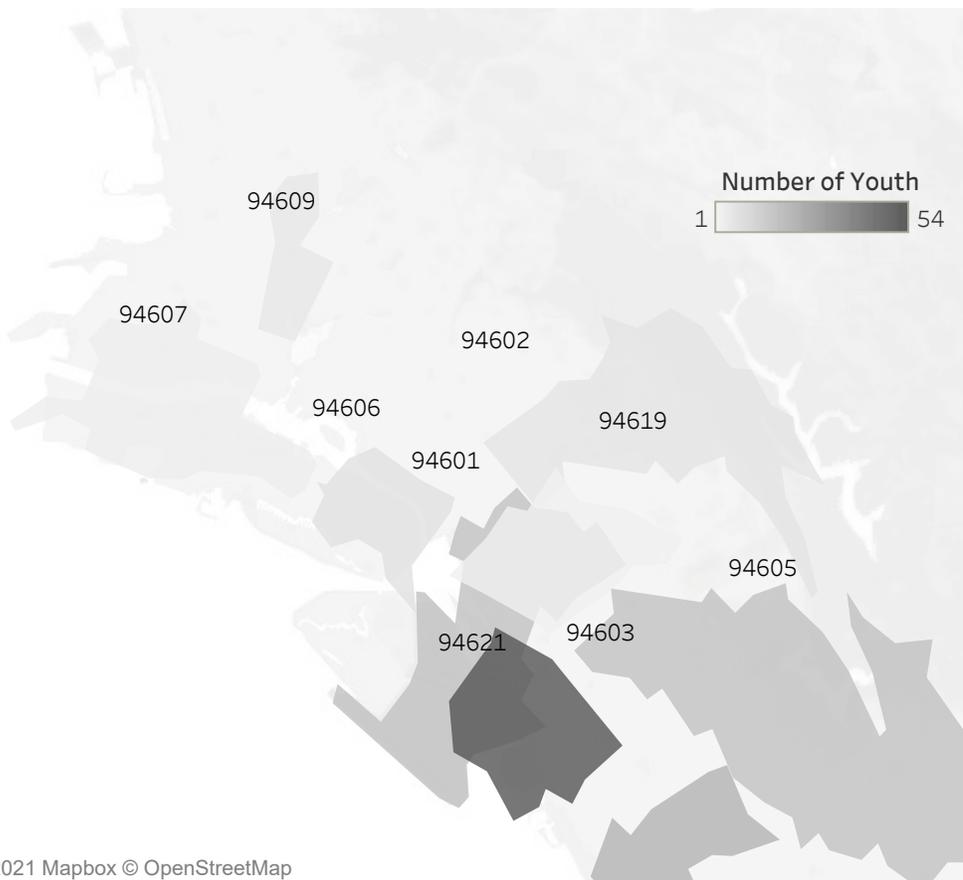
## Age (as of first day of grant)



## Gender



## Distribution of Participants by Zip Code





# SP Resumes

**Josefina Alvarado Mena, Esq.**  
**Chief Executive Officer, Safe Passages**

**SUMMARY**

Josefina joined Safe Passages as Executive Director in August 2003. Prior to joining the Safe Passages team, she headed the Department of Student, Family and Community Services for the Oakland Unified School District for almost four years. During this time she helped expand after-school programs, violence prevention programs, case management and mental health programs throughout the school district. As director of the department, she also worked closely with Safe Passages, a project of the Robert Wood Johnson Foundation Urban Health Initiative. Josefina was a key player in launching a comprehensive model for service delivery at Oakland middle schools, known today as the Safe Passages Middle School Strategy.

A native of the Oakland flatlands, she received her B.A. in Ethnic Studies from UC Berkeley in 1993. She later received her law degree from U.C. Berkeley in 1996. Josefina was also awarded an Echoing Green Social Entrepreneur Fellowship in 1996, which she used to create the Educational Empowerment Program. This program provided legal services, community education and policy development to Oakland students and parents. In 1999, Josefina came to work for interim school superintendent Dr. George Musgrove as Assistant to the Superintendent.

Under her leadership, Oakland was selected in 2008 by The Atlantic Philanthropies to receive a \$15 million award to implement the Full Service Community Schools (ELEV8) Initiative in five of the most disenfranchised Oakland school communities.

**EXPERIENCE**

**SAFE PASSAGES : Chief Executive Officer**

Lead a multi-service organization implementing a comprehensive continuum of services birth to college and career that includes workforce and community economic development. Oversees local, state, and federal grant funded programs in collaboration with the City of Oakland, Oakland Unified School District, Alameda County, Corporation for National Public Service, the U.S. Department of Labor, California Volunteers and many private and community based organizations.

Led a city-wide initiative designed to reduce violence among children and youth of Oakland. One of five city-wide initiatives nationally selected to be part of the Robert Wood Johnson's ten year Urban Health Initiative to improve the health and safety of children and youth in urban areas. Facilitated the collaboration between the City of Oakland (Human Services, Parks and Recreation and the Police Department), the County of Alameda (Health Care Services, Social Services and the Probation Department) the Oakland Unified School District and community-based providers through the implementation of four core strategies. *2003-Present*

**OAKLAND UNIFIED SCHOOL DISTRICT: Director Dept. of Student, Family and Community Services**

Directed all support services for students and families in large urban school district containing over 100 school sites. Responsible for program design, development and implementation in the areas of violence prevention, school discipline, truancy, health, parent involvement and after school. Worked with state and federal regulatory offices to ensure compliance with mandates. Served as member of the Executive Cabinet Management Team and reported directly to the Superintendent. Responsible for generating over 20 million dollars for the school district. **1999-2003**

**CENTRO LEGAL DE LA RAZA: Program Director**

Coordinated a three pronged Educational Empowerment program designed to empower Latino students and parents in the area of education and address educational barriers faced by Latino students in the Oakland public schools. Provided legal representation and training to students and parents in suspension and expulsion hearings, special education matters, academic placement, and other education matters where the rights of students were violated. **1996-99**

**EDUCATION**

**University of California, Berkeley School of Law (Boalt Hall)**

Juris Doctorate, May 1996

Honors: Foundation of the State Bar of California Public Interest Scholarship; Mexican American Legal Defense Fund (MALDEF) Scholarship; Judge Louis Garcia Memorial Scholarship; Berkeley Law Foundation Public Interest Summer Grant Recipient; Class President; Associate Editor, La Raza Law Journal.

**University of California, Berkeley**

Bachelor of Arts in Ethnic Studies, August 1993

Honors: Hispanic Community Affairs Council Scholarship; Spanish Speaking Citizens' Foundation Aztec Scholarship; First Place Winner, National Council of La Raza's Career Exploration and Essay Contest.

**VOLUNTEER COMMUNITY SERVICE & HONORS**

**James Irvine Foundation Leadership Award 2009**, JAMES IRVINE FOUNDATION

**Education Advocacy Award 2003**, HISPANIC CHAMBER OF COMMERCE OF ALAMEDA COUNTY

**Outstanding Education Advocate 1999**, PEOPLE UNITED FOR A BETTER OAKLAND (PUEBLO)

**Outstanding New Advocate Unity Award 1997**, SAN FRANCISCO LA RAZA LAWYERS ASSOCIATION AND THE MINORITY BAR COALITION

**ECHOING GREEN GRADUATE PUBLIC SERVICE FELLOW**, ECHOING GREEN FOUNDATION, New York, NY, 1996-1998

**ASSOCIATE EDITOR**, LA RAZA LAW JOURNAL, 1993-1996

**ARTS, RESEARCH, & CURRICULUM**, Oakland, CA: Board of Directors, 1997-1998

**BERKELEY COMMUNITY LAW CENTER**, Oakland, CA-Board of Directors, February 1997-1999

**KIDS FIRST! STEERING COMMITTEE**, Oakland, CA- Member, March 1997-1999

**LATINO EDUCATION TASK FORCE**, Oakland, CA-Chairperson, June 1997-1999

**Alicia E. Perez, M.P.P.**  
**331 Vernon Street, Oakland, CA 94610**  
**(510) 325-7447**

**LEGISLATIVE AND PUBLIC RELATIONS EXPERIENCE**

**SAFE PASSAGES** **Oakland, CA** **2003-Present**  
**Intergovernmental and Public Relations Director.** As a member of a four-person management team, I have been an integral part of the development of the organization from ten employees to a multi-million dollar entity currently employing over 150 staff and serving over 4,000 children, youth and families annually. I have led the organization's board development, communications, legislative advocacy and external public relations efforts for the past twelve years. Direct and implement all communications efforts related to the organizations mayor initiatives aimed at influencing policy makers, voters and the population at large. Oversee the implementation and expansion of the Early Childhood Initiative serving over 1,500 children and families annually in Oakland.

**OAKLAND UNIFIED SCHOOL DISTRICT** **Oakland, CA** **2001-03**  
**Legislative Coordinator Office of the Superintendent.** Served as the District liaison to all federal, state, and local government elected bodies and agencies. Oversaw and coordinated the work of district retained federal and state lobbyists. Analyzed federal and state pending legislation. Prepared briefings for the Superintendent's presentations to the School District's Board of Trustees and to other governmental bodies including the County Board of Supervisors and Oakland City Council, and Transportation governing bodies. Led the district's efforts in opening of schools and the implementation of several social support resources for low-income students, including services for low-income children and homeless youth.

**OAKLAND CITY COUNCIL, DISTRICT 3** **Oakland, CA** **1997-2001**  
**Chief of Staff.** As Chief of Staff to the Councilmember representing, I held significant responsibility for formulating policy and coordinating and managing specialized and sensitive projects that address citywide issues involving multiple departments and outside governmental, and private agencies. Coordinated planning and project activities with City departments and other public agencies. Reviewed and analyzed city council reports and advised the Councilmember on strategic policy efforts. Met with constituents to ensure the office effectively represented views and address needs of district residents.

**CALIFORNIA STATE ASSEMBLY** **Sacramento, CA** **1991-92**  
**Committee Consultant/Legislative Analyst.** Reviewed and analyzed the Governor's budget allocation for education and social welfare programs and advised the Chair of the Assembly Education Committee, Assemblywoman Delaine Eastin, of allocations and possible amendments. Wrote, negotiated and presented legislation for the Assemblywoman, which allocated \$20 Million from the State Budget for new teacher training, new student tracking technology and decreased reporting mandates. Responsible for tracking, analyzing, writing committee analysis and advising member of the Assembly Education Committee on pending education legislation related to migrant children, teacher training and social services in schools.

**RESEARCH EXPERIENCE**

**FAMILY RESEARCH CENTER, UC BERKELEY** **1995-1996**  
**Research Assistant**  
Prepared audits and analyzed reports for teen pregnancy prevention programs administered by the State Office of Family Planning. Served as liaison between state contracts and the State Office of Family Planning in the negotiation of reporting and grant requirements.

**CENTER FOR THE STUDY OF URBAN INEQUALITY, UNIVERSITY OF CHICAGO**

**Research Assistant**

**1993-1994**

Worked as a research assistant to Professor MartaTienda in the development of a national five-year study aimed at identifying barriers to entry into the business community for ethnic minorities. Developed business surveys, conducted interviews and assisted with quantitative and qualitative analysis.

**BOSTON CONSULTING GROUP**

**Chicago, IL**

**1992-1994**

**Consultant.** Developed and implemented market research tools to help U.S. companies assess product growth decisions. Implemented research tools and interviews in companies located in Mexico and Spain to support the launch of American products in these countries.

**TEACHING EXPERIENCE**

**UNIVERSIDAD DE BARCELONA**

**Barcelona, Spain**

**1990-1991**

**Instructional Assistant.** Supported the professor in the delivery of curriculum for the Ethnography of American Cultures course designed for undergraduate students in the Anthropology/Ethnography Department. Delivered several lectures, reviewed assignments and corrected exams.

**UC BERKELEY, Student Learning Center**

**Berkeley, CA**

**1988-1991**

**Summer Bridge Writing Instructor (Summer 1989); Writing Instructor (1988-1991).** I was part of the Student Learning Center program designed to increase retention of low income and minority students at the university. Taught writing and literature to first and second year students through one on one instruction and small group workshops.

**POLITICAL ORGANIZING EXPERIENCE**

**HENRY CHANG JR. FOR OAKLAND CITY COUNCIL**

**Oakland, CA**

**1996**

**City-wide Field Campaign Manager.** Identified community leaders and coordinated endorsements and support. Recruited over 400 volunteers and organized campaign and fundraising events.

**ROBERT J. CAMPBELL FOR STATE SENATE:**

**1996**

**Campaign Organizer.** Responsible for outreach and endorsements of community leaders in the Oakland area. Organized and expanded the volunteer pool for campaign and fundraising events.

**EDUCATION**

**University of Chicago.** Irving B. Harris School of Public Policy. Master in Public Policy. **1994**

Higher Education Consortium for Urban Affairs, Bogota, Colombia (08/1993 – 12/1993)

**University of California at Berkeley.** Bachelor of Arts. **1991**

Majors: Social Welfare and Comparative Literature. Student Life Achievement Award.

**University of Barcelona, Spain (1989-1990)**

**Boards and Associations:** Raising CA Together, Steering Committee Member; Central American Refugee Committee of the East Bay, Board Member/Co-chair; School Based Health Center Association, Member.

## Michael Maldonado MSW

311 Tideway Dr. Apt 102 Alameda, Ca 94501-(209) 872-0470  
Maldonadomichael12@gmail.com

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### Education

**University of California Berkeley (May 2014)** Berkeley, Ca  
Masters of Social Welfare: Emphasis in Management and Planning

**University of California at Berkeley (May 2011)** Berkeley, Ca  
B.A. Sociology

**Modesto Junior College (June 2009)** Modesto, Ca  
Associates of Art in Transfer Studies  
Member: Alpha Gamma Sigma Honors Society

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**About-** Well-rounded Spanish bilingual professional with teaching, counseling, and supervisory experience serving a diverse clientele. Professional and personal experience in a multitude of areas that is well-suited to address issues with clients or students of many backgrounds and cultures.

### Experience

**Safe Passages (Oct 2016-Present)** Oakland, Ca

#### Senior Policy Associate: Workforce & Youth Development

Life Coach: Life and Career Roadmap Program

- Developing and maintaining working relationships with the community: educational institutions, community colleges, business, and various government entities
- Provide trauma-informed mentoring and case management services to foster youth participating in youth employment program in Alameda County
- Administer clinical assessment of youth's needs and strengths to individualize intervention plan
- Navigation of complex systems and wraparound coordination services
- Co-facilitate *I Do, We Do, You Do* summer program offering peer learning rights, navigation, career pathways and entrepreneurship
- Court Advocacy (when applicable)
- Broker Math and English tutoring support
- School system navigation: maintain healthy working relationships with counselors, teachers, and administrators at youths' schools to ensure students are progressing and that other accommodations, such as IEP's, are in place (if needed) and are being followed
- Education reconnect: assist youth in securing new educational placements, as applicable
- 1:1 Job readiness coaching, assistance obtaining employment, and job retention support

MSW Field Supervisor: UC Berkeley, San Francisco State University, CSU East Bay

- Clinical one-on-one supervision with three MSW interns
- Facilitate group supervision training for seven MSW interns: clinical consultation and training

Hiring Coordinator

- Initial screening, conduct and co-facilitate interviews for staff hiring in OUSD
- Screening, phone interview, and hiring coordination for agency's after school programs in Oakland, Ca.

Coordinator: Alameda County Emersion Project

- Curriculum development for Alameda County Behavioral Health Care Services mental health innovators project
- Recruit and coordinate with local mental health professionals to lead workshops with the Safe Passages' AmeriCorps program
- Facilitate workshops to illuminate mental health aspects of providing academic and behavioral intervention & encouragement to consider pursuing behavioral health career pathways

**Modesto Junior College (Sept 2015-Feb 2017)** Modesto, Ca

Adjunct General Counselor

Adjunct Vocational Technology Counselor

- Developed individualized abbreviated and comprehensive educational plans in collaboration with students.
- Committee member for high school counselor day.
- Committee member for MJC Annual Native American Pow Wow
- Crisis counseling, intervention and continued support for students in need.
- Counseling for ACT program servicing students who qualify through need based requirements.
- Facilitating services in collaboration with the Community Service Agency of Stanislaus County.

- Transfer center counseling with an emphasis in administering transfer agreements with CSU.
- Counseling and resource linking for veteran students.
- Coordinating services in collaboration with county officials for students in special programs.
- Review course scheduling and sequencing
- Teach guidance classes for class sizes up to 30 students.

**Latino Men and Boys Program (Feb 2015-Aug 2015)**

Oakland, Ca

Academic and Career Mentor

- Taught courses on youth development for young men highlighting the risks young men faced growing up in a disadvantaged community. Topics included: leadership development, Latino and indigenous culture, and history.
- Community outreach: conduct outreach and advocacy efforts for students and families with case management and other issues that require counseling or mediation.
- Summer Camp: directed, coordinated, fundraised, and instructed a two week martial arts camp that included mentoring, health and nutrition courses, and workshops with Berkeley Police Department. The camp was comprised of middle school and high school aged youth from East Oakland, Berkeley, and Richmond. Supervised two staff.
- Member of the Collaboration of Services team: a venue where professionals from different disciplines can discuss caseloads and proper support of students.
- Counseling and mentoring of a caseload of 28 middle school aged youth in East Oakland.

**Seneca Family of Agencies (Aug 2014-Jan 2015)**

San Francisco, Ca

Bilingual Wraparound Clinician

- Develop Child and Family teams for the purpose of treatment planning and support
- Cultivate and maintain relationships with community members and providers
- Coordinate and implement overall treatment and services for assigned clients with professionals in the Juvenile Justice Department and Human Services Agencies such as social workers, probation officers, and lawyers
- Provide assistance in case planning and consultation to team members on clinical issues, as well as casework issues, as appropriate
- Chart mental health notes, treatment plans, outcome measures, incident reports, and other documentation accurately and in a timely manner
- Function as team leader and uphold the ideals of the program
- Bilingual services provided to Spanish speaking clients

**James Morehouse Project (Sept 2013-June 2014)**

El Cerrito, Ca

Counselor

- One on one counseling sessions
- Young men of color group lead facilitator
- Immigrant student group co-facilitator
- Grant writing and grant reporting
- Program evaluation: client perspective research
- Survey analysis: past data on results from services provided

**Safe Passages (Sept 2012- Aug 2013)**

Oakland, Ca

Management and Planning Intern

- Grant writing assistance for agency core funding: approx. 1 mil dollars
- Program development: social justice training program for educators
- Research for educational planning
- Training facilitation
- Resource linking for English as a second language clients

**AmeriCorps (Aug 2011-July 2012)**

Oakland, Ca

AmeriCorps Team Member

- Tutoring (English Language Learner cohort: 15 students)
- Mentoring: life skills and academic success
- Team leader at two different campuses: Roots International and Coliseum College Prep
- Collaboration of Services Team member
- Gang intervention
- Resource linking for students and their families
- Translation assistance for monolingual Spanish speaking students and families



## Other Documents Demonstrating Fulfillments of Minimum Requirements



**All Team Meeting 01/31/2020**

**Agenda**

9:00-9:10	Welcome/Grab Food – Josefina Alvarado-Mena
9:10 – 10:10	Classroom Culture – Randy Hamati
10:10 – 11:00	Scavenger Hunt
11:00 – 12:00	Culturally Affirmative Practices – Jonathan Brumfield
12:00 – 12:45	Lunch
12:45 – 1:45	Transference and Countertransference – Michael Maldonado
1:45 – 2:00	Break
2:00 – 2:30	Site Based Work – Service Learning Projects ○ Reflection or Continued Planning
2:30 – 3:00	Closing/Reflection

Notes:



**AmeriCorps 02/14/2020 (All Sites)**

**Agenda**

9:30 – 9:45	Do Now <ul style="list-style-type: none"> <li>• Rose, Thorn, Bud</li> </ul>
9:45 – 10:00	Check-In <ul style="list-style-type: none"> <li>• Shout-outs</li> </ul>
10:00– 11:00	America Learns <ul style="list-style-type: none"> <li>• Retroactively input hours</li> <li>• Cohort Students</li> <li>• Time Sheets (completion/accuracy) <ul style="list-style-type: none"> <li>○ Log weekly hours</li> </ul> </li> <li>• New Form/Standards moving forward</li> </ul>
11:00 – 11:15	Break
11:15 – 12:00	Site Based Work/Exit Ticket <ul style="list-style-type: none"> <li>• Check-in with sites</li> <li>• Calendly</li> <li>• Supplies</li> </ul> <p>*Union City members can work here or head back to sites</p>



**All Team Meeting 07/31/2020**

**Agenda**

10:00-10:30	Welcome and Overview of SP w/ COVID-19 Pivot – Josefina Alvarado-Mena
10:30 – 11:00	Social Emotional Learning – Randy Hamati + Krystal Jenkins
11:00 – 11:10	Timekeeping – Steven Tomas
11:10 – 11:30	Icebreaker Activity/Bio Break – Katie Brym + Sabrina Mah
11:30 – 12:00	Mandated Reporting – Nina Moreno
12:00 – 1:00	lunch
1:00 – 1:30	Cultural Competency – Jonathan Brumfield
1:30 – 2:00	Best Practices in the Virtual Setting – Jeremiah Carreon –
2:00 – 2:30	Breakout Team Meetings – Site Managers
2:30 – 2:45	COVID-19 Mini Training – Chidi Uwaeme
2:45 – 3:00	Survey, Appreciations, Closing Words – Randy Hamati + Krystal Jenkins



# Certificate of Insurance



# APPENDIX IV: OUSD Expanded Learning Lead Agency MOU Boilerplate Checklist

1. Intent
2. Term of MOU
3. Termination
4. Compensation
  - 4.1. Total Compensation
  - 4.2. Positive Attendance
    - 4.2.1. Reconciliation Process for Positive Attendance Based Grant Funds
    - 4.2.2. Administrative Charges and Reconciliation
  - 4.3. OUSD Administrative Fees
  - 4.4. Agency Administrative Fees
  - 4.5. Program Budget
  - 4.6. Modifications to Budget
  - 4.7. Program Fees
5. Scope of Work
  - 5.1. Student Outcomes
    - 5.1.1. Alignment with Community School Strategic Site Plan
  - 5.2. Oversight
  - 5.3. Enrollment
  - 5.4. Program Requirements
    - 5.4.1. Program Hours
    - 5.4.2. Program Days
    - 5.4.3. Program Components
    - 5.4.4. Staff Ratio
  - 5.5 Data Collection
    - 5.5.1. Accountability Reports
    - 5.5.2. Attendance Reports
    - 5.5.3. Use of Enrollment Packet

- 5.6. Maintain Clean, Safe and Secure Environment
- 5.7. Meeting Participation
- 5.8. Relationships
- 5.9. Licenses
- 6. Field Trip Policy. Field Trips, Off Site Events and Off Site Activities
  - 6.1. – 6.13.2., including, but not limited to:
    - 6.1. Licenses Permission Slips/Acknowledgement
      - 6.1.3. Notice of Waiver of All Claims
    - 6.5. Health Conditions/Medication
    - 6.6. Supervision
    - 6.7. Transportation Requirements
    - 6.11. Additional Requirements for High Risk, Overnight, Out of State Trips
    - 6.12. Additional Requirements for Field Trips/Excursions Which Include Swimming or Wading
    - 6.13. Additional Requirements for Trips to East Bay Regional Park District Bodies of Water (swimming pools, lagoons, shoreline parks and lakes) and Related Facilities
- 7. Financial Records
  - 7.1. Accounting Records
  - 7.2. Disputes
- 8. Invoicing
  - 8.1. Billing Structure
  - 8.2. Unallowable Expenses
  - 8.3. Invoice Requirements
  - 8.4. Submission of Invoices
  - 8.5. Submission of Invoices for ASESP and 21<sup>st</sup> Century Grants
- 9. Ownership of Documents
- 10. Changes
  - 10.1. Agency Changes
  - 10.2. Changing Legislation
- 11. Conduct of Consultant
  - 11.1. Child Abuse and Neglect Reporting Act
  - 11.2. Staff Requirements

- 11.2.1. Tuberculosis Screening
  - 11.2.2. Fingerprinting of Agents
  - 11.2.3. Minimum Proposals
- 11.3. Removal of Staff
- 11.4. Conflict of Interest
- 11.5. Drug-Free/Smoke Free Policy
- 11.6. Non-Discrimination
- 12. Indemnification
- 13. Insurance
  - 13.1. Commercial General Liability
  - 13.2. Worker's Compensation
  - 13.3. Property and Fire
- 14. Litigation
- 15. Incorporation of Recitals and Exhibits
- 16. Counterparts
- 17. Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion
- 18. All exhibits, with required forms and timelines

## OUSD AFTER-SCHOOL LEAD AGENCY MOU SAMPLE CONTRACT

The contract template that is currently being used by lead agencies can be accessed by clicking the following link. However, please be aware that we are in the process of revising the contract template in 2 main respects: (1) the revised contract will be a master contract between OUSD and the lead agency that does not specify the school site(s) where the agency is assigned, and (2) that master contract will last for 3 years (but note that agencies and sites will continue be matched in 1-year relationships, as they are currently). The other terms will be substantially similar to those in the current contract template.

All applicants are required to review the contract template currently in use, and sign the OUSD Expanded Learning Lead Agency MOU Boilerplate Checklist of the RFP (Appendix IV).

*Submission of this Signed Boilerplate Checklist will constitute a representation by your firm that it has read all the clauses listed in the OUSD Expanded Learning Lead Agency MOU contract sample (Appendix IV), is willing and able to comply with OUSD contracting requirements, and understands that the standard OUSD Expanded Learning Lead Agency MOU is subject to change annually.*



**Signature**

3/31/2022

**Date**

Josefina Alvarado Mena, Chief Executive Officer

**Name and Title of Signatory**

Safe Passages

**Name of Organization**



# Sample Expanded Learning Program Weekly Schedule

## Program Weekly Schedule

Monday	Tuesday	Wednesday Early Release	Thursday	Friday
Warm Welcome/ Community Circle	Warm Welcome/ Community Circle	Warm Welcome/ Community Circle  Enrichment Block 1	Warm Welcome/ Community Circle	Warm Welcome/ Community Circle
Snack	Snack	Snack	Snack	Snack
Academic Support	Academic Support	Academic Support	Academic Support	Academic Support
Organized Outside Games	Organized Outside Games	Organized Outside Games	Organized Outside Games	Organized Outside Games
Enrichment  Reflection	Enrichment  Reflection	Enrichment Block 2  Reflection	Enrichment  Reflection	Enrichment  Reflection

**Warm Welcome:** Greet each student as they come into the program.

**Community Circle:** Icebreakers that help students to transition into program and support student's social emotional learning.

**Snack:** Provides students with a snack.

**Academic Support:** Academic intervention helps students with homework and skill building in all academic areas, including literacy and math.

**Organized Outside Games:** Community building activities that support students social emotional learning and healthy interaction and engagement.

**Enrichment:** Engages students in S.T.E.A.M, Visual and Performing Art, Health and Fitness, and Garden and Nutrition activities.

**Reflection:** Gives students an opportunity to think about the day and make suggestions for future program offerings.