

# City of Santa Monica

## Human Services Grants Program



Fiscal Years 2013 - 2015

# Opportunity Youth in Santa Monica Request For Proposals

Submission Deadline:

Friday, April 26, 2013



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# Human Services Grants Program Opportunity Youth RFP

## TIMELINE

<b>Submission deadline</b>	<b>April 26, 2013 (5:00 PM)</b>  Human Services Division 1685 Main Street, Room 212 Santa Monica, CA 90401
<b>Notification of recommendations for proposal funding</b>	<b>May 20, 2013</b>
<b>City Council FY2013/15 adoption of HSGP Funding</b>	<b>June 25, 2013</b>
<b>Start of new funding cycle</b>	<b>July 1, 2013</b>



## OVERVIEW & FUNDING AVAILABILITY

### Introduction to the Human Services Grants Program and Funding Available to Serve Santa Monica Opportunity Youth

The City of Santa Monica invites competitive proposals from eligible nonprofit organizations through the Human Services Grants Program (HSGP) to serve disengaged youth aged 16 to 24 in Santa Monica as directed by City Council on January 8, 2013 (see Appendix I for Minimum Eligibility Requirements). Of those served, at least 50% must be between the ages of 18 to 24 years old and at risk of gang violence or incarceration.

This Request for Proposals (RFP) makes available up to \$315,220 beginning July 1, 2013 in City General Funds via a competitive, open process to serve an unmet need among older (opportunity) youth in Santa Monica (see Appendix II for Selection Criteria and Proposal Review Process). Pending City Council approval, funding for this program will be available in subsequent years as part of the City's current HSGP through FY 2014-15.

Collaborations are strongly encouraged including sub-granting a portion of funding to partner agencies, with preference given where partner agencies are located, co-located, or have a well-demonstrated presence in Santa Monica. Further, applicants will be judged on their track record of serving this target population and proposed approaches which use a collective impact model (see page 8).

HSGP funding is guided by five fundamental principles:

1. Provide services that meet a **documented Santa Monica need**;
2. Use innovative approaches to provide awareness and **access to services**, especially for the **hardest to reach teens and young adults**;
3. Use nationally recognized **best-practice methods and models**;
4. Demonstrate participation in **collaborative planning and program operations**;  
and
5. Maximize **leveraging of non-City resources**.

To ensure effectiveness, accountability and a current understanding of funded programs, City staff will **monitor grantee agencies' performance** through a rigorous review of written program and fiscal reports; formal and informal site visits to review program, fiscal and administrative performance; joint community planning and program development with agency staff; and candid feedback, problem solving and dialogue.

## **Community Needs Assessments of Opportunity Youth**

Disconnected youth, also referred to as “opportunity youth,” are defined as youth between the ages of 16 to 24 who are not in school or working and/or lack supportive networks. Such youth face significant barriers transitioning into adulthood and attaining self-sufficiency. A concentrated effort to outreach to, engage, and support this vulnerable population has become a high priority at the local, state, and federal levels.

Locally, information on documented needs of opportunity youth in Santa Monica can be found in:

1. 2012/13 Santa Monica Youth Wellbeing Report Card
2. Youth Violence Prevention in Santa Monica: An Action Plan for 2010 and 2011
3. City of Santa Monica FY 2010-15 Consolidated Plan

The reports listed above may be obtained at the offices of the Human Services Division (located at City Hall, 1685 Main Street, Room 212) or from the Human Services Division’s website at [www.smgov.net/hsd](http://www.smgov.net/hsd).

### **Service Gaps Facing Today’s Opportunity Youth in Santa Monica**

The wellbeing of Santa Monica’s youth is a reflection of the wellbeing of the community. No segment of the population is more directly shaped by their immediate surroundings than youth. While the 2012/13 Youth Wellbeing Report Card showed that, overall, Santa Monica youth are faring well, there is a small but significant portion of the older youth population that is disengaged. Reaching these youth will take an approach that bridges the fragmentation of available services. A new, innovative, evidence-based collective impact approach is needed that will engage youth through a community and field-based, one-on-one outreach strategy that stretches the service levels currently available.

A snapshot of Santa Monica youth data from the 2012/13 Youth Wellbeing Report Card reveals:

- Only 15.8% of SMMUSD Santa Monica students entering Santa Monica College place in college-level English and Math
- 31% of 11<sup>th</sup> Graders report they experienced significant periods of extreme sadness and hopelessness over the previous 12 months
- 47.9% of 11<sup>th</sup> Graders report they have used alcohol over the previous month
- 52% of 11<sup>th</sup> Graders report they have used substances (alcohol, street drugs, etc.) over the previous month
- Reported incidents where a Santa Monica youth aged 18 to 24 years was the victim of a crime (most common crimes are robbery and assault) stand at 110

Local and national data also reflects the challenges and opportunities of disengaged youth. The rate of juvenile incarceration in California fell by 80% over the past three decades while California's per-capita adult imprisonment rate has increased four-fold in that time<sup>1</sup>. While only a handful of juveniles in Santa Monica face incarceration (with the Santa Monica Police Department, SMPD, reporting 18 arrests of Santa Monica youth ages 16 to 17 in 2012), it is necessary to target intensive services to older youth ages 18 to 24 to prevent criminal activity. During 2012, the SMPD reports that 210 Santa Monica youth within this older age group were arrested.

While data from the Youth Wellbeing Report Card and SMPD only capture information from a single point in time, it is evident that the needs of youth a mere decade ago are vastly different from the needs of youth today. To evolve with ever-changing needs and demands, the service delivery system in Santa Monica (contributing resources and services that currently span over 16 agencies and local government entities and 28 programs) has refocused programs over the years to respond to the challenges faced by older youth. To this end, in March 2013, City staff conducted 13 community input sessions to gather feedback on the service gap and needs of Santa Monica opportunity youth ages 16 to 24 years (see Appendix III, Community Input). It was determined that in order to effectively impact the lives of opportunity youth, the following issues need to be addressed:

1. Educational Re-Engagement and Re-Entry: Youth need educational pathways that lead to a High School diploma or GED
2. Economic Vitality and Stability: Youth need employment preparation and attainment, with opportunities for career advancement
3. Youth Engagement and Resiliency: Youth need development programs that focus on family support and mental health services that specifically focus on building self-confidence and wellbeing

Funding recommendations to this Request for Proposals will be based on the applicant's ability to effectively engage opportunity youth using evidence-based best practices that address the three issues outlined above.

## **Closing the Gap: Best Practices and Key Outcomes**

Successful programs will provide services that are delivered beyond the walls of agency facilities, and link youth to providers that specialize in other needed services so that program participants are supported in a comprehensive and holistic manner (see Appendix IV for Funding Guidelines). Applicants should clearly articulate their knowledge of the unique challenges faced by opportunity youth in Santa Monica, how they will successfully engage this population, and how their approach is based on a best practice model.

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<sup>1</sup> Center on Juvenile & Criminal Justice, July 2010

Best practice models include: Roca in Massachusetts; CEO: Center for Employment Opportunities in New York; and RETI-WRAP in Philadelphia. The City of Santa Monica encourages applicants to tailor best practices to the needs of opportunity youth in Santa Monica.

Programs must address the following three key issues:

### **1. Educational Re-Engagement and Re-Entry**

Opportunity youth become disengaged when they drop out of or are expelled or suspended from school. Using re-entry in a broad sense, these youth severely lack assistance in navigating pathways to obtaining a High School diploma or GED or “re-entering” the education environment. Re-entry may also apply to the segment of the Santa Monica youth population that have a history of criminal involvement, including those that have been incarcerated.

Program elements must involve but are not limited to:

- Re-enrolling youth in school;
- Connecting youth to educational programs that provide learning that moves beyond traditional classroom instruction and emphasizes experiential learning experiences with curriculum based on real life learning;
- Involving parent(s) and supportive family members or other caring adults; and
- Intensive “whatever it takes” coaching that provides youth with guidance, mentoring, and an adult that cares about their wellbeing.

The City encourages linked learning experiences in which educational attainment is connected to career opportunities.

### **2. Economic Vitality and Stability**

Research by the Northeastern University Center of Labor Market Statistics indicates that approximately 18% of teens and young adults in the nation’s 59 largest cities are disconnected<sup>2</sup>. Youth who are adequately prepared for the labor market will be the beneficiaries of quality jobs with the possibility of career advancement. Services should focus not only on job readiness but emphasize long-term career growth opportunities that lead to employment and career advancement.

Program elements must involve but are not limited to:

- Providing opportunities for youth to participate in credible, formal assessments in identifying potential career paths;

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<sup>2</sup> Fogg, Neeta, Paul Harrington and Kevin McCabe. “Youth Disconnection in Large Cities.” Center for Labor Market Studies. Northeastern University. Boston, Massachusetts. June 2005.

- Assisting youth with a thorough exploration of their strengths, interests, and abilities and how those might lead to a career or job;
- Helping youth identify the level of education or trade skills required to meet short- and long-term employment goals; and
- Building the financial literacy skills of youth, which may include opening a bank account, assistance with credit recovery, filing state and federal taxes, and understanding the consequences of predatory lending practices.

Programs should also identify and engage employment sectors in Santa Monica and the Los Angeles region that offer strong opportunities for young adults, namely high-growth sectors with a variety of entry-level positions and the potential for career progression.

### **3. Youth Engagement and Resiliency**

Effective programs should adopt an asset-based approach in which services are personalized and focus on developing individual strengths and interests. Programs must also promote positive relationships among adult staff (coaches) and youth participants, and provide the support and follow-up services needed to address the range of individual challenges participants confront.

Services should be innovative with a “whatever it takes” approach tailored to the unique needs of participants, allowing youth to gain self-confidence, coping skills, self-regulation, and resiliency. In addition, programs should implement evidence-based youth development practices that emphasize cognitive, social, and behavioral competencies that help youth succeed as adults.

Program elements must involve but are not limited to:

- Leadership development opportunities which include community service and peer-centered activities that encourage responsibility and other positive social behaviors;
- Supportive mental health services provided by licensed clinicians that improve resiliency;
- Substance abuse prevention and treatment; and
- Services that include the youth’s home environment, involving where possible and appropriate, parents, caretakers, or other guardians or close adults in the life of the youth.

## **Leveraging Partnerships: Collective Impact**

To initiate engagement, programs should be highly collaborative and stretch beyond drop-in centers and agency sites. Outreach and services “in the field” where opportunity youth are located must be a vital component of the program. A key condition of collaboration is a common agenda where all participants have a shared understanding of the problem, a vision for change and a joint approach of agreed upon actions. The challenges facing opportunity youth are complex and multi-faceted and no one agency can meet the needs of this population alone.

Applicants are required to partner with other local service providers, the City (including the Santa Monica Police Department’s Youth and Family Service Unit), SMMUSD, and/or Santa Monica College (SMC) to deliver the most effective services with the greatest possible community impact. In addition, applicant must work closely with the Santa Monica Cradle to Career Work Group in the development of a communitywide shared agenda and vision.

Applicants may consider providing a portion of services proposed through this RFP at venues such as Virginia Avenue Park, the Police Activities League Youth Center, and SMMUSD and SMC campuses. Any proposed programs for these sites must be developed in consultation with relevant City staff, SMMUSD and SMC administration and key school site personnel.

# **OPPORTUNITY YOUTH OPERATING GRANT APPLICATION**

## SUBMISSION REQUIREMENTS

1. Grant application materials should be completed to reflect a one-year program.
2. An application template may be found on the Human Services Division website at [www.smgov.net/hsd](http://www.smgov.net/hsd) and by contacting City staff at [humanservices@smgov.net](mailto:humanservices@smgov.net).
3. Applications must be complete and adhere to the format and instructions provided in the attached Application, as follows:
  - Proposals must not exceed the 10-page space limit for the Program Plan and are required to have 12-point font size for the narrative.
  - Standard 8 ½" by 11" white paper is required.
  - Applications in binders, folders, or other formats will not be accepted
  - Originals must be clearly marked "original" and each copy should be clearly marked "copy".
4. Organizations not currently funded by the City must submit the additional, required supporting documents (see Operating Grant Checklist).
5. In lieu of a bidder's workshop, questions about the application process may be directed to City staff by emailing [humanservices@smgov.net](mailto:humanservices@smgov.net). Questions and answers will be posted to the City's Human Services Division website. City staff cannot respond to questions after 5:00 PM on Wednesday, April 24, 2013.
6. **Completed grant applications must be received by 5:00 PM on Friday, April 26, 2013. Late submittals will not be accepted.** Applicants must submit one (1) single-sided original (clipped, not stapled), and five (5) double-sided copies (stapled), clearly marked as indicated in #3 above. Facsimiles, emails and other electronic submittals will not be accepted, nor will incomplete applications. The City is not responsible for late or misdirected mail. Please send or hand deliver application to:

City of Santa Monica  
Human Services Division  
1685 Main Street, Room 212  
Santa Monica, CA 90401  
Attn: Setareh Yavari, Human Services Manager

**City of Santa Monica**  
**FY 2013-15 Human Services Grants Program**  
**Opportunity Youth Operating Grant Application**  
**Cover Page**

**Applicant Information**

Organization: \_\_\_\_\_  
Address: \_\_\_\_\_  
City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_  
Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_  
Website: \_\_\_\_\_ Organization Budget: \$ \_\_\_\_\_  
Email Address: \_\_\_\_\_  
Executive Director: \_\_\_\_\_

**Proposal Information**

Name of Program: \_\_\_\_\_  
Proposal Summary (brief one sentence description): \_\_\_\_\_  
\_\_\_\_\_  
Proposal Contact: \_\_\_\_\_ Title: \_\_\_\_\_  
Email Address: \_\_\_\_\_ Telephone: \_\_\_\_\_

**Proposal Authorization**

Name and Title of Official Signing for Applicant Organization (must be authorized by the Board of Directors or governing body):

Name: \_\_\_\_\_ Title: \_\_\_\_\_

I certify that the information presented in this application is true and complete to the best of my knowledge. I further certify that the organization complies with all minimum eligibility requirements specified in this RFP.

Signature of Person Named Above: \_\_\_\_\_ Date: \_\_\_\_\_

**City of Santa Monica**  
**FY 2013-15 Human Services Grants Program**  
**Opportunity Youth Operating Grant Checklist**

**Organization:**

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**Program:**

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This checklist serves as a tool to ensure a complete application. Please submit this completed checklist along with your Application materials.

**Please assemble your application in the order as presented.**

**For all requests, please provide one (1) original and five (5) copies of the following:**

- Checklist (completed)
- Grant Application Cover Page (signed by a Board of Directors' authorized signatory)
- FY 2013-14 Program Plan (Not more than 10 pages)
- FY 2013-14 Program Budget
- Attachments (Please, no others beyond these)
  - Organizational Chart
  - Job Descriptions for program staff
  - MOUs with collaborative partners that detail collective impact model
  - Board Roster (include name, home address, email, phone and affiliation)
  - Audited financial statements, including the auditor's management letter, for the most recent fiscal years - 2010, 2011, 2012

**For organizations not currently funded by the City, please provide one (1) copy of the following required supporting documents:**

- IRS determination letter of 501(c)3 status
- Grievance policy and procedures
- Fiscal and administrative procedures
- Case management procedures and guidelines

**Submit all requested materials no later than 5:00 PM on Friday, April 26, 2013 to:**

**City of Santa Monica**  
**Human Services Division**  
**1685 Main Street, Room 212**  
**Santa Monica, CA 90401**  
**Attn: Setareh Yavari, Human Services Manager**

## Program Plan

A Program Plan (and corresponding Program Budget) is required for the program for which funding is requested. Please use the Program Plan template in order to ensure readability and uniformity. *Program Plans will not be accepted if any of the requested information below is incomplete.*

**Completed Program Plans should not exceed 10 standard pages, excluding Program Budget and attachments. Use charts, tables and bullet-point format whenever possible and please be concise.**

## Program Plan

**Organization:** *Organization Name*

**Program:** *Program Name*

**Period:** *July 1, 2013 through June 30, 2014*

### Section I: Statement of Purpose

N/A (Applicants to leave this section blank)

### Section II: Program Summary

#### 1. Target Population

- Describe the requirements for entry into the program. Be specific about how participants will be screened and then documented to ensure they meet the City definition of a Santa Monica Opportunity Youth participant.
- Brief explanation of how those who do not meet the requirements are referred to other resources.

#### 2. Description of Services - **in bullet-point format** outline the specific services offered and respond to the following:

- Describe the use of national best practices models, innovative/leading edge programming and methods employed by this program.
- Describe how the model or practices are appropriate for the target population.
- Describe how proposed services will result in long term impact for the population served.

- Outline how services are culturally appropriate and relevant to population served.
- Describe how services work within a collective impact model.

### 3. Access to Services

- Provide a list of all program locations and the days and hours of operation. If your agency is not located in Santa Monica, describe how your agency has or will develop a well-demonstrated presence in Santa Monica.
- Explain how the geographic location(s) of the program and days and hours of your program meet the needs of the City's target population. Be specific about proposed uses of City or other public facilities, including Santa Monica-Malibu Unified School District (SMMUSD) campuses, Santa Monica College, and shared planning process with key District, College and/or City administration and staff.
- Describe your agency's specific strategies to **identify** disengaged youth and the proposed outreach strategy to prospective, Santa Monica Opportunity Youth participants who have not previously used social services, are most vulnerable, most difficult to serve and/or are hardest to reach.
- Describe how your program provides physical and communication accessibility to persons with disabilities, including participants with limited capacity to speak and understand English.

4. **Program Participants** – This section is intended to provide a demographic overview of the unduplicated Santa Monica Opportunity Youth program participants served. *Unduplicated participants should not include persons who receive outreach or basic referral only and for whom there is no method to document unduplicated numbers.* When calculating the number of Santa Monica program participants, count those who meet the definition of Santa Monica Opportunity Youth program participant in Appendix IV.

**NOTE:** At least 50% of eligible participants should be aged 18 to 24 years, most at risk of gang involvement or incarceration.

Please provide information for all areas in the following table.

<b>Demographics Overview Chart</b>	<b>FY 2013-14 Annual Target</b>
Total unduplicated Program Participants (include qualifying Santa Monica Opportunity Youth Program Participants and non-Santa Monica Program Participants)	
Total unduplicated Santa Monica Opportunity Youth Program Participants	
% Santa Monica Opportunity Youth Program Participants	%
Low-Income Santa Monica Opportunity Youth Program Participants	%
African-American	%
Asian	%
Latino	%
Multi-racial	%
White	%
Other	%
Santa Monica Opportunity Youth Program Participants with Disabilities	%

### Section III: Outputs, Outcomes and Assessment

1. **List the outputs produced by the program.** Outputs are defined as numbers served or amounts, and are quantitative in nature. (See Appendix V).
2. **List the outcomes that will measure attainment of the program goals.** Please note applicants are required to list a minimum of three outcomes but no more than five outcomes. Three outcomes **MUST** address the three issues identified by this RFP (Education, Employment, and Youth Wellbeing). Outcomes should demonstrate program impact on meeting the priorities and/or needs stated as outlined in this Request for Proposal and how effectively the program will meet its targeted goals. Anecdotal or casual self-reports of behavior change or participant satisfaction are **not** considered genuine outcomes. (See Appendix V).

Outputs and Outcomes Chart		
Program Activities or Services	Annual Goal: Unduplicated SM Youth Served (Outputs)	Measurable Outcome of Receiving this Program Service (Outcomes)
<u>EXAMPLE ONLY:</u> Re-Entry into Education	<u>EXAMPLE ONLY:</u> 100 participants	<u>EXAMPLE ONLY:</u> 60 out of 100 participants or 60% that have dropped out of school will attain a High School Diploma within 9 months of enrolling in the program.

3. **Outcome Assessment** – Describe the **tools** and **methods** implemented to measure the achievement of outcomes specified above. *Programs should utilize objective, standardized measurement tools, databases and methodologically sound measurement techniques as opposed to anecdotal or highly subjective methods.* Applicants should include a description of their current data tracking system(s) that will be applied to this project to track participants and progress toward contracted outcomes.

#### Section IV: Program Evaluation

1. **Program Evaluation** – Define how often data is collected, by whom and by what methods the overall program impact will be evaluated. Include the amount of funds allocated to program evaluation in the program budget.
2. **Program Participant Feedback** – Applicants are encouraged to solicit participant feedback on the quality and satisfaction of services provided. Describe the methods used to solicit feedback and how often this will be conducted and compiled.

#### Section V: Collective Impact Strategies and Partnership Opportunities

List existing and proposed partnerships or collaborations and how collaborations maximize program effectiveness and assist service delivery. Provide a concrete example of how collaboration has enhanced your program’s ability to deliver better services in Santa Monica. In addition, outline how partnerships will leverage services delivered to the target population.

**Section VI: Organizational Capacity**

**1. Staffing Plan** – Please provide a chart of the proposed administrative and program staff required to accomplish the program goals. Indicate the following:

- All paid staff, interns, and volunteers by position name, their full-time equivalency (FTE) allocated to the program, and note foreign language capacity.
- Next to each position, briefly describe specific responsibilities as they pertain to the program.
- List all staff for the program (whether or not you are requesting funding for this position).

**Example:**

<b>Position</b>	<b>FTE</b>	<b>Responsibility to Program</b>
<b>Admin. Staff</b>		
Project Director	1.00	Program and staff oversight; ensures progress toward achieving objectives and outcomes
Controller	0.25	Manages fiscal operations
<b>Program Staff</b>		
Counselor	1.00	Provides individual counseling and case management
Counselor (Bilingual)	1.00	Provides individual counseling and case management

**2. Board Participation**

- Describe the role of the agency’s Board of Directors or governing body.
- How many active and qualified members serve on the Board?
- How many times does the Board meet annually? During the calendar year 2012, how many times did the Board meet?
- How many current Board members reside or work in Santa Monica?

**3. Volunteers and Interns**

- To what extent does the program utilize volunteers and/or interns?
- Include the average number of persons and hours volunteered annually and their common roles and responsibilities.
- Briefly describe how volunteers and/or interns are selected, trained, and supervised.

**4. Cash Value of In-kind Contributions** – If you track and value significant in-kind contributions such as volunteer services, donated space and facilities, donated equipment and materials, please list and provide value.

## Program Budget

The Program Budget must correspond with the Program Plan. Budgets that include any indirect administrative costs assigned to the program will need to provide an attachment, which includes a proposed Administrative Budget for the entire organization and a narrative explaining the cost allocation methodology used to distribute administrative costs to the proposed program. Please note that a final Program Budget will be part of the grantee agreement with the City and regular tracking and expenditure reporting will be required.

To ensure readability and uniformity, please use the Program Budget template. Provide line-item detail as specified in each section below and verify all calculations. *Program Budgets will not be accepted if any of the requested information below is incomplete or if the calculations are incorrect.*

## Program Budget

**Organization:** *Name of the organization*

**Program:** *Name of the program*

**Period:** *July 1, 2013 through June 30, 2014*

### Section I: Budget Summary

This section provides a summary of the total proposed Program Budget for FY 2013-14. It requests the allocation of all projected funding amounts (City and non-City sources) for anticipated FY 2013-14 program expenditures. Organizations are required to provide a Cash Match from a non-City source to directly support the program activities specified in the Program Plan (see Cash Match section below). While in-kind contributions such as volunteer services, donated space and facilities, donated equipment and materials are encouraged, they are not an eligible source for the required cash match.

#### **Total Program Budget**

*Column A* should reflect projected expenditures for the **entire** program (not just the proposed City of Santa Monica grant funding request portion). This column should equal SM Grant Funding Request, plus Cash Match.

#### **SM Grant Funding Request**

*Column B* should reflect projected expenditures for the FY 2013-14. **Amounts should total the grant amount being requested.**

**Cash Match**

Cash Match requirement is based on Total Program Budget. A cash match is defined as revenue from a non-City source, which directly supports the program activities specified in the Program Plan. *Column C* should reflect projected expenditures for FY 2013-14 from non-City sources. Using the chart below, provide the requested information in each column.

For programs exclusively (100%) serving eligible Santa Monica Program Participants, organizations are required to contribute **at least 25%** of the Total Program Budget from non-City cash sources.

For programs serving Santa Monica Opportunity Youth Program Participants and non-Santa Monica Program Participants, organizations are required to contribute **at least 25%** (from non-City cash sources) of the portion of the Program Budget that is dedicated to serving Santa Monica Program Participants. This amount is derived by multiplying the Total Program Budget by % of Santa Monica Opportunity Youth Program Participants served, as reflected in the Demographics Overview chart in the Program Plan.

Example:

1. 65 out of 100 participants are eligible Santa Monica Opportunity Youth Program Participants
2. % Santa Monica Program Participants served is 65%
3. Total Program Budget is \$800,000
4. Portion of Program Budget dedicated to SM Program Participants is \$520,000 ( $\$800,000 \times 65\% = \$520,000$ )
5. Minimum Cash Match is \$130,000 ( $\$520,000 \times 25\%$ )

**FY 2013-14 Total Program Budget**

	<b>A</b>	<b>B</b>	<b>C</b>
	<b>Total Program Budget (= B + C)</b>	<b>SM Grant Funding Request</b>	<b>Program Cash Match</b>
1A. Staff Salaries	\$	\$	\$
1B. Staff Fringe Benefits	\$	\$	\$
1C. Consultant Services	\$	\$	\$
2. Space/Facilities	\$	\$	\$
3. Equipment Purchase	\$	\$	\$
4. Travel/Training	\$	\$	\$
5. Insurance	\$	\$	\$
6. Operating Expenses	\$	\$	\$
7. Scholarships/Stipends	\$	\$	\$
8. Other	\$	\$	\$
<b>9. TOTAL</b>	<b>\$</b>	<b>\$</b>	

**Cost per Program Participant: \$**

\_\_\_\_\_

## Section II: Line Item Detail

This section is intended to provide sufficient line item detail for the program to justify each line item amount. Total agency line item detail is not to be provided.

### FY 2013-14 Total Program Budget

	A	B	C
	Total Program Budget (= B + C)	SM Grant Funding Request	Program Cash Match
<b>1A. Staff Salaries</b>			
List all paid program and administrative positions (both City and non-City funded) to include the following:			
1. Title			
2. FTE (Full-Time Equivalent) of each position agency-wide			
3. Percentage of FTE applied to this program			
4. Monthly salary of each paid position			
5. Total number of employment months for one year			
Example:			
1. <i>Program Manager, 1 FTE, 50%, \$4,000/month, 12 months</i>			
2. <i>Counselor, 0.75 FTE, 100%, \$3,000/month, 12 months</i>			
<b>Total 1A</b>	\$	\$	\$

**FY 2013-14 Total Program Budget**

	<b>A</b>	<b>B</b>	<b>C</b>
	<b>Total Program Budget (= B + C)</b>	<b>SM Grant Funding Request</b>	<b>Program Cash Match</b>
<b>1B. <u>Staff Fringe Benefits</u></b>			
For salaries and wages listed above indicate the total percentage of each type of benefit (FICA, SUI, Workers' Compensation, medical insurance, retirement, etc.).			
<i>Example:</i>			
<i>If total salaries equal \$50,000 and FICA is 7.65%, then the total program budget for FICA would equal \$3,825.</i>			
<b>Total 1B</b>	\$	\$	\$
<b>1C. <u>Consultant Services</u></b>			
Consultant services are those contract services performed by individuals or groups for the organization. List consultant services as follows:			
<ol style="list-style-type: none"> <li>1. Each type of consultant to be funded</li> <li>2. Specific services rendered</li> <li>3. Total proposed fee</li> <li>4. Any additional information to justify the use of consultants as opposed to staff or volunteers</li> </ol>			
<b>Total 1C</b>	\$	\$	\$

**FY 2013-14 Total Program Budget**

	<b>A</b>	<b>B</b>	<b>C</b>
	<b>Total Program Budget (= B + C)</b>	<b>SM Grant Funding Request</b>	<b>Program Cash Match</b>
<b>2. <u>Space/Facilities</u></b>			
Describe the basis of the allocation of rental costs, utilities, janitorial costs, and any other facility costs.			
<b>Total 2</b>	\$	\$	\$
<b>3. <u>Equipment Purchase</u></b>			
Equipment is defined as non-expendable personal property having a useful life of more than one year and a unit cost of \$1,000 or more. Describe each item to be leased/rented/purchased, and include a brief justification for the item.			
<b>Total 3</b>	\$	\$	\$
<b>4. <u>Travel/Training</u></b>			
Provide a description and justification of:			
1. Types of trainings/seminars/conferences to be attended			
2. Show how the cost was computed			
3. Identify the amounts allowed for travel, per diem expenses, lodging, etc.			
4. Mileage expenses requested and show basis for computation of the total.			
<b>Total 4</b>	\$	\$	\$

**FY 2013-14 Total Program Budget**

	<b>A</b>	<b>B</b>	<b>C</b>
	<b>Total Program Budget (= B + C)</b>	<b>SM Grant Funding Request</b>	<b>Program Cash Match</b>
<b>5. <u>Insurance</u></b>			
City contract provisions require that grantees have:			
1. Comprehensive commercial general liability coverage in the amount of \$1,000,000			
2. Comprehensive automobile liability coverage in the amount of \$1,000,000			
3. Workers' compensation and employer's liability of \$1,000,000			
4. Crime coverage in an amount not less than \$25,000 (based on the amount funded by the City).			
<b>Total 5</b>	\$	\$	\$
<b>6. <u>Operating Expenses</u></b>			
Describe the basis of the allocation of all operating expenses [e.g., telephone, utilities, office supplies, printing, annual agency financial audit (required by the contract), etc.].			
<b>Total 6</b>	\$	\$	\$

**FY 2013-14 Total Program Budget**

	<b>A</b>	<b>B</b>	<b>C</b>
	<b>Total Program Budget (= B + C)</b>	<b>SM Grant Funding Request</b>	<b>Program Cash Match</b>
<b>7. <u>Scholarships/Stipends</u></b>			
List type of scholarships or stipends, and include:			
1. Number of people or organizations to receive funds			
2. Maximum amount per recipient			
3. Show the basis for computation			
<b>Total 7</b>	\$	\$	\$
<b>8. <u>Other</u></b>			
List each program expense not appropriate for any of the above line items. Justify all program expenses requested and show the basis for computation of total.			
<b>Total 8</b>	\$	\$	\$
<b>9. <u>Indirect Administrative Costs</u></b>			
<i>If the organization is applying an indirect administrative cost to the program, please list total amount and submit an attachment, which includes a proposed Administrative Budget for the entire organization and a narrative explaining the cost allocation methodology used.</i>			
<b>Total 9</b>	\$	\$	\$
<b>10. <u>TOTAL</u></b>	\$	\$	\$

**Section III: Program Cash Match Revenue Detail (Non-City Sources)**

Provide detail for the categories below, listing the non-City source of funds, projected amounts by funding source, and projected amounts that have already been committed by funding source **for the program for which funding is being requested**. For each funding source that has not been committed, indicate when the organization anticipates meeting these projections (i.e., timeline for fundraising, notification of pending proposals, etc.). Please note that the total amount for non-City sources should equal the difference between the Total Program Budget and the Santa Monica Grant Funding Request in *Section I - Budget Summary of the FY 2013-14 Program Budget*.

<u>Program Revenue Sources</u>	<b>FY 2013-14 Committed</b>	<b>FY 2013-14 Projected Amount</b>	<b>Timeline for Non-Committed Funding Sources</b>
<b>1. Government Grants</b>			
Source	\$	\$	
Source	\$	\$	
<b>2. Private/Corporate Grants</b>			
Source	\$	\$	
Source	\$	\$	
<b>3. Individual Donations</b>			
Source	\$	\$	
Source	\$	\$	
<b>4. Fundraising Events</b>			
Source	\$	\$	
Source	\$	\$	
<b>5. Fees for Service</b>			
Source	\$	\$	
<b>6. Other</b>			
Source	\$	\$	
Source	\$	\$	
<b>7. TOTAL</b>	<b>\$</b>	<b>\$</b>	

**Section IV: Agency Funding History and Goals**

Provide detail for the categories below, listing the source of funds, actual dollar amounts raised in the past two fiscal years and proposed dollar amounts in FY 2013-14 for the **agency as a whole**. In the last column, provide a brief explanation of how new funding revenues or reductions might impact the agency’s programs in the next year.

<b>Program Revenue Sources</b>	<b>Actual FY 2011-12 Funding</b>	<b>Actual FY 2012-13 Funding</b>	<b>Proposed FY2013-14 Funding</b>	<b>Program Impact</b>
<b>1. Government Grants</b>				
Source	\$	\$	\$	
Source	\$	\$	\$	
<b>2. Private/Corporate Grants</b>				
Source	\$	\$	\$	
Source	\$	\$	\$	
<b>3. Individual Donations</b>				
Source	\$	\$	\$	
Source	\$	\$	\$	
<b>4. Fundraising Events</b>				
Source	\$	\$	\$	
Source	\$	\$	\$	
<b>5. Fees for Service</b>				
Source	\$	\$	\$	
Source	\$	\$	\$	
<b>6. Other</b>				
Source	\$	\$	\$	
Source	\$	\$	\$	
<b>7. TOTAL</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	

# Appendices

## APPENDIX I

### MINIMUM ELIGIBILITY REQUIREMENTS

To be considered for funding, applicants must meet the following Council-approved minimum eligibility requirements<sup>3</sup>. Meeting requirements does not guarantee funding.

In order to be eligible for City funding, applicants must:

1. Be:
  - a) Either a nonprofit organization with a Board of Directors with a minimum of 12 active and qualified members; or
  - b) A hospital or educational institution with a governing board; and
  - c) Tax exempt status under Section 501(c)(3) of the Internal Revenue Service Code or Section 23701(d) of the California State Franchise Tax Code.
2. Be in compliance with:
  - a) Title VI of the Civil Rights Act of 1964;
  - b) Title VIII of the Civil Rights Act of 1968 (as amended);
  - c) Section 504 of the Rehabilitation Act of 1973 (as amended);
  - d) Age Discrimination Act of 1974;
  - e) Title I of the Housing and Community Development Act of 1974 (as amended);  
and
  - f) The Americans with Disabilities Act (ADA) of 1990.
3. Not discriminate in the hiring of staff or provision of services on the basis of race, religion, sex, age, national origin, disabilities, HIV status, political affiliation or beliefs, or sexual preference.
4. Agree that no City funds shall be used to teach, advance, advocate or promote any religion or religious belief or practices, including any irreligious belief or practice.
5. Demonstrate financial stability and sufficiency of financial resources as documented in the applicant's audited financial statements for the most recent fiscal years -- 2010, 2011, 2012; and must implement an accounting system that is in accordance with generally accepted accounting principles (GAAP).
6. Be located, co-located, or have a well-demonstrated presence in Santa Monica.
7. Receive the formal approval of its Board of Directors or governing body to submit a proposal for City funding.

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<sup>3</sup> Approved by City Council on January 11, 2011 for the FY 2011-15 HSG Program.

## APPENDIX II

### SELECTION CRITERIA

Applicants should outline their ability to provide comprehensive services that effectively demonstrate a long-term impact for the most vulnerable, low income or hard to reach disengaged youth in Santa Monica aged 16 to 24 years, with a minimum of 50% between the ages of 18 to 24 years most at risk of gang violence and incarceration.

Applications that meet the following minimum eligibility requirements will be reviewed and evaluated on the applicant's demonstrated ability to meet or exceed the following Council-approved selection criteria.<sup>4</sup>

Eligible applicants will be assessed on their ability to:

- Address a clearly documented and priority need in Santa Monica.
- Demonstrate organizational, fiscal and program capacity and track record to provide quality services to the Santa Monica community.
- Provide awareness and ready access to services, including a strategy for outreach to participants who have not previously used social services or are hardest to reach in Santa Monica.
- Measure program effectiveness through sound evaluation practices including use of clear data-driven outcomes that are tracked and monitored over time.
- Use best-practice models and outline how the model is appropriate for the target population and how it will be effective in achieving the proposed program outcomes.
- Leverage non-City funds to serve Santa Monica program participants – beyond the required 25% minimum cash match – and provide data on the applicant's track record in achieving this over the past three years.
- Demonstrate participation in collaborative planning and program operations including work with a range of partners, with the goal of improving well-coordinated service delivery and shared outcomes for the target population.
- Outreach and co-locate services in convenient and readily accessible locations for the target population and in conjunction with existing community and City facilities.
- Provide culturally appropriate and sensitive programming that includes bilingual capacity and culturally relevant services.

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<sup>4</sup> Approved by City Council on January 11, 2011 for the FY 2011-15 HSG Program.

## PROPOSAL REVIEW PROCESS

The three-phase review process is as follows:

Phase 1: Proposal Screening. Applications received by the deadline will be reviewed to determine whether they meet the City Council-approved minimum eligibility requirements. Proposals that meet all the minimum eligibility requirements will proceed to the second phase of the review process.

Phase 2: Proposal Evaluation. Applications will be reviewed by members of City Boards/Commissions, selected outside reviewers who are professionals with expertise in program development, and City staff. Reviewers are instructed to evaluate the applications on the basis of identified City Council-approved selection criteria and the funding priorities. For each proposal, the ratings of all reviewers will be aggregated.

Phase 3: Proposal Selection. Once final ratings are established for all proposals, City staff will take into account reviewer feedback and agency track record. Final funding recommendations will be announced and presented to the City Council for final approval in June.

## APPENDIX III

### Community Input

City of Santa Monica staff met with the following 13 groups to discuss and receive feedback on the needs of opportunity youth aged 16 to 24 in Santa Monica:

1. African American Parent Student Support Group – AAPSSS (SAMOHI)
2. Black Academic Movement -BAM (SAMOHI)
3. Cradle to Career Work Group (smC2C)
4. ELAC (Santa Monica High School English Learner Advisory Committee)
5. Families of Youth Victims of Violence
6. Leadership Councils (PYFC, VAP, PAL)
7. NCAAP Executive Committee (National Association for the Advancement of Colored People)
8. Olympic High School Students
9. Olympic High School OCLC (Off Campus Learning Center) Students
10. Santa Monica Resident Forum (held at VAP)
11. Santa Monica Social Services Commission
12. VAP Parent Group
13. Youth Resource Team Program Group (YRT)

City staff presented best practice models representing high impact outcomes and a “door-to-door, whatever it takes” approach to engage the target population. Areas of concern voiced by community members in attendance centered on education, jobs, family involvement, trusting relationships with a caring adult and decreasing fragmentation of services.

## **FUNDING GUIDELINES**

Funding priority will be given to proposals that directly address the unmet needs of the specified target population, as defined below.

### **Eligible Santa Monica Opportunity Youth Participants**

An eligible Santa Monica Opportunity Youth participant is defined as:

- Youth aged 16 to 24 years whose permanent address is in Santa Monica; or
- Youth aged 16 to 24 years currently attending a Santa Monica public high school in the Santa Monica-Malibu Unified School District (SMMUSD); or
- Youth aged 16 to 24 years who last attended a Santa Monica public high school in the Santa Monica-Malibu Unified School District (SMMUSD).

In addition to the above, two or more of the following risk factors must be present:

- Youth is out of school and has not obtained a High School diploma, GED or equivalent;
- Youth is unemployed and not in school;
- Youth has a history of incarceration or family history of incarceration;
- Youth is gang-involved or has family members that are gang-involved;
- Youth has psychological/social issues and/or an identified mental illness;
- Youth has history of substance abuse;
- Youth has history of physical and/or emotional abuse;
- Youth has a history of personal or family trauma (e.g., death of parent, incarceration of parent);
- Youth is a member of a low-income household;
- Youth resides in an area of the city that is identified as a “vulnerable community” – housing in the following zip codes: 90404 and 90405 and/or resides in Community Corporation of Santa Monica housing.

A Santa Monica program participant is NOT:

- A student attending a private school in Santa Monica who lives outside of Santa Monica; or
- A student attending Santa Monica College who lives outside of Santa Monica and graduated from a non-SMMUSD high school; or
- A homeless youth or family who recently arrived in Santa Monica or intermittently stays in Santa Monica.

## Outputs and Outcomes

It is important to measure how much is produced by a program or the quantity of service provided (*outputs*) as well as the accomplishments and impacts of that program on the lives of program participants (*outcomes*). Targeted outcome levels should be realistic. Shared outputs and outcomes that result from interagency or interdisciplinary planning and operations can be effective and are strongly encouraged in this proposal process.

**NOTE:** The following outcomes, organized by key issues identified by the community and City staff, have been established for this Request for Proposals. Applicants are required to select one outcome from each area. Two additional outcomes touching upon either of the three key issues may be added at the discretion of the applicant, for a maximum of five outcomes per proposal. Outcomes are to be reported for Santa Monica Opportunity Youth program participants only, as defined in Appendix IV.

- **Outcome #1: Educational Re-Engagement and Re-Entry**
- **Outcome #2: Economic Vitality and Stability**
- **Outcome #3: Youth Engagement and Wellbeing**

Outcomes are objective measures of how the program changed or impacted the population served. *Anecdotal self-reports* of behavior change or reports of satisfaction may be valuable information for agencies to gather, but they are *not outcomes* and therefore not requested in this application.

The following are **examples** of possible outputs and outcomes, *with fictitious numbers and percentages that are not based on real data or performance expectations*.

**Output:**

20 program participants obtain a High School diploma or GED by the end of the program year

**Outcome:**

60 out of 100 (60%) program participants will increase resiliency skills (as evidenced by pre-and post-test evaluation)

# **OPPORTUNITY YOUTH OPERATING GRANT APPLICATION**

## SUBMISSION REQUIREMENTS

1. Grant application materials should be completed to reflect a one-year program.
2. An application template may be found on the Human Services Division website at [www.smgov.net/hsd](http://www.smgov.net/hsd) and by contacting City staff at [humanservices@smgov.net](mailto:humanservices@smgov.net).
3. Applications must be complete and adhere to the format and instructions provided in the attached Application, as follows:
  - Proposals must not exceed the 10-page space limit for the Program Plan and are required to have 12-point font size for the narrative.
  - Standard 8 ½" by 11" white paper is required.
  - Applications in binders, folders, or other formats will not be accepted
  - Originals must be clearly marked "original" and each copy should be clearly marked "copy".
4. Organizations not currently funded by the City must submit the additional, required supporting documents (see Operating Grant Checklist).
5. In lieu of a bidder's workshop, questions about the application process may be directed to City staff by emailing [humanservices@smgov.net](mailto:humanservices@smgov.net). Questions and answers will be posted to the City's Human Services Division website. City staff cannot respond to questions after 5:00 PM on Wednesday, April 24, 2013.
6. **Completed grant applications must be received by 5:00 PM on Friday, April 26, 2013. Late submittals will not be accepted.** Applicants must submit one (1) single-sided original (clipped, not stapled), and five (5) double-sided copies (stapled), clearly marked as indicated in #3 above. Facsimiles, emails and other electronic submittals will not be accepted, nor will incomplete applications. The City is not responsible for late or misdirected mail. Please send or hand deliver application to:

City of Santa Monica  
Human Services Division  
1685 Main Street, Room 212  
Santa Monica, CA 90401  
Attn: Setareh Yavari, Human Services Manager

**City of Santa Monica**  
**FY 2013-15 Human Services Grants Program**  
**Opportunity Youth Operating Grant Application**  
**Cover Page**

**Applicant Information**

Organization: \_\_\_\_\_  
Address: \_\_\_\_\_  
City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_  
Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_  
Website: \_\_\_\_\_ Organization Budget: \$ \_\_\_\_\_  
Email Address: \_\_\_\_\_  
Executive Director: \_\_\_\_\_

**Proposal Information**

Name of Program: \_\_\_\_\_  
Proposal Summary (brief one sentence description): \_\_\_\_\_  
\_\_\_\_\_  
Proposal Contact: \_\_\_\_\_ Title: \_\_\_\_\_  
Email Address: \_\_\_\_\_ Telephone: \_\_\_\_\_

**Proposal Authorization**

Name and Title of Official Signing for Applicant Organization (must be authorized by the Board of Directors or governing body):

Name: \_\_\_\_\_ Title: \_\_\_\_\_

I certify that the information presented in this application is true and complete to the best of my knowledge. I further certify that the organization complies with all minimum eligibility requirements specified in this RFP.

Signature of Person Named Above: \_\_\_\_\_ Date: \_\_\_\_\_

**City of Santa Monica**  
**FY 2013-15 Human Services Grants Program**  
**Opportunity Youth Operating Grant Checklist**

**Organization:**

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**Program:**

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This checklist serves as a tool to ensure a complete application. Please submit this completed checklist along with your Application materials.

**Please assemble your application in the order as presented.**

**For all requests, please provide one (1) original and five (5) copies of the following:**

- Checklist (completed)
- Grant Application Cover Page (signed by a Board of Directors' authorized signatory)
- FY 2013-14 Program Plan (Not more than 10 pages)
- FY 2013-14 Program Budget
- Attachments (Please, no others beyond these)
  - Organizational Chart
  - Job Descriptions for program staff
  - MOUs with collaborative partners that detail collective impact model
  - Board Roster (include name, home address, email, phone and affiliation)
  - Audited financial statements, including the auditor's management letter, for the most recent fiscal years - 2010, 2011, 2012

**For organizations not currently funded by the City, please provide one (1) copy of the following required supporting documents:**

- IRS determination letter of 501(c)3 status
- Grievance policy and procedures
- Fiscal and administrative procedures
- Case management procedures and guidelines

**Submit all requested materials no later than 5:00 PM on Friday, April 26, 2013 to:**

**City of Santa Monica**  
**Human Services Division**  
**1685 Main Street, Room 212**  
**Santa Monica, CA 90401**  
**Attn: Setareh Yavari, Human Services Manager**

## Program Plan

A Program Plan (and corresponding Program Budget) is required for the program for which funding is requested. Please use the Program Plan template in order to ensure readability and uniformity. *Program Plans will not be accepted if any of the requested information below is incomplete.*

**Completed Program Plans should not exceed 10 standard pages, excluding Program Budget and attachments. Use charts, tables and bullet-point format whenever possible and please be concise.**

## Program Plan

**Organization:** *Organization Name*

**Program:** *Program Name*

**Period:** *July 1, 2013 through June 30, 2014*

### Section I: Statement of Purpose

N/A (Applicants to leave this section blank)

### Section II: Program Summary

#### 1. Target Population

- Describe the requirements for entry into the program. Be specific about how participants will be screened and then documented to ensure they meet the City definition of a Santa Monica Opportunity Youth participant.
- Brief explanation of how those who do not meet the requirements are referred to other resources.

#### 2. Description of Services - **in bullet-point format** outline the specific services offered and respond to the following:

- Describe the use of national best practices models, innovative/leading edge programming and methods employed by this program.
- Describe how the model or practices are appropriate for the target population.
- Describe how proposed services will result in long term impact for the population served.

- Outline how services are culturally appropriate and relevant to population served.
- Describe how services work within a collective impact model.

### 3. Access to Services

- Provide a list of all program locations and the days and hours of operation. If your agency is not located in Santa Monica, describe how your agency has or will develop a well-demonstrated presence in Santa Monica.
- Explain how the geographic location(s) of the program and days and hours of your program meet the needs of the City's target population. Be specific about proposed uses of City or other public facilities, including Santa Monica-Malibu Unified School District (SMMUSD) campuses, Santa Monica College, and shared planning process with key District, College and/or City administration and staff.
- Describe your agency's specific strategies to **identify** disengaged youth and the proposed outreach strategy to prospective, Santa Monica Opportunity Youth participants who have not previously used social services, are most vulnerable, most difficult to serve and/or are hardest to reach.
- Describe how your program provides physical and communication accessibility to persons with disabilities, including participants with limited capacity to speak and understand English.

4. **Program Participants** – This section is intended to provide a demographic overview of the unduplicated Santa Monica Opportunity Youth program participants served. *Unduplicated participants should not include persons who receive outreach or basic referral only and for whom there is no method to document unduplicated numbers.* When calculating the number of Santa Monica program participants, count those who meet the definition of Santa Monica Opportunity Youth program participant in Appendix IV.

**NOTE:** At least 50% of eligible participants should be aged 18 to 24 years, most at risk of gang involvement or incarceration.

Please provide information for all areas in the following table.

<b>Demographics Overview Chart</b>	<b>FY 2013-14 Annual Target</b>
Total unduplicated Program Participants (include qualifying Santa Monica Opportunity Youth Program Participants and non-Santa Monica Program Participants)	
Total unduplicated Santa Monica Opportunity Youth Program Participants	
% Santa Monica Opportunity Youth Program Participants	%
Low-Income Santa Monica Opportunity Youth Program Participants	%
African-American	%
Asian	%
Latino	%
Multi-racial	%
White	%
Other	%
Santa Monica Opportunity Youth Program Participants with Disabilities	%

### Section III: Outputs, Outcomes and Assessment

1. **List the outputs produced by the program.** Outputs are defined as numbers served or amounts, and are quantitative in nature. (See Appendix V).
2. **List the outcomes that will measure attainment of the program goals.** Please note applicants are required to list a minimum of three outcomes but no more than five outcomes. Three outcomes **MUST** address the three issues identified by this RFP (Education, Employment, and Youth Wellbeing). Outcomes should demonstrate program impact on meeting the priorities and/or needs stated as outlined in this Request for Proposal and how effectively the program will meet its targeted goals. Anecdotal or casual self-reports of behavior change or participant satisfaction are **not** considered genuine outcomes. (See Appendix V).

Outputs and Outcomes Chart		
Program Activities or Services	Annual Goal: Unduplicated SM Youth Served (Outputs)	Measurable Outcome of Receiving this Program Service (Outcomes)
<u>EXAMPLE ONLY:</u> Re-Entry into Education	<u>EXAMPLE ONLY:</u> 100 participants	<u>EXAMPLE ONLY:</u> 60 out of 100 participants or 60% that have dropped out of school will attain a High School Diploma within 9 months of enrolling in the program.

3. **Outcome Assessment** – Describe the **tools** and **methods** implemented to measure the achievement of outcomes specified above. *Programs should utilize objective, standardized measurement tools, databases and methodologically sound measurement techniques as opposed to anecdotal or highly subjective methods.* Applicants should include a description of their current data tracking system(s) that will be applied to this project to track participants and progress toward contracted outcomes.

#### Section IV: Program Evaluation

1. **Program Evaluation** – Define how often data is collected, by whom and by what methods the overall program impact will be evaluated. Include the amount of funds allocated to program evaluation in the program budget.
2. **Program Participant Feedback** – Applicants are encouraged to solicit participant feedback on the quality and satisfaction of services provided. Describe the methods used to solicit feedback and how often this will be conducted and compiled.

#### Section V: Collective Impact Strategies and Partnership Opportunities

List existing and proposed partnerships or collaborations and how collaborations maximize program effectiveness and assist service delivery. Provide a concrete example of how collaboration has enhanced your program’s ability to deliver better services in Santa Monica. In addition, outline how partnerships will leverage services delivered to the target population.

**Section VI: Organizational Capacity**

1. **Staffing Plan** – Please provide a chart of the proposed administrative and program staff required to accomplish the program goals. Indicate the following:
  - All paid staff, interns, and volunteers by position name, their full-time equivalency (FTE) allocated to the program, and note foreign language capacity.
  - Next to each position, briefly describe specific responsibilities as they pertain to the program.
  - List all staff for the program (whether or not you are requesting funding for this position).

**Example:**

Position	FTE	Responsibility to Program
<b>Admin. Staff</b>		
Project Director	1.00	Program and staff oversight; ensures progress toward achieving objectives and outcomes
Controller	0.25	Manages fiscal operations
<b>Program Staff</b>		
Counselor	1.00	Provides individual counseling and case management
Counselor (Bilingual)	1.00	Provides individual counseling and case management

2. **Board Participation**
  - Describe the role of the agency’s Board of Directors or governing body.
  - How many active and qualified members serve on the Board?
  - How many times does the Board meet annually? During the calendar year 2012, how many times did the Board meet?
  - How many current Board members reside or work in Santa Monica?

**3. Volunteers and Interns**

- To what extent does the program utilize volunteers and/or interns?
- Include the average number of persons and hours volunteered annually and their common roles and responsibilities.
- Briefly describe how volunteers and/or interns are selected, trained, and supervised.

**4. Cash Value of In-kind Contributions** – If you track and value significant in-kind contributions such as volunteer services, donated space and facilities, donated equipment and materials, please list and provide value.

## Program Budget

The Program Budget must correspond with the Program Plan. Budgets that include any indirect administrative costs assigned to the program will need to provide an attachment, which includes a proposed Administrative Budget for the entire organization and a narrative explaining the cost allocation methodology used to distribute administrative costs to the proposed program. Please note that a final Program Budget will be part of the grantee agreement with the City and regular tracking and expenditure reporting will be required.

To ensure readability and uniformity, please use the Program Budget template. Provide line-item detail as specified in each section below and verify all calculations. *Program Budgets will not be accepted if any of the requested information below is incomplete or if the calculations are incorrect.*

## Program Budget

**Organization:** *Name of the organization*

**Program:** *Name of the program*

**Period:** *July 1, 2013 through June 30, 2014*

### Section I: Budget Summary

This section provides a summary of the total proposed Program Budget for FY 2013-14. It requests the allocation of all projected funding amounts (City and non-City sources) for anticipated FY 2013-14 program expenditures. Organizations are required to provide a Cash Match from a non-City source to directly support the program activities specified in the Program Plan (see Cash Match section below). While in-kind contributions such as volunteer services, donated space and facilities, donated equipment and materials are encouraged, they are not an eligible source for the required cash match.

#### **Total Program Budget**

*Column A* should reflect projected expenditures for the **entire** program (not just the proposed City of Santa Monica grant funding request portion). This column should equal SM Grant Funding Request, plus Cash Match.

#### **SM Grant Funding Request**

*Column B* should reflect projected expenditures for the FY 2013-14. **Amounts should total the grant amount being requested.**

**Cash Match**

Cash Match requirement is based on Total Program Budget. A cash match is defined as revenue from a non-City source, which directly supports the program activities specified in the Program Plan. *Column C* should reflect projected expenditures for FY 2013-14 from non-City sources. Using the chart below, provide the requested information in each column.

For programs exclusively (100%) serving eligible Santa Monica Program Participants, organizations are required to contribute **at least 25%** of the Total Program Budget from non-City cash sources.

For programs serving Santa Monica Opportunity Youth Program Participants and non-Santa Monica Program Participants, organizations are required to contribute **at least 25%** (from non-City cash sources) of the portion of the Program Budget that is dedicated to serving Santa Monica Program Participants. This amount is derived by multiplying the Total Program Budget by % of Santa Monica Opportunity Youth Program Participants served, as reflected in the Demographics Overview chart in the Program Plan.

Example:

1. 65 out of 100 participants are eligible Santa Monica Opportunity Youth Program Participants
2. % Santa Monica Program Participants served is 65%
3. Total Program Budget is \$800,000
4. Portion of Program Budget dedicated to SM Program Participants is \$520,000 ( $\$800,000 \times 65\% = \$520,000$ )
5. Minimum Cash Match is \$130,000 ( $\$520,000 \times 25\%$ )

**FY 2013-14 Total Program Budget**

	<b>A</b>	<b>B</b>	<b>C</b>
	<b>Total Program Budget (= B + C)</b>	<b>SM Grant Funding Request</b>	<b>Program Cash Match</b>
1A. Staff Salaries	\$	\$	\$
1B. Staff Fringe Benefits	\$	\$	\$
1C. Consultant Services	\$	\$	\$
2. Space/Facilities	\$	\$	\$
3. Equipment Purchase	\$	\$	\$
4. Travel/Training	\$	\$	\$
5. Insurance	\$	\$	\$
6. Operating Expenses	\$	\$	\$
7. Scholarships/Stipends	\$	\$	\$
8. Other	\$	\$	\$
<b>9. TOTAL</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>

**Cost per Program Participant: \$**

\_\_\_\_\_

## Section II: Line Item Detail

This section is intended to provide sufficient line item detail for the program to justify each line item amount. Total agency line item detail is not to be provided.

### FY 2013-14 Total Program Budget

	A	B	C
	Total Program Budget (= B + C)	SM Grant Funding Request	Program Cash Match
<b>1A. Staff Salaries</b>			
List all paid program and administrative positions (both City and non-City funded) to include the following:			
1. Title			
2. FTE (Full-Time Equivalent) of each position agency-wide			
3. Percentage of FTE applied to this program			
4. Monthly salary of each paid position			
5. Total number of employment months for one year			
Example:			
1. <i>Program Manager, 1 FTE, 50%, \$4,000/month, 12 months</i>			
2. <i>Counselor, 0.75 FTE, 100%, \$3,000/month, 12 months</i>			
<b>Total 1A</b>	\$	\$	\$

**FY 2013-14 Total Program Budget**

	<b>A</b>	<b>B</b>	<b>C</b>
	<b>Total Program Budget (= B + C)</b>	<b>SM Grant Funding Request</b>	<b>Program Cash Match</b>
<b>1B. <u>Staff Fringe Benefits</u></b>			
For salaries and wages listed above indicate the total percentage of each type of benefit (FICA, SUI, Workers' Compensation, medical insurance, retirement, etc.).			
<i>Example:</i>			
<i>If total salaries equal \$50,000 and FICA is 7.65%, then the total program budget for FICA would equal \$3,825.</i>			
<b>Total 1B</b>	\$	\$	\$
<b>1C. <u>Consultant Services</u></b>			
Consultant services are those contract services performed by individuals or groups for the organization. List consultant services as follows:			
<ol style="list-style-type: none"> <li>1. Each type of consultant to be funded</li> <li>2. Specific services rendered</li> <li>3. Total proposed fee</li> <li>4. Any additional information to justify the use of consultants as opposed to staff or volunteers</li> </ol>			
<b>Total 1C</b>	\$	\$	\$

**FY 2013-14 Total Program Budget**

	<b>A</b>	<b>B</b>	<b>C</b>
	<b>Total Program Budget (= B + C)</b>	<b>SM Grant Funding Request</b>	<b>Program Cash Match</b>
<b>2. <u>Space/Facilities</u></b>			
Describe the basis of the allocation of rental costs, utilities, janitorial costs, and any other facility costs.			
<b>Total 2</b>	\$	\$	\$
<b>3. <u>Equipment Purchase</u></b>			
Equipment is defined as non-expendable personal property having a useful life of more than one year and a unit cost of \$1,000 or more. Describe each item to be leased/rented/purchased, and include a brief justification for the item.			
<b>Total 3</b>	\$	\$	\$
<b>4. <u>Travel/Training</u></b>			
Provide a description and justification of:			
1. Types of trainings/seminars/conferences to be attended			
2. Show how the cost was computed			
3. Identify the amounts allowed for travel, per diem expenses, lodging, etc.			
4. Mileage expenses requested and show basis for computation of the total.			
<b>Total 4</b>	\$	\$	\$

**FY 2013-14 Total Program Budget**

	<b>A</b>	<b>B</b>	<b>C</b>
	<b>Total Program Budget (= B + C)</b>	<b>SM Grant Funding Request</b>	<b>Program Cash Match</b>
<b>5. <u>Insurance</u></b>			
City contract provisions require that grantees have:			
1. Comprehensive commercial general liability coverage in the amount of \$1,000,000			
2. Comprehensive automobile liability coverage in the amount of \$1,000,000			
3. Workers' compensation and employer's liability of \$1,000,000			
4. Crime coverage in an amount not less than \$25,000 (based on the amount funded by the City).			
<b>Total 5</b>	\$	\$	\$
<b>6. <u>Operating Expenses</u></b>			
Describe the basis of the allocation of all operating expenses [e.g., telephone, utilities, office supplies, printing, annual agency financial audit (required by the contract), etc.].			
<b>Total 6</b>	\$	\$	\$

**FY 2013-14 Total Program Budget**

	<b>A</b>	<b>B</b>	<b>C</b>
	<b>Total Program Budget (= B + C)</b>	<b>SM Grant Funding Request</b>	<b>Program Cash Match</b>
<b>7. <u>Scholarships/Stipends</u></b>			
List type of scholarships or stipends, and include:			
1. Number of people or organizations to receive funds			
2. Maximum amount per recipient			
3. Show the basis for computation			
<b>Total 7</b>	\$	\$	\$
<b>8. <u>Other</u></b>			
List each program expense not appropriate for any of the above line items. Justify all program expenses requested and show the basis for computation of total.			
<b>Total 8</b>	\$	\$	\$
<b>9. <u>Indirect Administrative Costs</u></b>			
<i>If the organization is applying an indirect administrative cost to the program, please list total amount and submit an attachment, which includes a proposed Administrative Budget for the entire organization and a narrative explaining the cost allocation methodology used.</i>			
<b>Total 9</b>	\$	\$	\$
<b>10. <u>TOTAL</u></b>	\$	\$	\$

**Section III: Program Cash Match Revenue Detail (Non-City Sources)**

Provide detail for the categories below, listing the non-City source of funds, projected amounts by funding source, and projected amounts that have already been committed by funding source **for the program for which funding is being requested**. For each funding source that has not been committed, indicate when the organization anticipates meeting these projections (i.e., timeline for fundraising, notification of pending proposals, etc.). Please note that the total amount for non-City sources should equal the difference between the Total Program Budget and the Santa Monica Grant Funding Request in *Section I - Budget Summary of the FY 2013-14 Program Budget*.

<u>Program Revenue Sources</u>	<b>FY 2013-14 Committed</b>	<b>FY 2013-14 Projected Amount</b>	<b>Timeline for Non-Committed Funding Sources</b>
<b>1. Government Grants</b>			
Source	\$	\$	
Source	\$	\$	
<b>2. Private/Corporate Grants</b>			
Source	\$	\$	
Source	\$	\$	
<b>3. Individual Donations</b>			
Source	\$	\$	
Source	\$	\$	
<b>4. Fundraising Events</b>			
Source	\$	\$	
Source	\$	\$	
<b>5. Fees for Service</b>			
Source	\$	\$	
<b>6. Other</b>			
Source	\$	\$	
Source	\$	\$	
<b>7. TOTAL</b>	<b>\$</b>	<b>\$</b>	

**Section IV: Agency Funding History and Goals**

Provide detail for the categories below, listing the source of funds, actual dollar amounts raised in the past two fiscal years and proposed dollar amounts in FY 2013-14 for the **agency as a whole**. In the last column, provide a brief explanation of how new funding revenues or reductions might impact the agency’s programs in the next year.

<b>Program Revenue Sources</b>	<b>Actual FY 2011-12 Funding</b>	<b>Actual FY 2012-13 Funding</b>	<b>Proposed FY2013-14 Funding</b>	<b>Program Impact</b>
<b>1. Government Grants</b>				
Source	\$	\$	\$	
Source	\$	\$	\$	
<b>2. Private/Corporate Grants</b>				
Source	\$	\$	\$	
Source	\$	\$	\$	
<b>3. Individual Donations</b>				
Source	\$	\$	\$	
Source	\$	\$	\$	
<b>4. Fundraising Events</b>				
Source	\$	\$	\$	
Source	\$	\$	\$	
<b>5. Fees for Service</b>				
Source	\$	\$	\$	
Source	\$	\$	\$	
<b>6. Other</b>				
Source	\$	\$	\$	
Source	\$	\$	\$	
<b>7. TOTAL</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	



# Human Services Grants Program Opportunity Youth RFP

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## Frequently Asked Questions

- Q. Is it ok to secure MOUS from City partners that our agency currently works with?**

*Applicants should reference and note engagement with City staff in application narrative on proposed or ongoing services at City facilities but are not required to secure and submit a written MOU at the time of application submission.*

*An applicant asked two questions very specific to their unique circumstance. City staff responded directly and offline to these questions.*

- Q. Can we report the total amount of funds received in each area (i.e., Government Grants, Private/Corporate Funds, Individual donations), rather than reporting individual grants and donations? For us to list every single grant and individual, given the size of our organization, could require 10+ pages.**

*Applicants should provide the level of detail necessary to clearly demonstrate their agency's capacity. Applicants may choose to combine different sources by funding type; however, for Government Grants, please breakdown amounts by Federal, State, County, and Cities.*

- Q. Can we use a single chart to respond to questions 1 and 2 of Section III.**

*Applicants should use the chart as it appears in the RFP.*

- Q. Are we restricted to listing only 1 output (service provided) for each outcome (program impact), or is it permissible to list more than one output for each outcome?**

*Applicants may list more than one output per outcome.*

**Human Services Division  
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## City of Santa Monica

# Opportunity Youth FY 2013/15 Request For Proposals

## ADDENDUM

This Addendum outlines the following changes to the City of Santa Monica Opportunity Youth FY 2013/15 Request for Proposals (RFP):

1. The City received numerous requests from the community to extend the proposal deadline to allow more time to submit quality applications.

*In response to this request, the application deadline for the Opportunity Youth RFP has been extended to **5PM, Monday, May 6, 2013** (original deadline: April 26, 2013).*

2. The application extension alters some aspects of the RFP Timeline.

*Due to the proposal deadline extension, recommendations for funding will be presented to City Council on **Tuesday, June 25<sup>th</sup>** (May 20, 2013 notification date is null).*

3. The following revision has been made to the wording for criteria listed in Appendix IV:

***New Criteria:***

- *Youth resides in an area of the city that is identified as vulnerable in the 2012/13 Youth Wellbeing Report Card*

***Previously Listed Criteria:***

- *Youth resides in an area of the city that is identified as a “vulnerable community” – housing in the following zip codes: 90404 and 90405 and/or resides in Community Corporation of Santa Monica housing.*

In lieu of a bidder’s workshop, questions about the application process may be directed to City staff by emailing [humanservices@smgov.net](mailto:humanservices@smgov.net). Questions and answers will be posted to the City’s Human Services Division website. City staff cannot respond to questions received after **5:00PM on Thursday, May 2, 2013**.