

CITY OF SANTA MONICA

HUMAN SERVICES GRANTS PROGRAM



FISCAL YEARS 2015 - 2019

REQUEST FOR PROPOSALS

OPERATING GRANTS

Submission Deadline:
Monday, March 09, 2015
By 5:00 PM



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HUMAN SERVICES GRANTS PROGRAM

TIMELINE

Pre-Proposal/Bidders Workshop

Feb. 10, 2015 (9:30 AM)
Santa Monica Public Library
MLK Auditorium
601 Santa Monica Blvd
Santa Monica, CA 90401

Question submission deadline

Feb. 23, 2015 (5:00 PM)

Application submission deadline

March 9, 2015 (5:00 PM)
Human Services Division
1685 Main Street, Room 212
Santa Monica, CA 90401

Notification of recommendations for proposal funding

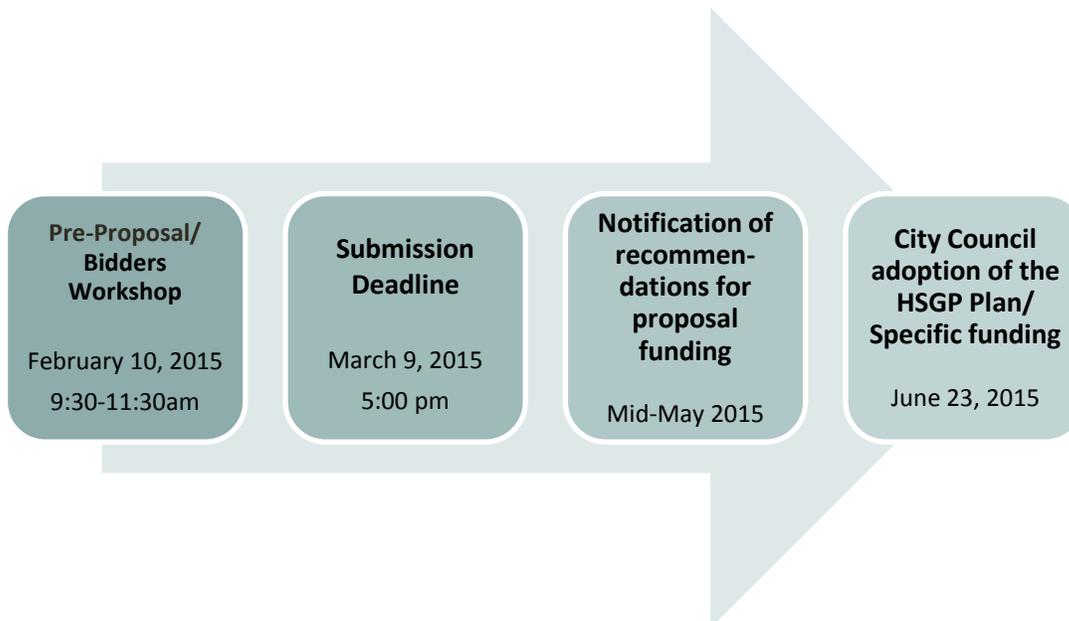
Mid-May 2015

City Council adoption of the HSGP/Specific funding

June 23, 2015

Start of new funding cycle

July 1, 2015



OVERVIEW

Introduction to the Human Services Grants Program (HSGP)

The City of Santa Monica's Human Services Division invites competitive proposals from eligible nonprofit organizations through the Human Services Grants Program (HSGP) for programs that respond to clearly identified community needs in Santa Monica.

Through the HSGP, the Human Services Division collaborates with public and non-profit organizations to improve the wellbeing and quality of life of low-income Santa Monica residents including youth and families, people with disabilities, seniors, victims of violence, and those who are homeless. Responding to needs through the Human Services Grants Program, the City helps ensure an effective, strong safety net for the most vulnerable residents. In addition, the HSGP can provide stable funding where federal, state and county programs and resources fall short.

During this funding cycle, the City expects that funded programs will:

- 1) Model and implement services based on evidence-based programs.** An evidence-based practice is an intervention or treatment protocol that has been researched, evaluated and documented to be effective. Proposed programs and practices should be adjusted to serve the needs of Santa Monica target populations while still maintaining the integrity of the studied model. A wealth of databases and clearinghouses on evidence-based practices is available online.
- 2) Operate from within a highly collaborative and coordinated service delivery system.** The challenges facing HSGP target populations are often complex and multi-faceted and no one agency can meet the needs of these populations, hence the need for partnerships between service organizations. Successful collaborative networks share goals, data, information, and accountability.
- 3) Show program impact through valid, documented, high impact outcomes that demonstrate specific and substantial change in the community and lives of participants.** Best practice models focus on using evidence-based research to guide programs with a goal of achieving outcomes that reflect measurable and lasting effects in the lives of the people they serve. Outcomes should be documented through specific data collection methods, and state how many of the total individuals or households served were positively impacted, and how that impact was measured. Over the course of this funding cycle, the City may explore options for coordinated data collection and analysis.
- 4) Implement a 'whatever it takes' approach across target populations.** The implementation of such an approach often involves assertive case management, clinically trained staff, and interdisciplinary teams, with long-term goals that can include such

community benefits as reducing recidivism, increased housing stability, and improved economic security for low-income households.

5) Foster positive community relationships with neighboring businesses, residents, and organizations. Grantee agencies will be required to develop and submit a Good Neighbor Agreement (GNA) as part of their contract requirements. The GNA will be a Special Funding Condition, negotiated upon award.

In addition, to ensure effectiveness, accountability and a current understanding of funded programs, City staff monitors 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.

Funding Availability: Operating Grants

Funding awarded through the HSGP comes from multiple sources both locally and nationally, including the City's General Fund, City development agreements, Los Angeles County Proposition A, and federal entitlement and competitive grant funds [Community Development Block Grant (CDBG) and Continuum of Care (CoC)].

A total of \$7.5 million in operating grants is projected to be available in FY 2015-16 for new and existing programs that support a City initiative or meet a priority need (see *Funding Guidelines*). Grant funding is available for qualified programs beginning July 1, 2015 through June 30, 2019, and agencies may submit proposals for more than one program. The City employs a multi-year funding strategy to encourage service continuity; however, renewals during the four-year funding cycle are annual and contingent upon available funds, satisfactory outcomes, effective performance (program, fiscal and administrative), and City Council approval.

At any point during the four-year funding cycle, City Council may determine the need for significant program changes, including finding that a program is unable to meet its administrative, program or fiscal requirements and should not receive continued funding. Should significant program changes be required, an open, competitive RFP process to redirect funding will be conducted.

City funds and the designated cash match should be used to serve eligible Santa Monica program participants as defined in this RFP (see *Eligible Santa Monica Program Participants*). Furthermore, City funds should be used as leverage for non-City grants from private or public sources and these leveraged funds should be used for eligible Santa Monica program participants.

Community Needs Assessments

The HSGP represents a significant City investment to address the findings of community planning processes. The City has completed a number of evaluations of the human services offered by the City, the Santa Monica-Malibu Unified School District (SMMUSD) and local community non-profits. Funding recommendations will be based in large part on each applicant's ability to address the specific priorities, target populations, and selection criteria identified through the FY 2015-19 Human Services Grants Program Funding Rationale as adopted by City Council on January 27, 2015. Additional information on documented needs in Santa Monica can be found in:

- Action Plan to Address Homelessness in Santa Monica (2010) – adopted by City Council on January 11, 2011
- City of Santa Monica 2010-15 Consolidated Plan
- City of Santa Monica 2013-2021 Housing Element
- City of Santa Monica Youth Budget
- EDI: A Snapshot of Young Children's Development Santa Monica, CA (2012/13 school year)
- Evaluation of Services for Older Adults in Santa Monica (2008)
- Opportunity Youth RFP and NOFA (2013)
- RAND Study on Early and School-Age Care in Santa Monica (2014)
- Santa Monica Cradle to Career Youth Wellbeing Report Cards (2012/13 and 2014)
- Santa Monica Early Childhood Initiative Plan (2001)
- Study Summary and Next Steps: "Early and School-Age Care in Santa Monica: Current System, Policy Options, and Recommendations" (RAND Corporation, 2014)
- Youth Violence Prevention in Santa Monica: An Action Plan for 2010 and 2011

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

MINIMUM ELIGIBILITY REQUIREMENTS

In order to be considered for funding through the City's Human Services Grants Program applicants must meet the following Council-approved minimum eligibility requirements. Meeting these requirements does not guarantee funding.

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

- Be:
 - A nonprofit organization with tax exempt status under Section 501(c)(3) of the Internal Revenue Service Code and Section 23701(d) of the California State Franchise Tax Code; AND
 - Registered with the office of the Attorney General of the State of California Department of Justice with a current registration status; AND
 - A nonprofit organization with a Board of Directors with a minimum of 12 active and qualified members; OR
 - A hospital or educational institution with a governing board.
- Be in compliance with:
 - Title VI of the Civil Rights Act of 1964;
 - Title VIII of the Civil Rights Act of 1968 (as amended);
 - Section 504 of the Rehabilitation Act of 1973 (as amended);
 - Age Discrimination Act of 1974;
 - Title I of the Housing and Community Development Act of 1974 (as amended); and
 - The Americans with Disabilities Act (ADA) of 1990.
- 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.
- 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.
- Demonstrate financial stability and sufficiency of financial resources as documented in the applicant's audited financial statements for the most recent fiscal years -- 2012, 2013, 2014; and must maintain an accounting system that is accordance with generally accepted accounting principles (GAAP).
- Be located, co-located or have a well-demonstrated presence in Santa Monica.
- Receive the formal approval of its Board of Directors or governing body to submit a proposal for City funding.

ELIGIBLE SANTA MONICA PROGRAM PARTICIPANTS

Funding priority will be given to grant proposals that directly address specified target populations and focus areas as approved by City Council on January 27, 2015 for the FY 2015-19 Human Services Grants Program. Programs should serve eligible Santa Monica program participants, as defined below.

For the purposes of the HSGP, an eligible Santa Monica Program Participant (SMPP) is defined as:

- An individual whose permanent address is in Santa Monica; or
- A student currently attending a Santa Monica public school in the Santa Monica-Malibu Unified School District (SMMUSD); or
- A youth, age 16 – 24, recently enrolled in a Santa Monica-Malibu Unified School District high school that can demonstrate a continued tie to the Santa Monica community; or
- A youth residing in Santa Monica that currently is or has been in the foster care system or has aged out of the foster care system.

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 attended a non-SMMUSD high school; or
- A homeless individual or family who recently arrived in Santa Monica or intermittently stays in Santa Monica.

*For programs proposing to serve **people who are homeless** or **opportunity youth**, the following additional criteria apply to be eligible SMPP:*

For programs proposing to serve homeless households (individuals or families), eligible SMPP are:

- Homeless households whose last permanent address is in Santa Monica; or
- Individuals that have been documented as homeless in Santa Monica for five or more years; or
- Vulnerable members of Santa Monica's workforce (homeless individuals and families with a household member who has worked full-time within the City of Santa Monica); or
- Homeless individuals on the Santa Monica Service Registry or identified by Human Services Division staff as high users of City resources and services; or

- Formerly homeless individuals and families who are participating in supportive housing in Santa Monica.

For programs proposing to serve youth aged 16-24 who are not in school or working and/or lack supportive networks (“opportunity youth”), eligible SMPP are:

- Youth aged 16 to 24 years whose permanent address is in Santa Monica; or
- A youth, age 16 – 24, recently enrolled in a Santa Monica-Malibu Unified School District high school that can demonstrate a continued tie to the Santa Monica community; or

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); or
- Youth is a member of a low-income household.

At any point during the grant cycle, staff may revise target population eligibility criteria based on new data that may identify an emerging need.

TARGET POPULATIONS & FOCUS AREAS

City of Santa Monica Low Income Guidelines

The City of Santa Monica offers flexibility in use of guidelines that identify low income households. Applicants are to identify income guidelines that are most applicable to the proposed program, and clearly state which guidelines are being used. Below is a sample chart based on the percentage of Area Median Income (AMI) adjusted for family size, from the [City of Santa Monica's FY 2014-15 One-Year Action Plan](#), that may be used for reference.

Income Category	Community Development Block Grant (CDBG)	HOME	Section 8	Housing Element
Extremely low	Undefined	Undefined	30% or below	30% or below
Very low	Undefined	50% or below	31% to 50%	31% to 50%
Low	50% or below	Up to 80%	51% to 80%	51% to 80%
Moderate	51% to 80%	Undefined	Undefined	80% to 120%
Above moderate	Above 80%	Undefined	Undefined	Above 120%

- Note: The Housing Element defines workforce housing as 120 percent to 180 percent of the AMI
- Additionally, agencies may consider that the California Department of Education sets priorities for subsidized child care and development services by enrolling eligible families earning up to 70 percent of the State Median Income, adjusted for family size. For a family of four, this means that subsidized care is limited to families earning income of \$46,896 or less. In Santa Monica, the estimated annual cost of living for a two parent family with an infant and school aged child in need of child care is \$94,476. Assistance levels need to be adjusted for Santa Monica families due to the higher cost of living and child care compared to state averages.

Youth & Families

The City of Santa Monica supports programs that serve youth and families from early childhood to young adults up to 24 years of age. Santa Monica's Cradle to Career (SMC2C) initiative strives to improve youth wellbeing by addressing the social, emotional, cognitive, and physical needs of youth through a collective impact model.

All service providers working with youth and families should include a focus on the following either through direct services or through direct partnership with agencies that specialize in these areas:

- **Basic Needs.** Includes but is not limited to: addressing issues of overcrowding and otherwise substandard housing, housing assistance, tenant rights, and enrollment in programs that increase food security (such as the CalFresh benefits and local food pantries).
- **Economic Security & Employment Assistance.** Includes but is not limited to: enrollment in entitlement benefits, job readiness and training, job placement, career advancement, job retention, and improved financial literacy. Key partnerships should include alignment with local hire initiatives.
- **Education.** Includes but is not limited to: increased or re-engagement with school, improved academic performance, and reduced disciplinary actions.
- **Child Care.** Includes but is not limited to: preschool enrollment, improved school readiness, parental support and home visitations.
- **Family Wellbeing.** Includes but is not limited to: reduction of risky, violent, and/or criminal behaviors, access to mental health services, parenting support, and increased resiliency.

Specific areas of focus include:

Early Care & Education

- Administration of child care subsidies (ages 0 – 5) to low and moderate income Santa Monica resident families to attend high quality early education programs.
- Child care placement counseling and case management.
- Consultation services to support early childhood teachers and administrators of child care centers and family child care homes with the goal of creating a more pro-social learning environment.
- Alignment of learning standards to address the successful transition of children into kindergarten.
- Community-wide assessment (Early Development Instrument) to measure the well-being and developmental readiness of children entering kindergarten.
- Operation of a full-day, year-round early childhood education center for infants, toddlers and preschoolers (Marine Park Child Development Center).
- Mental health consultation for young children and their families.
- Developmental screening and assessment that may assist the child and family with care coordination.
- Assistance navigating complex systems of care.
- Collaboration with community-based organizations in providing families with information about local early learning opportunities and assisting with access to programs that meet the individual needs of families.

Community & School Mental Health and Support Services

- Year-round individual and group counseling interventions, case management, parent education and support services to students and their families through community-based program sites and at Santa Monica-Malibu Unified School District (SMMUSD) elementary, middle and high schools during the school year and during school breaks.
- Collaborate with school principals and appropriate SMMUSD staff and other school-based agencies to coordinate service delivery, and share information regarding needs of children, youth, families and individual schools.
- Coordinate services for young children and their families as they transition to kindergarten.
- Coordinate a comprehensive system of care (such as a Wellness Center model) at Santa Monica High School assisting students and their families with access to: primary health care services; mental health and behavioral health services, including substance abuse prevention and intervention; family support services; and health insurance enrollment and renewal.
- Assist SMMUSD in promoting understanding of the relationship between the social and emotional wellbeing of students and academic learning by providing training and/or information in SMMUSD settings. Agencies may either work directly with administrators and teachers or with students or both.

Substance Abuse Education & Treatment

- Provide coordinated and evidence-based substance abuse education, prevention, and recovery programs proven to reduce the risks of alcohol and drug abuse by targeting social and psychological factors that promote the initiation of substance abuse, and address under-age and excessive use (binge drinking) among youth.
- Comprehensive substance abuse assessments at intake to identify linkages and collaborative case management to supportive services.
- Agency and community-based services are to be implemented year-round in collaboration with the SMMUSD, Santa Monica Police Department, school and community based mental health providers, and YRT 2.0, as well as among out of school older youth populations at risk.

Opportunity Youth

Services to older youth must address the following three areas and include but not be limited to the program elements listed below:

- Educational Re-Engagement and Re-Entry
 - Services should include educational assessments and supportive services leading to earning a diploma or GED; coaching, including involvement of parents and supportive family members, to support educational goals; and provision of career/vocational assessments and enrollment in career/vocational programs.
- Economic Vitality and Stability
 - Services should focus not only on job readiness but also emphasize placement in part-time or full-time employment in industries with opportunities for long-term growth and career advancement. Agencies should place participants in jobs via the City's local hire initiative when appropriate. Familiarity of, and key partnerships with, agencies that support local hire initiatives and create pathways to careers should be a part of services offered.

College & Career Readiness

- Provide intensive case management/counseling, particularly for youth ages 16 – 24, including those previously incarcerated, who need individualized assistance in accessing and navigating a range of services to meet their educational, employment, social and emotional needs; leading to placement in full or part-time employment with opportunities for a career pathway to sustainable wage income.

Youth Transportation

- Where appropriate, agencies should coordinate transportation for youth to afterschool programs from Santa Monica public schools.

Seniors & People with Disabilities

The primary focus for seniors and people with disabilities is the provision of coordinated services that support housing retention and independent living when appropriate, encourage personal and financial wellbeing, and create connections to the community. Services provided in the home and in key community locations, and services targeting the most vulnerable participants who have multiple needs and may be resistant to services, will be given priority.

- **Intensive and assertive care/case management and support services:** Intensive, individualized services including: needs assessment; ongoing care management with documented regular contact and follow-up; independent living services and benefits assistance; assistance with finding vendors and purchasing services needed to maintain independent living; referral to and collaboration with private and public service providers; mental health and peer counseling; caregiver support and training. Services should include specific and assertive strategies for engaging seniors and people with disabilities who have multiple needs and may be resistant to services. Programs that include staff with clinical training and expertise will be given priority.
- **Housing-related support:** Emergency and permanent housing assistance, home modification assistance, housing search and retention, housing placement, and placement into supportive living when appropriate.
- **Nutrition services:** Congregate meal programs at City locations. Home-delivered meal service. Nutrition services should augment efforts to educate older adults about healthy living and available services in the community, and provide referrals and documented linkages to services when feasible.
- **Socialization, healthy living and community connection:** Programs and activities that provide opportunities for casual socialization, as well as organized classes, events and excursions. This includes programs for active seniors, as well as more intensive day care programs for adults who are frail and/or are experiencing cognitive decline.
- **Paratransit services:** Senior paratransit program orientation, administration and services, including door through door attended rides, coordination of supplemental and after-hours taxicab subsidy programs, transportation safety training, and social excursions.

People Who Are Homeless

Priority will be given to “housing-centric” programs that provide comprehensive services using an interdisciplinary assertive case management team model that quickly re-house the most chronic and acute households and demonstrate in-depth services to promote housing retention. Proposals should describe the process for post-housing placement case management including coordination with the Santa Monica Housing Authority (SMHA). Participants housed using SMHA subsidies should also receive case management support during annual recertification and unit inspections. Further, proposals should address the unique needs of special sub-populations including people with co-occurring mental illness and substance use disorders, women, seniors and veterans.

- **Utilization of Coordinated Assessment Tool – VI-SPDAT** - Homeless service programs must utilize the Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT) to assess the acuity of each participant. Priority for services and housing should be given to SMPP individuals with the highest acuity.
- **Housing placement employing Housing First** – Identify and engage SMPP (particularly those who are difficult to serve), remove barriers to housing and move households quickly into appropriate permanent housing.
- **Interim Housing** – Provide short-term residential programs that “bridge” individuals from the streets while they apply for and identify a permanent housing option. Programs should provide comprehensive services to help clients secure housing documents, identify and lease up a unit, and retain housing.
- **Substance Use Disorder Treatment** – Provide residential and out-patient treatment using a harm reduction model and/or provide out-patient treatment using a psychosocial model.
- **Housing stability and retention services, including intensive case management** Provide supportive services to low-income, at-risk households in permanent housing, including residents in subsidized permanent supportive housing, or those low-income households at immediate risk of eviction to help them stabilize their living situations and retain their housing. Develop protocols and incentives to help people who achieve stability in housing to “step down” services and transition into independent, affordable housing in order to free up supportive units. Services should promote greater economic security through sustainable employment, access to benefits and support for integration of households into the community.
- **HUD Continuum of Care Programs (CoC)**
 - Coordinated Case Management - Contingent upon HUD approval, the City is seeking proposals to provide support services to Santa Monica Service Registry and Homeless Community Court participants. The City will prioritize proposals that provide comprehensive services utilizing an interdisciplinary assertive case management team model which results in increased income and permanent housing placements.

- HUD Serial Inebriate Program (SIP) – Provide case management, housing search, and housing retention to 30 SIP participants.
- **Santa Monica Homeless Community Court (HCC)** – Provide social services to HCC participants including case management, access to mainstream benefits, housing, mental health evaluation and treatment and substance abuse treatment. The City is not seeking to fund legal services for this program component.
- **Transportation Assistance** – Distribute bus tokens and assist participants in securing low-cost bus passes.
- **Rapid Response Outreach Pilot Program** – Creation of a new dedicated multi-disciplinary after-hours outreach team that would respond to calls for assistance from City staff and first responders for incidents involving people who are homeless, mentally ill or under the influence of drugs or alcohol who are identified in public places such as the streets, City libraries, public facilities and parks. In addition, the team would provide rapid-response to tenants in crisis in the City's Continuum of Care permanent housing programs. For individuals that are already service-connected, the team is expected to facilitate re-engagement with the lead service provider and provide as-needed follow-up support. For individuals who are not service-connected, the team would be expected to assess individuals, facilitate access to appropriate treatment, develop short-term and long-term intervention plans and connect the individual to an appropriate service provider to implement the plan through existing services (City and non-City resources). The team should operate during non-traditional hours (after-hours and weekends).

Support Services to Low-Income Households

In addition to the services for targeted populations previously described, proposers may apply for funding to support specialized supportive services for low-income households that promote wellbeing, housing and economic stability and self-sufficiency.

- **Economic Security & Employment Assistance**
 - Access to meaningful and sustainable employment, with an emphasis on job development opportunities, including counseling, placement and job preparedness for low-income Santa Monica residents with barriers to employment. Connection to job and career opportunities via the City's local hire initiatives, as appropriate. Provide employment retention services.
 - Access to mainstream programs, including public benefits, health services, food assistance and vocational services.
- **Primary and Preventative Healthcare**
 - Provide comprehensive primary health care including: health care education; disease prevention; eye care; dental care; HIV/AIDS prevention, testing and treatment; lab and diagnostic services; medications; psychosocial services; chronic disease management; homeless health care; public health insurance enrollment; counseling; psychiatric services; and domestic violence intervention and treatment.

- **Legal Assistance**

Provision of a full range of legal services for SMPP, including persons fleeing domestic violence and people who are homeless. Individual counseling and advice, document preparation, negotiation and legal representation at court or administrative hearings that address the following concerns:

- Tenants with housing retention concerns including threats of eviction and health/safety problems and Rent Control matters;
- Assistance with securing or reinstatement of Government Benefit programs;
- Assistance with family law matters including paternity actions, child support and custody and visitation;
- Domestic violence prevention and intervention matters; and
- Consumer issues including debt and credit records.

Provide general legal information through community education meetings, as well as legal trainings and overviews to non-profit and community-based agencies regarding various legal issues designed to assist their staff in identifying potential legal issues for referrals.

Homeless Prevention for Over-Crowded/At-Risk Households – Identify and assist multi-households and families at risk of becoming homeless by providing appropriate supportive services and linking households to affordable housing.

- **Domestic Violence**

- Provide linkages and opportunities for collaboration, networking, development of protocols, and training among providers that work to prevent domestic abuse as well as those that provide services to victims.
- Provide direct services to survivors of domestic violence and their children, including short term housing, counseling and case management.

- **Family Self-Sufficiency**

- Identify and enroll eligible Section 8 households into the Family Self-Sufficiency program (FSS). Provide case management and life skills assistance to enrolled households, as well as linkages to affordable child care, continuing education, job training, job placement assistance, money management and other services with the goal of increasing household income and reducing dependence on public benefits.

SELECTION CRITERIA

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

Eligible applicants will be assessed on their ability to:

- Address a clearly documented and priority need in Santa Monica with an emphasis on the target populations, priorities and focus areas defined in this Request for Proposal.
- Demonstrate organizational, fiscal and program capacity with a proven track record to provide quality, evidence-based and highly effective services to the Santa Monica community.
- Provide comprehensive services for the most vulnerable, low income or hard to reach populations in Santa Monica, with emphasis on assisting individuals and families in remaining housed and living independently.
- Services must demonstrate specific and substantial change in the community and lives of participants. Services must be able to document such change through documented, high impact outcomes. Program effectiveness should be measured through sound evaluation practices including use of clear data-driven outcomes that are tracked and monitored over time.
- Provide awareness of and ready access to services, including a strategy for engaging residents who have not previously used social services, are the hardest to reach, or have historically refused services in Santa Monica.
- Use nationally recognized, evidence-based 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 30% minimum cash match, with a demonstrated track record of raising non-City funds over the past three years.
- Demonstrate participation in collaborative planning and service coordination with a range of partners, with the goal of improving service delivery and achieving shared outcomes for the target population.
- Outreach and site services in convenient and readily accessible locations for the target population. Where appropriate, co-locate in conjunction with existing community and City facilities.
- Provide culturally appropriate and sensitive programming that includes bilingual capacity and culturally relevant services.

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. Those proposals that meet all the minimum eligibility requirements will proceed to the second phase of the review process. Late proposals are not accepted regardless of postmark.

Phase 2: Proposal Evaluation. During this phase, reviewers are instructed to evaluate the applications on the basis of identified City Council-approved 10 selection criteria and the funding priorities. For each proposal, the ratings of all reviewers will be aggregated. Applications favorably reviewed by City staff, members of City Boards/Commissions and selected outside reviewers who are professionals with expertise in program development, operations or non-profit management will be considered for the next phase of the process.

Phase 3: Proposal Selection. Once final ratings are established for all proposals, City staff will take into account reviewer feedback, available funds, the agency's past performance in program planning, service delivery, outcome achievement, administration and collaboration, and the intent to fund a diverse mix of programs to ensure a complete network of needed services across City initiatives and SMPP. Final funding recommendations will be announced to each agency and presented to the City Council for final approval in June 2015.

SUBMISSION REQUIREMENTS

1. Grant application materials should be completed to reflect one-year programs.
2. If funding is being requested for more than one program, a fully separate grant application with all required sections and attachments must be completed for each program.
3. Applications must be complete and adhere to the format and instructions provided in the attached Application, as follows:
 - a. 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
 - b. Standard 8 ½" by 11" white paper is required
 - c. Applications in binders, folders, or other formats will not be accepted
 - d. 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 Checklist)
5. Questions about the application must be submitted in writing by emailing humanservices@smgov.net. Questions and answers will be posted to the City's Human Services Division website at www.smgov.net/ccsgrants. The deadline for questions is 5:00 PM on Monday, February 23, 2015.
6. Applicants are **required** to attend the bidders workshop:

Tuesday, February 10, 2015 9:30am-11:30am
Santa Monica Public Library
MLK Auditorium
601 Santa Monica Blvd
Santa Monica, CA 90401

Completed grant applications must be received by 5:00 PM on Monday, March 9, 2015 (not a postmark). Late submittals will not be accepted. Applicants must submit one (1) single-sided original (clipped, not stapled), and ten (10) 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. Please send or hand deliver application(s) to:

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

OPERATING GRANTS APPLICATION

City of Santa Monica
FY 2015-19 Human Services Grants Program
Operating Grants 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: _____

<u>Target Population</u> (check all that apply):		
<input type="checkbox"/> Youth and Families	<input type="checkbox"/> Seniors/Older Adults	
<input type="checkbox"/> People with Disabilities	<input type="checkbox"/> People who are Homeless	<input type="checkbox"/> Low Income Households
Total Program Budget: \$ _____	Grant Request: \$ _____	
Is your organization currently funded by the City?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Grant funds are requested to:		
<input type="checkbox"/> Continue/Modify/Expand a City-funded program	<input type="checkbox"/> Modify/Expand a program not currently City-funded	<input type="checkbox"/> Implement a new program

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 2015-19 Human Services Grants Program

Organization:

Program:

This checklist serves as a tool to ensure a complete application. Please submit this completed checklist along with your application materials. If funding is being requested for more than one program, a separate grant application must be completed for each program. **Please assemble your application in the order as presented.**

For each program application, please provide one (1) original and ten (10) copies of the following:

- Checklist (completed)
- Grant Application Cover Page (signed by a Board of Directors' authorized signatory)
- FY 2015-16 Program Plan (Be concise – not more than 10 pages!)
- FY 2015-16 Program Budget
- Job Descriptions for all program staff as listed in Program Plan and Budget
- Indirect Administrative Cost Allocation Plan (if applicable)
- Case management procedures and guidelines for the program

Please provide one (1) copy of the following documents (1 set per agency, even if submitting multiple program applications):

- Organizational Chart
- 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 – 2012, 2013, 2014
- IRS determination letter of 501(c)3 status
- Grievance policy and procedures
- Fiscal and administrative procedures

Submit all the materials requested above no later than 5:00 PM on Monday, March 9, 2015 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 separate Program Plan (and corresponding Program Budget) is required for each 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, 2015 through June 30, 2016*

Section I: Statement of Purpose

Describe the community needs the program seeks to address, and the projected short and long term community impact (which should be aligned with program outcomes in Section III). Be sure to document need from relevant City documents or other sources.

Section II: Program Summary

1. Target Population

- a. Describe the requirements for entry into the program and target populations to be served. Be specific about how participants will be screened and then documented to ensure they meet the City definition of Santa Monica program participant.
- b. Brief explanation of how those who do not meet the requirements are referred to other resources.
- c. Describe how you define and document low-income households. Refer to the Target Populations & Focus Areas of this RFP for more information.

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

- a. Describe the evidence-based, best practices models and/or research-based innovative practices employed by this program. Please include citations/links to research supporting the model(s) and/or practice(s).

- b. Describe how the model or practices are appropriate to the target population. If modifications to the model or practice are necessary in order to serve the target population, please describe how the modifications will be implemented in a way that does not undermine the model or practice.
- c. All City-funded programs are expected to promote housing and economic stability as important aspects of wellbeing. Describe the steps your program will take to ensure program participants in unstable living situations will be supported in retaining their housing.
- d. Outline how services are culturally appropriate, relevant and sensitive to serve economically, ethnically and socially diverse populations.
- e. Provide a schedule for any proposed fees to be charged for services. Describe strategies for assuring that low-income Santa Monica residents will be able to access needed services regardless of ability to pay.

3. Access to Services

- a. 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 a well-demonstrated presence in Santa Monica.
- b. 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(s). Be specific about proposed uses of City or other public facilities, including Santa Monica-Malibu Unified School District (SMMUSD) campuses, and proposed shared planning process with key District and/or City administration and staff.
- c. Describe your agency's specific strategies for outreach to and enrollment of Santa Monica program participants who have not previously used social services, are most vulnerable, most difficult to serve and/or have historically refused services.
- d. Describe how your program provides physical and communication accessibility to persons with disabilities.

4. Program Participants – This section is intended to provide a demographic overview of the unduplicated Santa Monica 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 program participant defined in *Funding Guidelines*. Please provide information for all areas in the following table.

Demographics Overview Chart	FY 2015-16
	Annual
A. Total unduplicated Program Participants (include qualifying Santa Monica Program Participants and non-Santa Monica Program Participants)	
B. Total unduplicated Santa Monica Program Participants	
% Santa Monica Program Participants (B ÷ A)	%

Of the unduplicated Santa Monica Program Participants (B) above provide the percentages below:

C. Low-Income	%
D. Homeless	%
E. Participants with Disabilities	%
F. Participants living in the Pico Neighborhood	%
G. Participants whose primary language is not English	%
H. Race/Ethnicity (percentages below should total 100%)	
African-American	%
Asian or Pacific Islander	%
Latino	%
White	%
Multi-racial	%
Other	%
Refused to State	%

Section III: Outputs, Outcomes and Assessment

Please complete the Outputs and Outcomes Chart with the information below:

1. **List the outputs produced by the program.** Outputs are defined as numbers served or amounts, and are quantitative in nature.

2. **List the outcomes that will measure attainment of the program goals.** Outcomes should demonstrate program impact on meeting the priorities and/or needs stated in Section I, Statement of Purpose and how effectively the program will meet its targeted goals. Outcomes should be based on measurable data sets rather than anecdotal or casual self-reports of behavior change or participant satisfaction surveys.

Outputs and Outcomes Chart		
Program Activities or Services	Annual Goal: Unduplicated SM Residents Served (Outputs)	Measurable Outcome of Receiving this Program Service (Outcomes)
<u>SAMPLE:</u> Counseling	100 students	60 out of 100 students or 60% will show improved academic performance as demonstrated by comparing first quarter and final quarter GPA at the end of the academic year.
Benefits Advocacy	100 persons	60 out of 100 persons or 60% will increase their economic stability as measured by securing government benefits within 6 months of enrolling in the program.
Independent Living Assistance	100 persons with disabilities	60 out of 100 persons with disabilities or 60% will improve or maintain their housing stability as measured by remaining in their own home for 6 months or longer as demonstrated by follow-up contact.

3. **Outcome Assessment.** Describe the tools and methods used to measure the achievement of outcomes specified above. Examples of strong outcome indicators include report cards, pre- and post-tests, clinical assessments, and databases. Programs should utilize objective, standardized measurement tools, databases and methodologically sound measurement techniques in comparison to anecdotal or highly subjective methods.

Section IV: Program Evaluation

- 1. Program Evaluation** – Describe the measure(s) by which you will know if the program is successful. Define what data is used, how often it is collected, and by whom. Detail who reviews the data, how often it is reviewed and how changes are recommended and implemented.
- 2. Program Participant Feedback** – Applicants are strongly encouraged to solicit program participant feedback on the quality and satisfaction of services provided. Describe the methods used to solicit this feedback and how often this will be conducted and compiled. [NOTE: Participant satisfaction is a measure of program quality, but should not be used as an outcome measure.]

Section V: Program Changes During Four-Year Grant Cycle

Please briefly describe any anticipated fundamental changes to the program within the FY 2015-19 grant cycle. Changes may include but are not limited to: staffing; physical location; outreach, service delivery methods; target population; program operation; or scope. If no changes are anticipated, please respond “Not Applicable”.

Section VI: Partnership Opportunities

List existing and proposed partnerships or collaborations and how collaborations maximize program effectiveness and assist service delivery. Describe how information is shared between collaborative partners, and how services are coordinated. Include a description of how referrals to other services are made and documented, and the follow-up conducted to verify completion of those referrals. Provide a concrete example of how collaboration has enhanced your program’s ability to deliver services.

Section VII: Organizational Capacity

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

Example:

Position	FTE	Responsibility to Program
Admin. Staff		
Project Director	1.00	Program and staff oversight; ensures progress toward achieving objectives and outcomes
Controller	0.25	Manages fiscal operations
Program Staff		
Counselor	1.00	Provides year-round individual counseling and case management at ABC Elementary School
Counselor (Bilingual)	1.00	Provides year-round individual counseling and case management at ABC Elementary School

2. Board Participation

- a. Describe the role of the agency’s Board of Directors or governing body.
- b. How many active and qualified members serve on the Board?
- c. How many times does the Board meet annually? During the calendar year 2014, how many times did the Board meet?
- d. How many current Board members reside, work or have a strong affiliation with an organization in Santa Monica?

3. Volunteers and Interns

- a. To what extent does the program utilize volunteers and/or interns?
- b. Include the average number of persons and hours volunteered annually and their common roles and responsibilities.
- c. Briefly describe how volunteers and/or interns are 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 value them here.

Program Budget

For organizations requesting funding for more than one program, a separate Application, Program Plan, and corresponding one year FY 2015-16 Program Budget is required for each program. 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 assign indirect costs to this 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, 2015 through June 30, 2016*

This section provides a summary of the total proposed Program Budget for FY 2015-16. It requests the allocation of all projected funding amounts (City and non-City sources) for anticipated FY 2015-16 program expenditures. Organizations are required to provide a Cash Match from non-City sources 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 Non-City Program Funding.

SM Grant Funding Request

Column B is the grant amount being requested from this RFP to support this program's services to eligible Santa Monica Program Participants not including Cash Match.

Non-City Funds including Cash Match

Column C is the non-City funding that is allocated to the Total Program Budget (A-B = C).

Calculating Cash Match

The City requires a 30% Cash Match to the SM Grant Request. Cash Match is calculated based on Total Program Budget (Column A) and the percentage of eligible Santa Monica Program Participants. Cash Match is defined as cash revenue from a non-City source which directly supports the program activities specified in the Program Plan for serving eligible Santa Monica Program Participants.

Complete the Cash Match Calculator below using the Program Participant chart from Section II of the Program Plan and the Total Program Budget.

Example:

- 65 out of 100 participants are eligible Santa Monica Program Participants
- % Santa Monica Program Participants served is 65%
- Total Program Budget is \$800,000
- Portion of Program Budget dedicated to SM Program Participants is \$520,000 ($\$800,000 \times 65\% = \$520,000$)
- Organization's SM Grant Funding Request \$300,000
- Using the Cash Match Calculator, the cash match would be \$220,000 (42%). Thus, the grant request of \$300,000 is eligible because it provides a Cash Match of more than 30%

Cash Match Budget Calculator

<u>Percentage of Service to SM Residents</u>	FY 2015-16 Annual Target
1. Total Program Participants	
2. Total Santa Monica Program Participants	
3. Percentage of Service to SM residents <i>(SM Participants/Total Program Participants)</i>	0%

CASH MATCH CALCULATION	FY 2015-16 Program Budget	
4. Total Program Budget	\$	(Column A)
5. Proportion of Budget for SM Residents A x Percentage of Services to SM residents	\$	
6. SM Grant Request	\$	(Column B)
7. Organization's Cash Match to Program: (Line 5 minus Line 6)	\$	Cash match must be at least 30%
8. Cash Match % (Cash Match/Total SM Program Budget)	0%	

Section I: Budget Summary

Percentage of SM Participants	A	B	C
_____ %	Total Program Budget [= B+C]	SM Grant Funding Request	Non-City Program Funding [A-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	\$	\$	\$
9. Indirect Administrative Costs	\$	\$	\$
10. TOTAL	\$	\$	\$

(Must be same number as in Demographic Overview Chart of Program Plan)

Cost per Program Participant: \$ _____
 (Total Program Budget / Total Unduplicated Program Participants)

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 2015-16 Total Program Budget

A	B	C
Total Program Budget [= B+C]	SM Grant Funding Request	Non-City Program Funding [A-B]
<p>1A. Staff Salaries</p> <p>For the Total Program Budget, list all paid program and administrative positions (both City and non-City funded) to include the following:</p> <ul style="list-style-type: none"> • Staff Name and Title • FTE (Full-Time Equivalent) of each position agency-wide • Percentage of FTE applied to the Total Program Budget • Monthly salary of each paid position • Total number of employment months for one year <p>Example:</p> <ul style="list-style-type: none"> • <i>Jane Smith, Program Manager, 1 FTE, 50%, \$4,000/month, 12 months</i> • <i>To Be Hired, Counselor, 0.75 FTE, 100%, \$3,000/month, 12 months</i> 		
Total 1A	\$	\$

FY 2015-16 Total Program Budget

	A	B	C
	Total Program Budget [= B+C]	SM Grant Funding Request	Non-City Program Funding [A-B]
1B. <u>Staff Fringe Benefits</u>			
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>			
Total 1B	\$	\$	\$
1C. <u>Consultant Services</u>			
Consultant services are those contract services performed by individuals or groups for the organization. List consultant services as follows:			
<ul style="list-style-type: none"> • Each type of consultant to be funded • Specific services rendered • Total proposed fee • Any additional information to justify the use of consultants as opposed to staff or volunteers 			
Total 1C	\$	\$	\$
2. <u>Space/Facilities</u>			
Describe the basis of the allocation of rental costs, utilities, janitorial costs, and any other facility costs to the Total Program Budget.			
Total 2	\$	\$	\$

FY 2015-16 Total Program Budget

	A	B	C
	Total Program Budget [= B+C]	SM Grant Funding Request	Non-City Program Funding [A-B]
3. <u>Equipment Purchase</u>			
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.			
Total 3	\$	\$	\$
4. <u>Travel/Training</u>			
Provide a description and justification of:			
<ul style="list-style-type: none"> • Types of trainings/seminars/ conferences to be attended • Show how the cost was computed • Identify the amounts allowed for travel, per diem expenses, lodging, etc. • Mileage expenses requested and show basis for computation of the total. 			
Total 4	\$	\$	\$

FY 2015-16 Total Program Budget

	A	B	C
	Total Program Budget [= B+C]	SM Grant Funding Request	Non-City Program Funding [A-B]
5. <u>Insurance</u>			
City contract provisions require that grantees have:			
<ul style="list-style-type: none"> • Comprehensive commercial general liability coverage in the amount of \$1,000,000 • Comprehensive automobile liability coverage in the amount of \$1,000,000 • Workers' compensation and employer's liability of \$1,000,000 • Crime coverage in an amount not less than \$25,000 (based on the amount funded by the City). 			
Total 5	\$	\$	\$
6. <u>Operating Expenses</u>			
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.] to the Total Program Budget.			
Total 6	\$	\$	\$

FY 2015-16 Total Program Budget

	A	B	C
	Total Program Budget [= B+C]	SM Grant Funding Request	Non-City Program Funding [A-B]
7. <u>Scholarships/Stipends</u>			
List type of scholarships or stipends, and include:			
<ul style="list-style-type: none"> • Number of people or organizations to receive funds • Maximum amount per recipient • Show the basis for computation 			
Total 7	\$	\$	\$
8. <u>Other</u>			
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.			
Total 8	\$	\$	\$
9. <u>Indirect Administrative Costs</u>			
<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>			
Total 9	\$	\$	\$
10. <u>TOTAL</u>	\$	\$	\$

Section III: Non-City Sources of Program Revenue Detail

Using the chart below, list the non-City sources of funds, projected amounts by funding source, and a description of the services to be provided to Santa Monica participants through the match source. Please note that the total amount for non-City sources should equal the Non-City Program Funding (Column C) in Section I - Budget Summary of the FY 2015-16 Program Budget. The SM Program Cash Match Amount should match the Organization's Cash Match to Program from the Cash Match Calculator.

<u>Program Revenue Sources</u>	FY 2015-16 Projected Amount	Committed (Y/N)	SM Program Cash Match Amount	Description of Cash Match Services to SMPP:
1. Government Grants				
Source	\$		\$	
Source	\$		\$	
2. Private/Corporate Grants				
Source	\$		\$	
Source	\$		\$	
3. Individual Donations				
Source	\$		\$	
Source	\$		\$	
4. Fundraising Events				
Source	\$			
Source	\$		\$	
5. Fees for Service				
Source	\$		\$	
Source	\$		\$	
6. Other				
Source	\$		\$	
Source	\$		\$	
7. TOTAL	\$		\$	

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, proposed dollar amounts in FY 2014-15, and proposed dollar amounts in FY 2015-16 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. *If you are submitting multiple proposals, this section should be the same for each, since it reflects agency-wide funding.*

Program Revenue Sources	Actual FY 2012-13 Funding	Actual FY 2013-14 Funding	Projected FY 2014-15 Funding	Proposed FY2015-16 Funding	Program Impact
1. Government Grants					
Source	\$	\$	\$	\$	
Source	\$	\$	\$	\$	
2. Private/Corporate Grants					
Source	\$	\$	\$	\$	
Source	\$	\$	\$	\$	
3. Individual Donations					
Source	\$	\$	\$	\$	
Source	\$	\$	\$	\$	
4. Fundraising Events					
Source	\$	\$	\$	\$	
Source	\$	\$	\$	\$	
5. Fees for Service					
Source	\$	\$	\$	\$	
Source	\$	\$	\$	\$	
6. Other					
Source	\$	\$	\$	\$	
Source	\$	\$	\$	\$	
7. TOTAL	\$	\$	\$	\$	