City of SACRAMENTO
Office of Youth Development

YOUTH-SERVING ORGANIZATIONAL RESILIENCY FUND
REQUEST FOR APPLICATIONS ("RFA")

GRANT PERIOD:
RFA RELEASED ON: November 14, 2022
RFA CLOSES ON: December 19, 2022 at 5:00 PM PST

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1. BACKGROUND

Community-based nonprofit organizations fill essential social service gaps for many of our most vulnerable and marginalized communities – providing programs and services that are even more critical in times of crisis and as our communities recover from the global pandemic. Oftentimes, however, these organizations take on the added burden of operating with restricted funds leaving limited resources to focus on strengthening infrastructure. Research reveals that when organizations are provided flexible funding combined with support and opportunities to strengthen their capacity and infrastructure, they are entrusted, empowered, and better equipped do what they do best – serve their communities – while increasing their organizational resiliency.

In response to these realities, the City of Sacramento, Office of Youth Development ("OYD") developed the Youth-Serving Organizational Resiliency Fund ("Resiliency Fund"). Eligible community-based nonprofit organizations providing direct services to Sacramento children or youth and are interested in strengthening their organizational capacity, as well as the broader youth-serving ecosystem, are invited to apply to this Request for Application ("RFA"). Successful applicants will receive unrestricted general operating support grants and tailored organizational resiliency opportunities, more commonly known as capacity building.

ORGANIZATIONAL READINESS

The Resiliency Fund will provide a suite of resources including opportunities for organizations to engage in deep and sometimes challenging work to strengthen and enhance organizational resiliency and build a community of practice amongst Sacramento youth-serving community-based organizations. These activities are mandatory and require buy-in from all grantees.

Organizations interested in applying must feel confident they are ready and able to commit to an organizational development journey. This includes a time commitment for essential staff of approximately 5-7 hours per month for a minimum of 18 months. By applying for this grant, you are affirming your organization's "readiness" for this work.

A key aspect of readiness is an organization's willingness to undergo changes necessary to move from a project-based mindset to a broader impact mindset. If this is not the best time for your organization to dive deep and adjust your organizational processes and practices, you may not be able to fully leverage the resources this grant program offers. The Organizational Self-Assessment, described in the following section begins with a set of questions to help organizations assess their readiness for this opportunity.

ORGANIZATIONAL SELF-ASSESSMENT

To be eligible for the Resiliency Fund grant program, interested applicants are asked to complete a preliminary Organizational Self-Assessment ("self-assessment" or "OSA"), intended to a) help their organization identify its strengths and vision for stability and growth, and b) help OYD design

customized resources and opportunities to support grantees with executing their vision both individually and collectively.[1]

While the self-assessment is a planning tool intended to help organizations determine their focus for this grant opportunity, it is also OYD's sincerest hope that this process will benefit all applicants by facilitating an organization-wide dialogue framed around organizational strengths and continuous quality improvement. It is important to note that your self-assessment results **do not** factor into your application score.

Click here to download the Organizational Self-Assessment. Applicants are required to upload their completed self-assessment with the grant application as described in the "Application Uploads" section of this RFA (p. 19). OYD hosted an OSA Information Session on November 7, 2022, the recording is accessible on OYD's webpage.

KEY TERMS

We acknowledge that terms such as "capacity building" can infer an existing state of deficit for some audiences. We also acknowledge that traditional capacity building models have many times left behind organizations with certain profiles (e.g. organizations led by people of color, grassroots organizations, etc.).[2] In line with OYD's grantmaking philosophy which centers positive youth development, social justice, and equity, we ascribe to the current perspective in the grantmaking field that calls for shifting to a more asset- and trust-based approach. As such, while we seek to elevate the term "organizational resiliency," we use it interchangeably throughout this RFA with the more well-known terms "capacity building" and "organizational development."

- *Capacity building:* Described by Grantmakers for Effective Organizations as the "funding and technical assistance necessary to help nonprofits increase specific capabilities to deliver stronger programs, take risks, build connections, innovate and iterate."

- *Community-based organizations* ("CBOs"): Defined for the purpose of this RFA as nonprofit, non-governmental organizations that provide specific programs/services to the community, or targeted populations within the community.[3] (For this grant, the *community* is defined as children and youth living or going to school in priority neighborhoods within Sacramento City limits.)

- *Community of practice:* Provides space for youth and youth-serving practitioners to come together to share ideas, tools, and build and test practical resources to advance youth development through collaboration, dialogue, and collective sharing and learning.[4]

- *Diversity, Equity, and Inclusion (DEI):* To review the City of Sacramento's working definitions of these terms, please visit the Office of Diversity and Equity's webpage.

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1 Melissa DeShields, Marcus Littles, Black Equity Collective
2 Grantmakers for Effective Organizations
3 Department of Health and Human Services, Carleton University
4 YouthPower

- *Ecosystem:* Collections of people, places, and possibilities that constitute an environment full of learning and development opportunities.[5]

- *General operating support ("GOS") grants:* Unrestricted grants intended to strengthen a nonprofit organization's mission rather than specific projects or programs. GOS provides the working capital nonprofits need to sustain their day-to-day operations, allowing grantees the flexibility to pay for items such as salaries, facility rent, supplies, marketing, and other essential expenses.[6] While GOS grants may be used to fill temporary gaps or enhance existing programs, they also focus on strengthening an organization's capacity to continue delivering results into the future.

- *Organizational resiliency:* The ability of an organization to anticipate, prepare for, respond, and adapt to incremental change and sudden disruptions in order to survive and prosper.[7] Taken further, it is an asset-based, community-responsive approach honoring CBOs for their strengths, visions, and wisdom.[8] Selected grantees will be provided supports they themselves identify as critical to realizing their visions for the future so that they may not just sustain operations, but thrive.

CITY OF SACRAMENTO YOUTH DEVELOPMENT PLAN & FRAMEWORK

The Citywide Youth Development Plan & Framework for Children and Youth Programs ("Youth Plan") guides the City of Sacramento ("the City") in the design, operations and evaluation of its children and youth investments, with a concerted application of resources toward young people in greatest need. It was developed through a community-driven process with input from City staff, Sacramento youth, and local youth-serving CBOs. The Youth Plan outlines goals from cradle-to-career, as well as a unified youth development framework that integrates a set of social justice principles intended to guide and align the City and its partners around common evidence-informed practices at the staff, program, and organizational levels.

This RFA reflects another step towards the City's vision that **all Sacramento youth** are valued and reach their fullest potential. It is important for interested applicants to review the Youth Plan prior to completing an application to ensure their organizational mission and vision aligns.

RESILIENCY FUND VALUES & GOALS

The OYD team developed this grant program with input from nearly 100 local CBOs, through a listening session and survey in Spring 2022. The insights shared were instrumental in the development of foundation statements, program goals, and overall structure, helping to further ensure the Resiliency Fund is responsive to the needs and desires of our CBO community partners.

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5 Akiva and Robinson, *It Takes an Ecosystem*, 2022
6 Grantmakers for Effective Organizations
7 Denyer, D. (2017) Organizational Resilience: A summary of academic evidence, business insights and new thinking
8 Black Equity Collective, Marcus Littles, Melissa DeShields

Resiliency Fund Foundation Statements
1. We uphold the belief that no one knows the needs of the CBO community better than the CBOs that make up that community.
2. We acknowledge that language can be a barrier to accessing grant resources, and the burden of accurately interpreting jargon has traditionally fallen upon the grantseeker.
3. CBOs in all life stages can produce quality programming.
4. We honor the Youth Plan developed in collaboration with the CBO community as a roadmap to a more collaborative and impactful CBO ecosystem.

Learn more how OYD addresses these realities in our grant development, technical assistance, and evaluation/scoring processes here.

Resiliency Fund Program Goals
The Office of Youth Development has designed this grant program to fulfill the following goals:

1. Help strengthen youth-serving community-based organizations whose mission and goals reflect the mission and goals of the Youth Plan.

2. Deliver tailored organizational resiliency opportunities for CBO partners that leverage the collective strengths of CBOs to help them get closer to their programmatic and organizational visions and increase collaboration and alignment across the Sacramento youth-serving CBO ecosystem.

3. Help build a strong community of practice connected by shared missions and goals, using a common language, lens, and approach informed by youth development research.

4. Drive trust-building and equity in grantmaking by (1) encouraging CBOs to take ownership of and steer their experiences throughout the grant period, and (2) providing CBOs with flexibility to use grant funds for needs they have identified as important.

5. Support a robust and diverse ecosystem of youth-serving CBOs at key stages of the organizational life cycle.

6. Support youth-serving CBOs' commitment to and prioritization of diversity, equity, and inclusion (DEI) initiatives at the organizational level.

7. Support best practices in organizational resiliency including proactive planning, strong leadership, decentralized decision-making, and acknowledging risk.[9]

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9 Towler, A. (2020, December 4) Organizational resilience: What is it and why does it matter during a crisis?

2. GRANT OVERVIEW & GUIDELINES

The City will grant up to $600,000 in general operating support (GOS) grants to a diverse portfolio of eligible children and youth serving organizations through the Organizational Resiliency Fund.[10] Additionally, to support grantees with strengthening their operational effectiveness into the future, GOS grants will be paired with a suite of technical assistance and customized capacity building services valued at up to approximately $35,000 per grantee.

ELIGIBILITY CRITERIA

To be eligible for the Resiliency Fund grant program, an applicant must:

1. Have at least one year of experience *and* currently provide direct services[11] to children or youth (birth through 24 years).

2. Provide the majority of its services to children or youth (birth through 24 years) who reside or attend school within the City's Priority Neighborhoods.

3. Be a nonprofit organization with 501(c)(3) tax exempt status *or* have started the process of obtaining 501(c)(3) tax exempt status and apply using a fiscal sponsor with 501(c)(3) status.

4. Be confident about its current level of readiness and ability to commit the time and resources necessary to get the most out of the organizational development journey associated with this grant program. This includes a time commitment for essential staff of approximately 5-7 hours per month for 18-24 months.

5. Be registered and in good standing with the California Secretary of State and the California Attorney General OR agree to work with the City of Sacramento or its designee to obtain registered and good standing statuses with these State agencies during the grant period.

6. Be up to date with IRS Form 990 filings *or* agree to work with the City of Sacramento or its designee to file during the grant period.

7. Have an organizational budget between $100K - $4M[12] in the current or most recent budgetary year excluding COVID-19 Relief Funding.

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10 As part of the FY22-23 approved budget, City Council allocated $300,000 to the "Stabilization Fund" (renamed the "Resiliency Fund") for youth-serving non-profit organizations. On June 14, 2022 City Council approved the Workforce Development Framework and Spending Plan which included an allocation of $300,000 to the Stabilization Fund to support organizations providing youth workforce services.
11 Direct services programming is defined as the applicant's staff having direct contact with children or youth at the point of service.
12 If the applying organization a) serves youth and other populations, "organizational budget" is defined as its youth services operational budget and/or; b) has operations in multiple regions, "organizational budget" is defined as its Sacramento operational budget.

8. Have the equivalent of at least one full-time staff. This means paid employee(s) whose weekly paid time commitment cumulatively equals 40 hours or more.

9. If a previous or current City grantee, must be in good standing with the City. This means the City has not experienced any past performance or compliance issues on other City agreements within the last five years.

10. Have completed the Office of Youth Development's Organizational Self-Assessment. (See pp. 3-4.)

Proof of meeting eligibility criteria must be provided at time of application, as described on p. 19. If sufficient proof is not provided, applicant will be deemed ineligible during the screening stage.

FISCAL SPONSOR

Applicants that do not possess a valid 501(c)(3) tax exempt status but are in the process of obtaining 501(c)(3) status must partner with a 501(c)(3) fiscal sponsor. In this case, the fiscal sponsor would be the organization that is legally liable for all aspects of the City contract including program implementation by the sponsored organization, fiscal management, and communication with the City regarding subcontractor or fiscal partner activities. The fiscal sponsor must be registered and in good standing with the California Secretary of State, the California Attorney General, and with the City of Sacramento if the fiscal sponsor is a current or former grantee or contractor.

USE OF FUNDS

General operating support funds are intended to be used for expenses that support an organization's mission, allowing grantees the flexibility to expend funds in ways that best meet their organizational needs, with the few exceptions listed below.

Ineligible Uses of Funds
- Supplanting, displacing, and/or replacing services already being provided by the City, its grantees, school districts, or other public entities
- Activities closed to the general public including restricted programs or projects such as social clubs, individual or private schools, or membership groups
- Advancement of certain sectarian, politically partisan, or religious projects (grant funds should be used to support an organization's direct youth services operations and not to advance the causes of any of the stated groups)
- Political campaigning or lobbying
- Purchase of land, buildings, and construction (capital expenditures), renovation
- Any expenses incurred outside of the grant period

The Resiliency Fund includes two mutually supportive components: general operating support grants, and capacity building services. Customized capacity building services will be provided to grantees in addition to general operating support grants and will be designed to support grantees with addressing the organizational development areas that they prioritize through a supported, yet grantee-led process.

"When general operating support is utilized for additive purposes rather than to fill gaps, and is combined with well-designed capacity building, it can be instrumental in... promoting learning and innovation, building confidence, and encouraging risk taking – contributing vitally, if indirectly, to outcomes." - Funding from a Place of Trust

With insights gained from their organizational self-assessment and with support from *Technical Assistance ("TA") partners*, grantees will develop an *Organizational Resiliency Action Plan ("Action Plan")* that identifies the best use of their general operating support funds, as well as targeted capacity building activities intended to increase organizational resiliency into the future. (See Appendix A for examples of organizational capacity building projects).

Grantees will participate in one-on-one and cohort-based capacity building activities provided throughout the course of the grant period. These activities will be focused on supporting grantees with actualizing their unique organizational visions and increasing collaboration and alignment across the youth development field in Sacramento. One-on-one support will provide grantees with customized assistance that will help them achieve their goals, while cohort meetings will provide training on topics identified by the cohort, as well as peer-based learning opportunities for grantees to discuss challenges, seek advice from peers and colleagues, and collaborate across projects in a community of practice.

GENERAL OPERATING SUPPORT GRANTS

The GOS component of the Resiliency Fund aims to support an organization's infrastructure for greater sustainability and increased impact. Through insights from their organizational assessment and action planning process, grantees will identify the best use of these funds which can include areas such as salaries, rent, supplies, marketing, as well as targeted capacity building expenses.

Resiliency Fund award amounts are based on the applicant's annual budget in the current or most recent budgetary year[13] (excluding COVID-19 Relief Funding), as follows:

- The City will award $15,000 to organizations with an annual budget between $100,000 - $249,999

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13 If the applying organization a) serves youth and other populations, "organizational budget" is defined as its youth services operational budget and/or; b) has operations in multiple regions, "organizational budget" is defined as its Sacramento operational budget.

- The City will award $20,000 to organizations with an annual budget between $250,000 - $499,999
- The City will award $25,000 to organizations with an annual budget between $500,000 - $4,000,000

Depending on the availability of funds, the City may issue additional general operating support grants for the second 12 months of the grant period in amounts to be determined by the City and will be based on a combination of grantee performance and demonstrated need over the first 12 months of the grant period.

CAPACITY BUILDING SERVICES & ACTIVITIES

Resiliency Fund grantees are required to participate in both one-on-one and cohort-based capacity building activities, as follows:

One-on-One Capacity Building: While completion of certain capacity building milestones are required, the frequency and intensity of customized capacity building supports will be determined by individual sessions between the grantee and technical assistance partners for a value of up to $30,000. Capacity building supports are defined as hours and services provided by the TA partner to support grantees with developing and implementing certain aspects of their Action Plan.

Cohort-Based Capacity Building: All grantees are required to participate in the Resiliency Fund community of practice valued at approximately $5,000 per organization. Grantees will participate in meetings and workshops framed around peer-to-peer learning and training on topics tailored to the group, including but not limited to youth development promising and proven practices, technology, staff development, strategic planning, and using data, evaluation, and continuous quality improvement.

GRANT PROGRAM TIMELINE

March 2023 – March 2025	Grant period
March 2023 – May/June 2023	Development of Action Plans through a process that is grantee-led and supported by TA partners (see p. 9)
June 2023 – July 2023	Initial general operating support funds will be distributed once Action Plans are finalized, and certain capacity building activity milestones are met (see p. 13)
June 2023 – September 2024	Action Plan Implementation (ongoing TA support provided)
July 2023 – July 2024	Monthly community of practice meetings/workshops
October 2024 – March 2025	Completion grace period and wrap-up

FUNDING DISTRIBUTION

BUDGET SIZE

The City seeks to fund a cohort of grantees whose organizational budgets[14] fall within the following ranges. Ideally, an equal number of grantees will be represented in each category:

Annual Budget Ranges	% of grantee cohort
$100,000 – $149,999	25%
$150,000 – $249,999	25%
$250,000 – $499,999	25%
$500,000 – $4,000,000	25%

WORKFORCE DEVELOPMENT FOCUS

The City aims to award a minimum of 25% of overall grants to organizations who provide well-defined career exploration, career specific training, and/or work-based learning opportunities through direct service youth programs (ages 12 through 24 years).[15]

DATA COLLECTION AND REPORTING REQUIREMENTS

OYD is committed to using data, assessment, and stakeholder input to inform strategic investments in equitable and accessible pathways for young people to succeed while creating clearer linkages across youth-serving systems and programs. OYD's continuous quality improvement (CQI) guiding philosophy informs the design and application of evaluation and learning across the City's youth investments while centering positive youth development, social justice, and equity. This comprehensive approach operates on multiple levels – participant, program, and systems – working with youth and community to improve outcomes in all three areas.

MEASURING CAPACITY BUILDING

OYD will apply a collaborative approach to measure Resiliency Fund outcomes, while balancing its responsibility as a good steward of public funds. Grantees will be required to submit periodic information and data on their progress and outcomes during the grant period. With support from TA partners, grantees will design their grant outcomes and corresponding reporting templates when developing their Action Plan. Reporting schedules will be determined based on the time needed by each grantee to implement their Action Plan and fulfill capacity building activity expectations. Grantees will receive technical support from specialized TA partners provided by the City on topics such as best practices in project design, data collection, and grant reporting to help them fulfill reporting

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14 If the applying organization a) serves youth and other populations, "organizational budget" is defined as its youth services operational budget and/or; b) has operations in multiple regions, "organizational budget" is defined as its Sacramento operational budget.
15 Youth Career Preparation & Work-Based Learning Experiences, U.S. Department of Labor & Work-based learning continuum

expectations. (see p. 9 for more on the Action Plan process). The City or its designee will host a mandatory Grantee Orientation near the beginning of the grant period where the reporting process and expectations will be discussed in greater detail.

To support continuous quality improvement of the Resiliency Fund program, grantees will be expected to provide feedback on the overall program structure, capacity building and technical assistance services provided, and the overall grantee experience. Feedback may be collected via a survey and/or in listening session format and is intended to uncover strengths, challenges, and potential improvements to processes, tools, and oversight procedures.

REQUIRED MEETINGS

Grantees are required to participate in meetings throughout the grant period. A schedule of all mandatory meetings will be provided prior to the start of the grant period.

3. SUMMARY OF KEY RFA DATES

The following chart lists key dates pertaining to this RFA. The City will post notifications of any significant changes to this timeline on the OYD webpage.

Activity	Date
RFA Released	Monday, Nov. 14, 2022
RFA Information Session (Register **here**)	Monday, Nov. 28, 2022, 11:30–1:00 PM PST
Deadline to Submit Questions	Wednesday, Dec. 14, 2022, by 5:00 PM PST
Applications Due	Monday, Dec. 19, 2022, by 5:00 PM PST
Applications Reviewed	December 2022–January 2023
Awards Announced	February 2023

SUCCESSFUL APPLICANTS

• Successful applicants will enter into contract with the City or its designee for a term of 24 months beginning in March 2023.

• Grantees will be paired with TA partner(s) upon execution of the grant contract and will immediately begin developing their Action Plan with support from TA partners. It is estimated that this process will take a minimum of three months.

• Once the grantee has finalized their Action Plan, 70% of their general operating support award will be released.

- The award balance will be released when certain reporting and capacity building activity milestones have been reached. The City will work with each grantee to determine a reasonable disbursement schedule for the award balance.

Please note that contracts cannot be executed until all required information and documents are satisfactorily received by the City or its designee. Fund disbursement is not immediate or automatic and grantees should be prepared to wait several weeks for payment after all requirements are met.

4. HOW TO APPLY AND APPLICATION TECHNICAL ASSISTANCE

The City will only accept applications through Submittable by **5:00 PM PST** on or before the application **due date** (Monday, December 19, 2022). Extensions to the application deadline will not be considered unless a documented technical issue with the website is the reason the deadline is missed. To access the submission portal and register for an account, please visit the Resiliency Fund Submittable homepage.

To ensure your experience with Submittable goes smoothly, we offer these tips:
- Submittable works best on Google Chrome, Firefox, and Safari. Internet Explorer is not supported. Please make sure you are using a supported browser.
- Particularly for questions requiring lengthy responses, compose your written responses in a Word document then copy and paste into Submittable.
- Save your draft application frequently using the "Save" button at the top of the screen.
- When saving your draft to return to at a future time, log out of the Submittable portal and re-log-in each session.
- Be sure to "allow" list notification emails from Submittable and check the email you used to sign up for your Submittable account regularly.

Applicant organizations must identify one primary contact responsible for submitting your materials and serving as your main point of contact, although you are welcome to share the login information with key collaborators at your organization.

Upon submitting your application in Submittable, you will receive a confirmation of receipt email.

TECHNICAL ASSISTANCE

Staff Contact/FAQs: To ensure open and equitable access to grant information, all questions must be submitted via email to youthdevelopment@cityofsacramento.org. OYD will make its best effort to answer questions within 24-48 hours in our FAQs, posted here. The City will only accept questions until 5:00 PM PST on Wednesday, December 14, 2022. FAQs will be finalized by 5:00 PM PST on Friday, December 16, 2022.

Submittable Technical Support: For technical questions related to the Submittable platform, please refer to the Submitter Resource Center or contact Submittable Customer Support.

Optional Information Session: OYD will host an optional information session on Monday, November 28, 2022 from 11:30-1:00 PM PST to answer questions about the RFA. No preference will be given to applicants who attend. You may register here.

5. APPLICATION REVIEW PROCESS

- All applications received by the submission due date will be screened by City staff against the eligibility criteria and to ensure all required attachments are accurate and complete. If staff finds any non-technical issue(s), the application may be deemed incomplete and may not be reviewed by the Grant Panel.

- Complete and eligible applications will then be evaluated and scored by a Grant Panel comprised of diverse and non-conflicted stakeholders. Panelists will read and rate applications in accordance with the evaluation criteria and scoring rubric described in the following section.

- After applications have been reviewed, scored, and ranked, panelists may elect to interview candidates still under consideration. If interviews take place, questions will be determined by the application responses of those organizations and may be tailored to each applicant. However, the overall purpose of the interviews will be to fully understand an applicant's readiness, strengths, and plan for engaging with grant resources.

- The last step in the review process is to conduct a final Grant Panel meeting where panelists will develop funding recommendations for the City's consideration.

To support an enriching peer-to-peer learning exchange among the grantee cohort, the City aims to grant funds to a diverse mix of organizations representing a cross section of sizes and service areas. City staff will use the Grant Panel's recommendations, as well as organization profile details including priority neighborhoods served, budget size, and programmatic focus to select the final cohort of grantees.

Throughout the application, evaluation, and award processes, applicants shall not contact members of the City Council, members of the Grant Panel, or City staff to discuss the merits of their application.

APPLICATION REVIEW CRITERIA AND SCORING RUBRIC

The City has developed the following review criteria and scoring rubric in good faith to ensure that all applications are reviewed based on the same review criteria.

The Grant Panel will use these metrics to evaluate and score applications and make award recommendations.

APPLICATION REVIEW CRITERIA	MAX. POINTS
1. Alignment to Youth Plan + Framework	30
2. Clarity of Plan	40
3. Incorporation of Youth Voice	30
TOTAL POINTS POSSIBLE FROM REVIEW CRITERIA	100

	MAX. POINTS
TOTAL POINTS POSSIBLE FROM REVIEW CRITERIA	100
LOCAL BUSINESS ENTERPRISE PREFERENCE POINTS*	5
MAXIMUM POINTS POSSIBLE FOR ANY APPLICATION	105

*See below for more information on Local Business Enterprise Preference Points.

LOCAL BUSINESS ENTERPRISE PREFERENCE POINTS

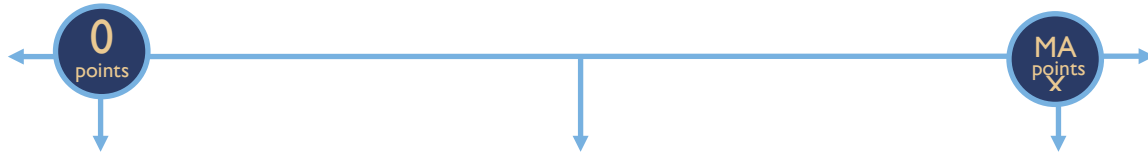An applicant can earn five (5) preference points if their organization qualifies as a *Local Business Enterprise (LBE).*

Qualifying as a Local Business Enterprise
On April 3, 2012, the City Council adopted a Local Business Enterprise (LBE) Preference Program to provide enhanced opportunities for the participation of LBEs in the City's contracting and procurement activities. To receive the preference, applicants must:

- Be an established business entity operating in the City or unincorporated areas of Sacramento County for at least 12 consecutive months prior to the submission; and
- Have either:
    - A principal business office or workspace; or
    - Regional, branch, or satellite office with at least one full-time employee located and operating legally in the City or unincorporated areas of Sacramento County.

Panelists will assess the compatibility of the applicant organization (as represented by the application responses) according to the following scale:

Application Review Criterion #1: Alignment to Youth Plan + Framework		
Award 0 points when the applicant's mission, goals, programs, and practices do not align with the Youth Plan + Framework. OR; The applicant's response does not address the question in a way that allows for the award of points for this criterion.	Award between 1-29 points when the applicant's mission, goals, programs, and practices partially align with the Youth Plan + Framework. Award more points for greater alignment. Award fewer points for lesser alignment and/or incomplete responses.	Award maximum possible points (30 points) when the applicant's mission, goals, programs, and practices directly and fully align with the Youth Plan + Framework.
Application Review Criterion #2: Clarity of Plan		
Award 0 points when the applicant does not demonstrate a plan of any kind to build upon their organizational strengths and move closer to their vision for stability and/or growth and provides no insight into how they might leverage the resources available under this grant. OR; The applicant's response does not address the question in a way that allows for the award of points for this criterion.	Award between 1-39 points when the applicant's plan is partially clear. Award more points for greater clarity. Award fewer points for lesser clarity and/or incomplete responses.	Award maximum possible points (40 points) when the applicant's plan for responding to the Organizational Self-Assessment insights and leveraging grant resources is clear and deeply tied to the organization's strengths. They demonstrate foresight and innovation in their plans to leverage grant resources.
Application Review Criterion #3: Incorporation of Youth Voice		
Award 0 points when the applicant does not demonstrate a vision for incorporating youth voice into their participation in the grant program. OR; The applicant's response does not address the question in a way that allows for the award of points for this criterion.	Award between 1-29 points when the applicant's vision is partially clear. Award more points for greater clarity. Award fewer points for lesser clarity and/or incomplete responses.	Award maximum possible points (30 points) when the applicant has a clear vision for incorporating youth voice with multiple thoughtful strategies for authentically incorporating youth voice in all aspects of their participation in the grant program.

A complete Resiliency Fund application consists of the following sections: Eligibility Form; About Your Organization; Past Performance; Narrative Questions; Priority Neighborhoods; Application Uploads; Statements of Understanding; and Authorized Signatory. **Below is a section-by-section preview of the information you will need to provide via the Submittable application.**

Eligibility Form:
1. Does your organization have 501(c)(3) tax exempt status, OR are you in the process of obtaining 501(c)(3) tax exempt status and applying using a fiscal sponsor with 501(c)(3) status?
2. Does your organization (1) have at least one year of experience with providing and (2) currently provide direct services to children or youth (birth through 24 years)?
3. Does your organization provide the majority of its services to children or youth (birth through 24 years) who reside or attend school within the City's Priority Neighborhoods?
4. Does your organization have an organizational budget[16] between $100K - $4M in the current or most recent budgetary year excluding COVID-19 Relief Funding?
5. Does your organization have the equivalent of at least one full-time staff?[17]

About Your Organization*:

Please note: This section refers to the applicant organization or sponsored organization if using a Fiscal Sponsor:

Organization Name
Budget Range
Primary Programmatic Focus
Workforce Focus (if applicable)
Life Stage
LBE Status
Is your organization (or fiscal sponsor, if applicable) registered and in good standing with the California Secretary of State and the California Attorney General Registry of Charitable Trusts?
Tax Identification Number (if applicable)
Address
Website
Executive Director/CEO Name and Contact Information
Financial/Billing Contact Name and Contact Information
Primary Contact Name and Contact Information

If applying as a Fiscal Sponsor:
Fiscal Sponsor Organization Name, Tax ID, Address, Contact Information, and Website

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16 If the applying organization a) serves youth and other populations, "organizational budget" is defined as its youth services operational budget and/or; b) has operations in multiple regions, "organizational budget" is defined as its Sacramento operational budget.
17 This means paid employee(s) whose weekly paid time commitment cumulatively equals 40 hours or more.

Upload your Statement of Fiscal Sponsor's Responsibilities Form

Past Performance:
Please list any grant awards you have received from the City of Sacramento (any office or department) in the last five years, if applicable. If your organization is a current or previous City grantee, you must be in good standing with the City for all grants received within the past five years. "Good standing" means you have not had any performance or compliance issues on other City agreements. If you are unsure of your standing, please reach out to the City office or department that awarded the previous grant.

OYD will verify your standing with the Program Manager(s) you list here.

Grant Program	Grant Term	City Department or Office	City Staff
Enter the name of the grant you received.	Enter the start and end date listed in your contract.	Enter Dept or Office that granted the award.	Enter the name of the Grant Program Manager.
Application form accommodates up to 15 entries.			

Narrative Questions:
The following questions are intended to be answered in Submittable, in whatever format works best for you. You can type your answers directly into this form, upload an audio or multimedia presentation (example: PowerPoint), or provide a website link to your video presentation. It is your responsibility as the applicant to address all questions clearly and completely no matter what format you select. Please be aware there is a 400 MB file limit per upload and 800 MB file max per applicant. Please note there are no character or word count requirements for written responses.

1. Tell us about your organization's mission, goals, programs, and practices and how they align with the City of Sacramento Citywide Youth Development Plan & Framework for Children and Youth Programs. *(This question corresponds to Application Review Criterion #1)*

2. Having reviewed the Resiliency Fund Goals and Grant Program Structure outlined in the RFA, tell us why you believe this is a good opportunity for your organization right now. Describe any insights you gained from your Organizational Self-Assessment, including potential area(s) for your organization to;
   a) build upon its strengths and;
   b) focus grant resources to increase organizational stability and/or growth?
   In your response, describe the makeup of the team who would implement the grant and drive change on behalf of your organization. If applicable, describe any strategic capacity building work your organization has recently identified or undertaken and how Resiliency Fund resources could help advance those efforts. *(This question corresponds to Application Review Criterion #2)*

3. What opportunities does your organization envision for integrating youth voice[18] into your participation in this grant program should you be selected? What challenges do you foresee and how do you plan to address them? *(This question corresponds to Application Review Criterion #3)*

Priority Neighborhoods:

Select the community your organization **primarily** serves: (Select one)

☐ Del Paso Heights (Strawberry Manor, Del Paso Heights, Del Paso Nuevo, Wills Acres, Richardson Village, South Hagginwood, Noralto, Old North Sacramento neighborhoods)

☐ Oak Park (North Oak Park, Central Oak Park, South Oak Park neighborhoods)

☐ Meadowview/Valley Hi (Meadowview, Parkway, Valley Hi/North Laguna neighborhoods)

☐ Other priority neighborhoods (Twin Rivers, Alkali Flat, Mansion Flats, Marina Vista-Alder Grove, Lemon Hill, Woodbine, Gardenland-Northgate, South Natomas, Franklin neighborhoods)

Application Uploads/Checklist:

You will be asked to upload the following materials with your Submittable application. If you will be submitting a letter on organizational letterhead signed by your Board chair to fulfill any of the following requirements, you may submit **one** letter addressing all requirements.

- Either your most recent annual report OR other documentation that includes brief descriptions of current program(s)/services; program goal(s)/outcomes; program timeline(s) (within the current calendar year); service area(s) (including street address(es)); participant's residence or school zip codes; and approximate total service hours per participant
- Your detailed annual budget[19] for your current or most recently completed budgetary year
- Your completed Organizational Self-Assessment
- Letter of Support from a partner organization OR from your Board chair[20]
- Proof of your (or your fiscal sponsor's, if applicable) registration and good standing with the California Secretary of State OR proof of pending status OR a letter on organizational letterhead signed by your Board chair agreeing to work with the City or its designee to obtain good standing during the grant period
- Proof of your (or your fiscal sponsor's, if applicable) registration and good standing with the California Attorney General Registry of Charitable Trusts OR proof of pending status OR a letter on organizational letterhead signed by your Board chair agreeing to work with the City or its designee to obtain good standing during the grant period
- Copy of most recently filed IRS Form 990 OR a letter on organizational letterhead signed by your Board chair agreeing to work with the City or its designee to file IRS Form 990 during the grant period
- Proof that your organization has the equivalent of at least one full-time staff member.[21] You may either submit a letter on organizational letterhead signed by your Board chair, certifying this to

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18 The practice of centering young people's identities, interests, needs, and perspectives in decisions that affect their learning and lives to provide meaningful participation. This requires supporting youth in positions of genuine leadership and power (or choice) over those decisions. (Remake Learning & American Youth Policy Forum).

19 If the applying organization a) serves youth and other populations, "organizational budget" is defined as its youth services operational budget and/or; b) has operations in multiple regions, "organizational budget" is defined as its Sacramento operational budget.

20 Letter of support: A testimonial that backs up an organizational claim of success and promises to deliver. These testimonials show that other stakeholders believe that the organization can execute on the agreed services and outcomes in the applicant's proposal.

21 This means paid employee(s) whose weekly paid time commitment cumulatively equals 40 hours or more.

be true OR if you are submitting a copy of your most recently filed IRS Form 990 which includes this information, you may use that document to fulfill this requirement.

- Copy of IRS letter certifying tax exempt status (or your fiscal sponsor's letter, if applicable). *To obtain this letter, call the IRS at 1-877-829-5500.* Note: this can take several weeks to obtain.
- Insurance and Endorsement Certificates* (Optional upload)

  *Grantees may be required to provide proof of liability insurance if funded. (The City or its designee will provide technical assistance with this if needed.)

Statements of Understanding:

For your application to be considered, your organization's *authorized signatory** must agree to the following statements of understanding:

*An individual who is authorized to execute Agreements/Contracts and sign on behalf of your organization.

1. Your organization has the operational capacity and ability to fulfill all program, reporting, and administrative requirements outlined in this RFA document during the grant period (March 2023–March 2025).
2. Conflict of Interest: We are aware that conflicts of interest may occur, whether directly or indirectly, when an employee, officer, board member, or volunteer of the Applicant is related to, married to, involved in an intimate relationship with, or are living with an employee or elected official of the City of Sacramento or if any of these individuals have an ownership or financial interest in the organization applying for funding. We acknowledge that any potential conflict of interest must be disclosed before grant funds will be awarded to a qualified Applicant. *NOTE: You will need to list the names of any employees, officers, board members, or volunteers who may give rise to a conflict of interest in your Submittable application.*

Authorized Signatory:
Authorized Signatory Name (First + Last)
Authorized Signatory Title

☐ I testify as the Authorized Signatory that I have read and agree to the Statements of Understanding and attest that the information provided in this application is true, accurate, and complete to the best of my knowledge, information, and belief.

7. RESERVATIONS AND RIGHTS BY THE CITY OF SACRAMENTO

- The City reserves the right to:
  1. Use a designated intermediary ("designee") to administer this grant program in part or in its entirety.
  2. Revise or amend any part of this RFA up to the due date and time for accepting applications. Such revisions and amendments, if any, shall be announced by addendum to this RFA.
  3. Select the applications which in its sole judgment best meet the needs of the City and best serve the goals and intended outcomes of this grant program.

4. Waive any minor informality or irregularity in any application response.
5. Accept or reject any or all applications received in response to this request and to negotiate with any qualified applicant. Failure to furnish all information requested or to follow the format requested herein may disqualify the applicant. Any false, incomplete, misleading, or unresponsive statements in an application may also be sufficient cause for an application's rejection.
6. For any reason, decide not to award grants as the result of this RFA.
7. Modify or cancel in part or in its entirety the RFA if it is in the best interest of the City to do so.

- The City and/or its designee reserves the right to:
  1. Negotiate all terms of a grant agreement including length and grant award. A grant agreement with the successful candidate shall not be binding until it is signed by the authorized representatives of both City or its designee and the grantee.
  2. Amend the resulting agreement as needed through the term of the contract to best meet the needs of all parties.

- If any provisions of the RFA shall be held to be invalid, illegal, or unenforceable, the validity, legality, and enforceability of the remaining provisions shall not in any way be affected or impaired thereby.

- The City makes no guarantees that this grant program will continue beyond the term of the grant period covered in this RFA.

- At any time during the grant period, the City or its designee may conduct site visits with reasonable notice given to the grantee.

8. DIRECTORY OF KEY TERMS, LINKS, AND RESOURCES

Below is an alphabetical list of terms, links, and resources found in this document.

KEY TERMS

RESOURCES, TOOLS, & REFERENCES

American Youth Policy Forum
Black Equity Collective
A Capacity Builder's Crisis of Conscience
Career Preparation & Work-Based Learning Experiences
Carleton University
City of Sacramento Citywide Youth Development Plan & Framework for Children & Youth Programs
City of Sacramento Priority Neighborhoods Map
Department of Health and Human Services
Find Your District
Find Your County Supervisor
Foundation Statements & Program Goals
Grantmakers for Effective Organizations
Local Business Enterprise Program
It Takes an Ecosystem
Nonprofit Life Stages Chart
Office of Diversity and Equity
Organizational Resilience: A Summary of Academic Evidence, Business Insights and New Thinking
Organizational resilience: What is it and why does it matter during a crisis?
Reimagining Capacity Building
Remake Learning
Should We Cancel Capacity Building?
Statement of Fiscal Sponsor's Responsibilities Form
Submittable Customer Support
Submitter Resource Center
William T. Grant Foundation
Work-Based Learning Continuum
YouthPower

APPLICATION

Application Portal
RFA Information Session Registration
FAQs
OSA Information Session Recording
Staff Contact

Financial Management • Budgeting and financial planning / forecasting • Financial literacy training for executive directors and board members • Development of financial management systems, policies and practices and improvement of accounting practices • Software upgrades and staff training, etc.

Board Development • Plans to recruit new board members and/or train existing board members • Board retreat • Creation of board policies and practices • Board structure review and planning

Human Resource Management • HR policy development • Staff training and development (e.g., supervision skills) • Team building and coaching • Recruitment and onboarding practices, etc.

Fund Development • Development and implementation of fund development strategy • grant writing consultant or training, etc.

Organization/Program Planning • Strategic planning • Theory of Change • Business planning • Program planning • Staff planning retreat • Outreach strategy, etc.

Information Technology • Software upgrade for office, database, website, etc.

Leadership Development • Leadership succession planning • Leadership coaching • Creation and implementation of volunteer management/recruitment plan • Management, leadership training for staff, etc.

Marketing and Communications • Development of marketing and communications strategies • Rebranding • Design and staff training for newsletter, brochure, annual reports, etc. • Evaluation and outcomes systems • Organization or program evaluation, etc.

Other areas • Organizational assessment • Change management • Evaluation, data and reporting best practices, etc.