



The Family League of Baltimore City

## **Request for Proposals (RFP)**

### **Out of School Time/After School Programs**

The Family League of Baltimore City, Inc. (FLBC) is seeking proposals, through an open, competitive, process from organizations who wish to receive funds to provide high-quality community and school-based out of school time/after school programming to Baltimore City children and youth. Please review this Request for Proposals (RFP) to learn about funding categories, guidelines, grantee requirements, proposal review and the funding process. For more information, please visit our website at [www.flbcinc.org](http://www.flbcinc.org).

#### **RFP Community Forums**

While it is not mandatory for an applicant to attend one of the following community forums, it is strongly encouraged. Potential applicants will have the opportunity to discuss the RFP in more detail, ask questions, receive answers and to provide feedback to The Family League on the RFP. It is our aim to provide as much information and support to potential applicants as possible. Every question asked is public information. The Family League will compile and publish on the website responses to questions related to the RFP. Responses will be updated as frequently as possible. Please visit our website for such updates.

**Monday, May 4, 2009**

**3:00 – 5:00 p.m.**

**Location:**

Koinonia Baptist Church  
5738 Belair Road  
Baltimore, MD 21206

**Wednesday, May 6, 2009**

**6:00 p.m. – 8:00 p.m.**

**Location:**

Cahill Recreation Center  
4001 Clifton Avenue  
Baltimore, MD 21216

**Friday, May 8, 2009**

**10:00 a.m. – 12:00 p.m.**

**Location:**

JHU School of Education  
Great Hall  
2800 N. Charles Street  
Baltimore, MD 21218

\*The above dates have been corrected – all forums will take place in 2009.

#### **Application Deadline**

**Friday, May 22, 2009**

Proposals must be received in our office by Friday, May 22, 2009. Hand-delivered copies must be received by 5:00 p.m. Copies that are mailed must be postmarked no later than Friday, May 22, 2009. This deadline will be strictly enforced. It is the responsibility of the applicant to ensure that the proposal is received by The Family League by the deadline. Faxed or e-mailed copies will not be accepted.

**Family League Office Location:**

**2700 N. Charles Street, Suite 200  
Baltimore, Maryland 21218  
(410) 662-5500 Submission**

**Requirements:**

**One (1) master copy and 7 additional copies.**

**Each copy must be stapled in the upper left hand corner and three-hole punched.**

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# FUNDING PRIORITIES, PRINCIPLES AND PROGRAM GUIDELINES

## Funding Priorities

Under the leadership of Mayor Sheila Dixon, and the Baltimore City Council, The Family League of Baltimore City Inc. and its out of school time/after school community partners are continuing their work to support quality out of school time/after school programs across the City.

In fiscal year 2009, funding was awarded for the operation of 76 out of school time/after school programs throughout Baltimore City. As a result, over 5,800 children and youth, ages 6 – 18, are receiving quality, standards-based out of school time/after school opportunities. Through the hard work of a range of partners, including community-based organizations, faith-based organizations, cultural institutions, universities, schools and other public institutions, Baltimore's children and youth have enjoyed a safe, nurturing environment to learn and play in during out of school time/after school hours. They have received additional academic support and practice time, learned new skills and discovered new talents and interests in athletics and the arts. Families have greatly benefited from the peace of mind in knowing their children and youth are engaged in appropriate development activities in a safe environment. The models of programming include:

- *Baltimore's Out of School Time "BOOST"* - comprehensive school-based after school programs providing academic support, recreation and enrichment activities;
- *YouthPlaces* - comprehensive after school programs located in community settings such as community centers, faith-based organizations, and cultural institutions; and
- *Arts, Athletics, Academics Teams "A-Teams"* - intensive, focused, skill-building activities in academics, arts, or athletics.

The Family League is committed to working to expand out of school time/after school opportunities so that we are able to provide year-round opportunities for children and youth in Baltimore City. We invite your innovative ideas as we work together to ensure that all children and youth have an opportunity to engage in high quality out of school time/after school programs.

All programs must serve children and youth who live in Baltimore City. Programs must operate in a Baltimore City Public School or a Baltimore City Recreation Center linked to a school or serve a distinct community/neighborhood of Baltimore City. If any component of the program is to take place outside of the Baltimore City area, applicants are required to include transportation options for participating children and youth.

## Core Values and Principles

The Family League is committed to funding programs that provide high quality services and supports to children, youth and families in Baltimore City. As such, The Family League expects to fund grantees that reflect core values and principles of cultural competency and relevancy, family strengthening, and inclusion of children and youth with disabilities. Characteristics of organizations emulating these core values and principles will:

- Have a complement of board and staff members that reflect the diversity of the communities, families, and children and youth they serve;
- Offer programming that makes use of local, culturally specific activities, with relevant hours of operation and eligibility criteria that include hard to reach children and youth;
- Reach out and engage families directly, offering services during times and settings that are convenient to them;
- Employ a strengths-based approach to serving families, increasing their confidence and skills;
- Ensure that children and youth with and without disabilities are fully engaged in activities and programs;
- Value the contributions and roles of children and youth with disabilities; and,

- Encourage children and youth with disabilities to participate to their maximum ability.

As a part of this application process, organizations are required to assess the degree to which their programs reflect these core values and principles and will be provided an opportunity to identify areas of technical assistance that are needed to assist them in strengthening their ability to reflect them. The results of the assessment will not be a factor in funding decisions for fiscal year 2010; however, these elements will be among the selection criteria for funding in future years.

Like many organizations in the community, The Family League will work to model these very core principles and values. Those awarded funding will help to inform and strengthen these principles and values in the following fiscal year so that all programs awarded funds in the future are held to high standards of excellence.

The Family League is committed to providing technical assistance and training regarding these core values and principles to organizations. We welcome your feedback and suggestions.

### **Funding Category 1 – High-Quality BOOST, YouthPlaces and A-Teams Programs – Approximately \$4,000,000**

The Family League of Baltimore City values maintaining high-quality out of school time opportunities in schools and communities where they are valued and utilized. With this in mind, funding for fiscal year 2010 under this category will be available through competitive application for:

- Organizations that are currently funded (fiscal year 2009) by The Family League to run BOOST, YouthPlaces and A-Teams and are re-applying to serve the same school /community population for fiscal year 2010.
- New applicants who have been invited by school principals and/or community leaders to provide services to the school/community populations that were served by The Family League BOOST, YouthPlaces, or A-Teams funding in fiscal year 2010.

Awards for this funding category will begin September 1, 2009 and may extend through June 30, 2010. Programs are expected to operate throughout the school year, beginning no later than September 15, 2009.

### **Funding Category 2 – Innovation Fund \$500,000**

Organizations that have a desire and capacity to provide creative, innovative programming are invited to apply for funding in fiscal year 2010. Proposals submitted for this funding category can expand a program that is being proposed for reapplication or for a new program not currently funded by The Family League. The out of school time/after school programs funded within this category can operate within a Baltimore City Public School or Baltimore City Recreation Center linked to a school (BOOST) or within a Baltimore City community/neighborhood (YouthPlaces).

Eligibility for this funding category is open to any organization with a demonstrated track record of at least two years of service delivery, including demonstrated expertise in providing high quality out of school time/after school programming for youth. Organizations must qualify as one of the following:

- a not-for-profit with 501c(3) status;
- an organization with a fiscal agent sponsorship from a 501c(3) organization;
- a for-profit youth-serving agency;

- a public agency; or,
- a consortium of qualified organizations defined above.

Awards for this funding category will begin July 15, 2009 and may extend through June 30, 2010. Programs are expected to operate in both the summer months and throughout the school year.

Areas of interest for this category include:

- An ability/willingness to provide year-round services (Example: 12 months of programming rather than during the school year only);
- An ability to leverage significant outside resources to further serve Baltimore City children, youth and their families;
- An intentional coordination effort with other major Baltimore City initiatives;
- An ability to support positive outcomes for hard to reach youth, such as:
  - Children and youth who are chronically absent and/or highly truant from school;
  - Children and youth who are homeless;
  - Children and youth who have physical, developmental, or emotional disabilities;
  - Children and youth whose primary language is not English.

#### **Minimum Guidelines**

- BOOST and YouthPlaces programs that serve elementary and middle school-aged youth must be open a minimum of 4 days per week, from mid-September, 2009 to early June, 2010.
- BOOST and YouthPlaces programs that serve high school-aged youth must be open a minimum of 3 days per week from mid-September, 2009 to early June, 2010.
- A-Teams programs must be open a minimum of 1 day per week and 2 hours per week, for a length of at least 12 weeks.
- Innovation Fund applicants may use these minimums as guidelines if they wish or they can propose something different.

## REVIEW AND SELECTION PROCESS

### Review Panel

Applications will be reviewed and rated by a panel selected and staffed by The Family League. This Review Panel will represent experience, knowledge and expertise in the fields of education, youth development and programmatic oversight of out of school time/after school programming. This experience will be shared from the perspectives of service professionals, community members, and parents and/or family members of youth, ages 6 - 18. The Family League staff will provide support and guidance to the Review Panel and The Family League Board of Directors throughout the review and decision-making process. The following criteria will be used in determining which proposals are recommended for funding:

1. Compliance with all grant application guidelines;
2. Satisfactory performance with previous grants, including meeting targeted Average Daily Attendance (ADA) and performance goals, submitting reports on time, attendance at mandatory meetings and adherence to other program policies;<sup>1</sup>
3. Evidence that the proposal addresses community needs and avoids duplication of services;
4. A one-page letter of commitment from the school principal with whom your organization will partner; and,
5. A clearly identified 20% match within the proposed program operating budget.

### Role of The Family League Board of Directors and the Baltimore City Board of Estimates

The Board of Directors of The Family League of Baltimore City is the sole and final authority regarding the approval or disapproval of proposals and the conditions under which they are funded. In situations where the City of Baltimore funding is being used for the award, the Board of Directors will make its final recommendations for funding to the Baltimore City Board of Estimates for final review and approval. The determination of awards by the Board of Directors of The Family League is final and not subject to appeal.

### Announcement

Funding decisions are expected to be announced in late June 2009. For awards granted with City of Baltimore funding, it is anticipated that the Baltimore City Board of Estimates will finalize funding recommendations at their first meeting of July, 2009.

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<sup>1</sup> Applicants that have not received funding from The Family League, and therefore may not have ADA data, are expected to utilize program attendance data to demonstrate high program utilization.

# TERMS AND CONDITIONS

## Program-Specific Requirements

### **Evaluation, Management Information Systems (MIS) and Data Collection**

All grantees must participate in an out of school time/after school program evaluation. All grantees are required to participate in specific data collection, including participation in the Enterprise Edition of Efforts to Outcomes (ETO), a web-based information system developed by Social Solutions and located on The Family League's website at ([youth.flbcinc.org](http://youth.flbcinc.org)). Grantees shall enter the data required on each child/family and service data. Data may include basic demographics, such as race, ethnicity, gender, geography (zip code), and age of program participants; program attendance and enrollment; and participant outcomes. Additional data may be required and is subject to change.

All grantees shall ensure that that program participants or parents/guardians of participants under the age of 18, in keeping with the **Confidentiality of Information** terms of this RFP (see Standard Terms and Conditions), have opted to grant or decline consent for data collection and participation in any program evaluation.

All grantees shall be oriented to the required technology, data collection elements, and software utilization prior to the implementation of the program.

### **Reporting**

All grantees must submit financial and programmatic reports. This includes, but is not limited to, a narrative, data specified in each grantee's Scope of Work (including outcome and demographic) information, and line-item financial information. Grantees will be oriented to the required reporting format.

### **Training and Technical Assistance**

All grantees must participate in all training and staff development activities as required by The Family League. Information related to training opportunities, both required and optional, will be shared with grantees on a regular basis. Additionally, The Family League is committed to providing technical assistance and welcomes grantee feedback.

### **Criminal Background Checks**

All grantees must have written policies and procedures in place to conduct criminal background checks for all employees. These policies and procedures must comply with the **Criminal Background Checks** term of this RFP (see Standard Terms and Conditions).

### **Standards**

All grantees must work to meet high quality program standards set forth in the *Standards for Baltimore After School Opportunities*. The standards provide best practices guidelines for program implementation and are used as a basis for monitoring program quality. The Family League is working with the Maryland Out of School Time (MOST) Network to revise out of school time/after school standards. Grantees will receive technical assistance regarding any changes. Standards can be viewed at [Standards for Baltimore After School Opportunities. pdf](#)

## Standard Terms and Conditions

### **Grant Award**

The submission of a proposal does not, in any way, guarantee an award. The Family League is not responsible for any costs incurred related to the preparation of a proposal in response to this RFP.

**Standard Terms and Conditions**

All grantees must comply with all terms and conditions applicable to contracts executed by The Family League. These Standard Terms and Conditions can be viewed at [Standard Terms and Conditions.pdf](#) By submitting a proposal to this RFP, applicants attest that they have read and accept these conditions fully. Please note that The Family League is in the process of restructuring its contract template. A final version will be ready for use by all grantees effective July 1, 2009.

**Baltimore Residents First Executive Order**

All grantees must comply with the terms and conditions of this Executive Order designed to create opportunities for businesses to access qualified Baltimore City job seekers to meet their workforce needs. The Executive Order can be viewed at [Baltimore City Residents First info packet.pdf](#) Grantees will be oriented to the Executive Order and its requirements.

## SUBMISSION OF APPLICATIONS / CHECKLIST

Applicants are required to submit the following:

One (1) master copy of the application

7 additional copies of the application

Each copy must be stapled in the upper left hand corner and three-hole punched.

A complete application should contain:

One of the following for each organization:

⇒ Application Cover Sheet

⇒ Affidavit

⇒ Summary Information

⇒ Agency Revenue Sources

⇒ Total Agency Expenses

⇒ Board of Directors Roster

⇒ Family Strengthening Self-Assessment

⇒ Baltimore Residents First Certification Statement

⇒ Most recent audited financial statement, including a copy of any management letter if one has been issued within the past year

One of the following for each program:

⇒ Application Budget Form

⇒ Scope of Work

⇒ Letter of Commitment from School Principal

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## AFFIDAVIT

I, \_\_\_\_\_ (name), hereby affirm that I am the (title) \_\_\_\_\_ and the duly authorized representative of \_\_\_\_\_ which is a(n):

individual proprietor  corporation  partnership  government  limited liability company and is  a for profit  not-for-profit entity whose Federal tax identification number is \_\_\_\_\_ (REQUIRED), and that I possess the legal authority to make this Affidavit on behalf of myself and the organization, if any, for which I am acting.

### Further, I HEREBY ACKNOWLEDGE AND AFFIRM AS FOLLOWS:

1) That I have reviewed and accepted on behalf of myself and, if applicable, on behalf of the organization for which I am acting, the Standard Terms and Conditions presented to me by The Family League.

2) That the above organization is registered, as applicable, in accordance with the Corporation and Associations Article, Annotated Code of Maryland, and that it is in good standing.

3) That neither I, nor to the best of my knowledge, information, and belief, the above organization or any of its officers, directors, or any of its employees directly involved in obtaining or performing contracts or fundraising has been convicted of, or has had probation before judgment imposed, or has pleaded *nolo contendere* to a charge of, bribery, attempted bribery, or conspiracy to bribe in violation of federal law, of Maryland law, or of the law of any other state.

4) That neither I, nor, to the best of my knowledge, information, and belief, the above organization, or any of its officers, directors, or any of its employees directly involved in obtaining or performing contracts or fundraising has:

a) incident to obtaining, attempting to obtain, or performing a public or private contract; been convicted under state or federal statute of a criminal offense, fraud, embezzlement, theft, forgery, falsification or destruction of records, or receiving stolen property;

b) been convicted under the provisions of Title 18 of the United States Code for violation of the Racketeer Influenced and Corrupt Organization Act, 18 USC § 1961 et seq., or the Mail Fraud Act, 18 USC § 1341, for acts arising out of the submission of bids or proposals for a public or private contract;

c) been convicted of a violation of the State Minority Business Enterprise Law, Section 14-308 of the State Finance and Procurement Article of the Annotated Code of Maryland;

d) been convicted of conspiracy to commit an act or omission that would constitute grounds for conviction or liability under any law or statute described in subsection (a), (b), and/or (c) above;

e) been convicted of any criminal violation of state or federal antitrust statute or been found civilly liable under a state or federal antitrust statute for acts or omissions in connection with the submission of bids or proposals for a public or private contractor admitted in writing or under oath, during the course of an official investigation or other proceeding, acts or omissions that would constitute grounds for conviction or liability under any law or statute described above.

5) That neither I, nor to the best of my knowledge, information, and belief, the above organization, or any of its officers, directors, or any of its employees directly involved in obtaining this contract has:

a) agreed, conspired, connived, or colluded to produce a deceptive show of competition in the compilation of the offer that is being submitted;

- b) in any manner, directly or indirectly, entered into any agreement of any kind to fix the price proposal of the offeror or of any competitor;
- c) otherwise takes any action in restraint of free competitive bidding and cost effectiveness in connection with the contract for which the accompanying offer is submitted.

6) That the above organization has or will establish safeguards to prohibit all officers, and employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest of personal gain.

I ACKNOWLEDGE THAT this Affidavit is to be included as part of any proposal submitted by the organization to The Family League and/or any contract or agreement between the organization and The Family League. I further acknowledge that this Affidavit is subject to the applicable laws of the United States and the State of Maryland, both criminal and civil, and that it has been relied upon as a material representation of fact in the process of proposal selection and award determination.

I DO SOLEMNLY DECLARE AND AFFIRM UNDER THE PENALTIES OF PERJURY THAT THE CONTENTS OF THIS AFFIDAVIT ARE TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE, INFORMATION, AND BELIEF.

Witness: \_\_\_\_\_  
Name:

By: \_\_\_\_\_  
Date: \_\_\_\_\_

(Signature of Authorized Representative and Affiant identified in the first paragraph of this Affidavit)

## SUMMARY INFORMATION

### I. Organizational Background

Name of Agency: \_\_\_\_\_

- In operation since: \_\_\_\_\_
- Serving youth ages 5-19 since: \_\_\_\_\_
- 501c(3) status:                     Yes             No
- Public Agency                     Yes             No
- For Profit                             Yes             No
- Limited Liability Company     Yes             No

**II. Clients Served** - Please estimate the total number of clients currently served by your agency. Client estimates should be on unduplicated youth.

Type of Service	Children and Youth Served			Parents / Caregivers of Children and Youth Ages 0-19
	Ages 0-5	Ages 6-13	Ages 14-18	
Clients served by organization as a whole (all clients all ages)				
Clients currently served by <b>program</b> in this proposal				
Clients served by other out of school time programs (after school, summer, weekend)				

**Hard to Reach Children and Youth Served** - Please provide data you have on the number of hard to reach children and youth your organization serves for the categories below. For this chart, children and youth may be duplicated in more than one category, where applicable.

Children and Youth	Children Youth Served		
	Ages 0-5	Ages 6-13	Ages 14-18
Children and youth who are chronically absent and/or highly truant from school			
Children and youth who have physical, developmental or emotional disabilities			
Children and youth whose primary language is not English			
Children and youth who are homeless			
<b>Total Hard to Reach Children and Youth</b>			

### III. Staff and Volunteers

Area	Paid Full-Time Staff	Paid Part-Time Staff	Volunteers
Entire Organization			
Programs and services targeted to Children Under 5			

### IV. Financial Information

Area	Year	Amount	Year	Amount
Organizational budget (please show two years)	Current Year (fiscal year 2009)		Past Year (fiscal year 2008)	
FLBC funds received for After School (all sites)	Current Year (fiscal year 2009)			
Total proposed project budget – all sites (including FLBC request and other funding)	Next Year (fiscal year 2010)			
Requested amount from FLBC for project – all sites	Next Year (fiscal year 2010)			

### Other Family League Funding Received in Current Year

Project Funded	Amount

### Primary Sources of Additional Funding (non FLBC) for proposed Out of School Time/After School Program

Year	Primary sources	Amount
Current Year (fiscal year 2009) <i>If applicable</i>		
Next Year (fiscal year 2010) <i>Projected sources</i>		

## APPLICATION NARRATIVE

Limit your proposal narrative to 10 single-spaced pages (not including the cover page, budget, and attachments). Use a font no smaller than 11-point. Pages should be numbered throughout the document.

### A. Your Organization (No more than 2 pages)

- 1) Describe your organization's mission and goals.
- 2) Describe your organization's history of providing services to children, youth and families in Baltimore City.
- 3) Describe your organization's track record for delivering high-quality out of school time/after school programming. Include data to support your track record for meeting program goals and achieving positive outcomes for your clients.
- 4) Describe your organization's experience with utilizing program performance data. Provide at least one example of how this has led to changes and improvements in the way you deliver services.
- 5) Describe your workforce and discuss how it enables you to provide culturally competent and culturally relevant services with respect to daily operations, eligibility, and community involvement.

### B. Children and Youth Recruitment and Retention (No more than 2 pages)

- 1) Describe the children and youth your program will target and serve.
- 2) Outline what methods you will use to recruit children and youth and how you will attract hard to reach children and youth.
- 3) Explain why you expect to be successful in recruiting, engaging and retaining children and youth based on previous program data and/or how your planned approach is supported by best practices research.
- 4) Describe how children and youth with and without disabilities are fully engaged in your program and how your organization encourages all children and youth to participate to their maximum abilities.

### C. Program Approach / Model (No more than 4 pages)

- 1) Describe your proposed program(s). Include the following:
  - a) **Weekly Program Schedule** – Include program components and the time spent on each.
  - b) **Academic Skills Development** - Include the following:
    - Describe program activities that will support academic skills development.

- Describe what strategies/curricula will be used to support academic skills development, why they were chosen and how they will address established needs of children and youth.
  - Explain why you expect to be successful in supporting the academic outcomes of children and youth based on previous program data collected and/or how your planned approach is supported by best practices research.
  - Explain how your program will partner directly with the school leadership and community as well as the parents/guardians to support academic skills development.
- c) **Enrichment Program Activities** - Include the following:
- Describe the skills-based enrichment program activities that will be provided by your program(s).
  - Describe how enrichment activities were selected and how they will meet the needs and interests of children and youth.
  - Explain why you expect to be successful in engaging children and youth in these activities and building their skills based on previous program data collected and/or how your planned approach is supported by best practices research.
- d) **Youth Development Strategies** – Include the following:
- Describe other program activities and/or strategies that will support positive youth development.
  - Describe how these strategies/activities were chosen and how they will meet the needs and interests of children and youth.
  - Explain why you expect to be successful in engaging youth in these activities and supporting positive youth development outcomes based on previous program data collected and/or how your planned approach is supported by best practices research.

#### **D. Adherence to High Quality Program Standards (No more than 1 page)**

Review Baltimore's Standards for Quality After School ([www.flbcinc.org/...](http://www.flbcinc.org/))

- 1) Identify a minimum of three standards that your organization has targeted for improving in the upcoming year and what strategies you will employ to improve your program's quality in these areas.
- 2) Describe what systems your organization has in place for ongoing quality monitoring.
- 3) Describe what training and capacity building support could be provided by The Family League and its partners to assist your organization in maintaining high quality standards as we work together to build a system for data-driven, quality assessment and ongoing improvement.

#### **E. Professional Development Plan (No more than 1 page)**

Outline your plan to provide professional development to your program staff. Include:

- 1) Core competencies that your organization believes that its employees should have, including:
  - a) Front-line staff working directly with children and youth.
  - b) Site coordinators / management staff that oversee program implementation.
- 2) What steps your organization takes to assess what competencies staff currently possess.

- 3) What training your organization provides / will provide to support the development of these core competencies.
- 4) What training / support could be provided by The Family League and its partners to assist your organization in this work.

**F. Partnership Development / Leveraging of Additional Resources (No more than 1 page)**

- 1) Outline concrete partnerships in the community that you have established that will support the success of your program(s) in supporting positive outcomes for children, youth and families.
- 2) Provide details of any existing or planned collaborative efforts with current Baltimore City initiatives that will result in the coordination of efforts and/or resources.
- 3) Provide details on any additional resources that your organization will be able to contribute/leverage for your proposed project. What are the sources of those resources and to what degree are they contingent on your organization receiving funding from The Family League through this grant process.

# BUDGET GUIDELINES

## **Funding Guidelines**

Organizations will be funded according to the following guidelines:

### **Maximum Funding Allowed (based on number of days per week a program is open)**

The following apply to BOOST and YouthPlaces out of school time/after school programs:

Minimum # Days and # of Hours Per Week	Maximum Cost Per Youth
5 days / 15 hours	\$1,500 per youth
4 days / 12 hours	\$1,250 per youth
3 days / 9 hours*	\$1,000 per youth

\* The 3 day per week model only applies to programs that serve high school-aged youth. BOOST and YouthPlaces programs that serve elementary and middle school youth must be open a minimum of 4 days per week.

Please note:

- **Innovation Fund** applicants and **A-Teams** applicants do not have a set maximum cost per youth but are expected to be cost efficient as demonstrated in their budget and budget narrative.

## **Average Daily Attendance (ADA) Percentage Requirement**

Actual fund distribution will be based on:

1. The organization's meeting the number of days required to provide programming for children and youth, as established in the program's contract with the Family League; and
2. The organization's ability to demonstrate high utilization by maintaining a high average daily attendance for the program (ADA). ADA is calculated by dividing the average number of children and youth who attend the program each day, by the total number of children and youth the program has been contracted to serve each day.

In order to receive full funding, programs must maintain the following ADA percentage:

Ages Served	ADA % (Average Daily Attendance / # of youth contracted to serve)
Elementary / Middle School-Aged Youth (6 – 13)	90%
High School-Aged Youth (14 – 19)	75%

Programs that meet their target ADA and required number of days open will receive full funding. For programs that fall short of these requirements, funding will be pro-rated.

### **Matching Funds**

Organizations must provide a 20% match to support program costs. The match can be in cash, in-kind contributions, or a combination of both. Physical space donated by a school or other publicly funded building cannot count towards the match. The minimum required match is calculated by multiplying the amount requested by .20.

#### ***Example:***

The example below demonstrates this calculation:

\$100,000 (requested) x .20 = \$20,000 (match), resulting in a minimum program budget of \$120,000

Programs may charge participant fees, but they must do so on a sliding scale to ensure all can attend regardless of ability to pay.

### **Budget and Budget Narrative**

Provide a **line item budget with budget narrative** using the **Application Budget Form** ([Application Budget Form.pdf](#)). Submit one Application Budget Form for each program for which you are requesting funding.

On the Application Budget Form, provide a detailed budget and budget narrative for your program. Provide a justification and explanation of all budget items. The budget narrative should contain the criteria used to compute the budget figures. The budget should include total costs of the program (including those that will be funded by matching funds).

For personnel costs *include a detailed description of the activities and full-time equivalency (FTE) or hourly rate and expected number of hours of pay for each position as it relates to the project.*

#### ***Example:***

<b><i>Personnel</i></b>	<b><i>Budget Narrative</i></b>	<b><i>The Family League</i></b>	<b><i>Other Funding (Match)</i></b>	<b><i>Total</i></b>
<i>Site Coordinator</i>	<i>.75 FTE @ \$32,000/yr; oversees program at site.</i>	<i>\$20,000</i>	<i>\$4,000</i>	<i>\$24,000</i>
<i>Art Instructor</i>	<i>\$25/hr x 4 hrs/wk x 32 weeks; teaches art 2 days per week, 2 hrs/day throughout the year.</i>	<i>\$3,200</i>	<i>\$0</i>	<i>\$3,200</i>

### **Administrative and Indirect Costs**

For administrative and/or indirect costs, there is a maximum 10% of the total budget that may be included in the budget. Specific details of what staff or other expenses are being covered by administrative and/or indirect costs must be provided in the budget narrative column of the Application Budget Form.

#### ***Example:***

The example below demonstrates this calculation:

\$100,000 (requested) x .10 = \$10,000 (Administrative/Indirect Cost), resulting in a maximum budget of \$110,000

## SCOPE OF WORK – FY 2010

Agency Name: \_\_\_\_\_

Program Name: \_\_\_\_\_

Grant Type: Please mark one:  Category 1: High-Quality BOOST, YouthPlaces, and A-Teams Programs  
 Category 2: Innovation Fund

### Proposed Scope of Service

#### I. Children and Youth Served and Program Frequency

Please note, if you serve children and youth in different cohorts, please provide the information below for each separate cohort.

#### Number of Children and Youth Served and Area Served

Cohort name (if service group is split)	Elem. (6-10)	Middle (11-13)	High (14-18)	Total	Location of Program (full address)	School(s) attended by participating youth	Neighborhoods where children & youth reside
<b>Total</b>							

#### Program Frequency

Cohort name (if service group is split)	# of days per week program will be open	# of hours per day program will be open	# of weeks per year program will be open	Date range program will be open	Estimated Total Program Hours (total days open x # hours open / day)
<b>Totals</b>					

## II. Program Objectives

Please complete the form below for each primary objective (up to 3 forms total). For BOOST and YouthPlaces programs, one objective **must be** an academic skill development objective. All programs are encouraged to include a non-academic skill development objective.

**Program Objective 1:** (Specific measurable statement of services provided)

### What and how much will you do?

Activity(ies) that support this objective

Number of unduplicated children and youth

Frequency and length of these activities

### How well will you do it?

What steps will you take to improve implementation of quality standards for these activities?

What qualifications will staff have?

What will the youth to staff ratio be for these activities?

How will you monitor quality implementation?

### What difference will it make?

What are the expected outcomes?

How will you measure progress towards those outcomes?

**Program Objective 2: (Specific measurable statement of services provided)**

**What and how much will you do?**

Activity(ies) that support this objective	
Number of unduplicated children and youth	
Frequency and length of these activities	

**How well will you do it?**

What steps will you take to improve implementation of quality standards for these activities?	
What qualifications will staff have?	
What will the youth to staff ratio be for these activities?	
How will you monitor quality implementation?	

**What difference will it make?**

What are the expected outcomes?	
How will you measure progress towards those outcomes?	

**Program Objective 3: (Specific measurable statement of services provided)**

**What and how much will you do?**

Activity(ies) that support this objective	
Number of unduplicated children and youth	
Frequency and length of these activities	

**How well will you do it?**

What steps will you take to improve implementation of quality standards for these activities?	
What qualifications will staff have?	
What will the youth to staff ratio be for these activities?	
How will you monitor quality implementation?	

**What difference will it make?**

What are the expected outcomes?	
How will you measure progress towards those outcomes?	

## AGENCY REVENUE SOURCES

Please provide agency revenue sources for the years outlined below.

Agency Name:	FY: 2009
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Category	Total Current Budget FY 2009	Total Proposed Budget FY 2010	Percent of Proposed Budget FY 2010
Contributions from Individuals			%
Contributions from Corporations/Business			%
Contributions from Foundations			%
Special Events			%
Legacies & Bequests			%
Public Support Indirectly			%
United Way Allocations			%
Government Agencies (Other)			%
City of Baltimore			%
State of Maryland			%
Federal Government			%
Membership Dues			%
Program Participant/Service Fees			%
Sales to Public			%
Investment Income			%
Miscellaneous Revenue			%
Transfer from Reserves			%
Other			%
			%
			%
			%
			%
<b>TOTAL REVENUE:</b>			%

## TOTAL AGENCY EXPENSES

Please provide the expenses / projected budget for your total agency for this years listed below. For FY2008, only include the total salary/benefits, total general expenses and grand total expenses.

Agency Name:	FY 2009
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	FY 2008	FY 2009	FY 2010
	Actual Budget	Current Budget	Proposed Budget
<b>SALARIES / BENEFITS</b>			
Salaries			
Benefits and Payroll taxes			
<b>TOTAL SALARIES / BENEFITS:</b>			
<b>GENERAL EXPENSES</b>			
Occupancy Total			
Training / Conferences			
Supplies			
Contracted Services			
Travel/Transportation			
Printing / Copying			
Communication (phone, fax, email)			
Postage & Shipping			
Criminal Background Checks			
Meeting Expenses			
Incentives			
Utilities			
Equipment Repair and Maintenance			
Equipment Purchase			
Other Costs			
<b>TOTAL SERVICES / SUPPLIES:</b>			
<b>GRAND TOTAL EXPENSES:</b>			

## BOARD OF DIRECTORS ROSTER

Please provide the information requested below for your agency's Board of Directors.

Agency Name:	FY 2009
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LIST EACH BOARD MEMBER	Officer (Position)	Date First Appointed	Home Community	M	F	Ethnicity
Name: Firm: Position:				<input type="checkbox"/>	<input type="checkbox"/>	
Name: Firm: Position:				<input type="checkbox"/>	<input type="checkbox"/>	
Name: Firm: Position:				<input type="checkbox"/>	<input type="checkbox"/>	
Name: Firm: Position:				<input type="checkbox"/>	<input type="checkbox"/>	
Name: Firm: Position:				<input type="checkbox"/>	<input type="checkbox"/>	
Name: Firm: Position:				<input type="checkbox"/>	<input type="checkbox"/>	
Name: Firm: Position:				<input type="checkbox"/>	<input type="checkbox"/>	
Name: Firm: Position:				<input type="checkbox"/>	<input type="checkbox"/>	
Name: Firm: Position:				<input type="checkbox"/>	<input type="checkbox"/>	
Name: Firm: Position:				<input type="checkbox"/>	<input type="checkbox"/>	
Name: Firm: Position:				<input type="checkbox"/>	<input type="checkbox"/>	
Name: Firm: Position:				<input type="checkbox"/>	<input type="checkbox"/>	
Name: Firm: Position:				<input type="checkbox"/>	<input type="checkbox"/>	

**NOTE:** Only include voting members of your Board of Directors. Do not include advisory bodies, staff, or agency consultants.

Use same form if additional spaces are needed

# FAMILY STRENGTHENING SELF-ASSESSMENT

Organization: \_\_\_\_\_

Date of Assessment: \_\_\_\_\_

Organization Level	In Place	Planned	Completion Date
<b>Organization's Mission &amp; Practice:</b>			
Family Strengthening is purposefully woven into their Mission			
Family Strengthening is purposefully woven into practice			
Families serve on governing and advisory boards			
<b>Organization's Family Accessibility and Acceptability:</b>			
Hours and days of service (evenings and weekends)			
Location (in neighborhood where families live and work)			
Physical setting (comfortable rooms for family meetings)			
<b>Training:</b> All Staff that interact with clients – from clerical and administrative staff to professionals, are trained in and using family strengthening principles and skills			
<b>Organization's HR Policies Show Commitment to Strong Families:</b>			
Flex Time			
Telecommuting			
Flu Shots			
Continuing education, tuition reimbursement			
403(b) with employer contribution			
Competitive salaries			
Life/Health insurance			
Transportation benefits			
Encourage professional development opportunities (networking)			
<b>Public Policy Agenda:</b> actively promote public policy changes that strengthen low-income families with children			
<b>Practice Level</b>			
<b>Services Shift Focus from Individuals to Families:</b> they intentionally address the needs of the family as a whole			
<b>Services are Family – centered:</b> agencies involve families in design, delivery and evaluation of programs and services			
Services Strengthen the Capacity of Families to function effectively and progress towards self sufficiency			
<b>Services are Asset Based:</b> programs honor and build upon the strengths and needs of families instead of stigmatizing and focusing on weaknesses			
<b>Services are Preventative:</b> A strong outreach component is built into programs to work with families before crises erupts and to engage hard – to-reach families who may fall through the cracks of the traditional social service system			

As a part of this application process, organizations are required to assess the degree to which their programs reflect these core values and principles and will be provided an opportunity to identify areas of technical assistance that are needed to assist them in strengthening their ability to reflect them. The results of the assessment will not be a factor in funding decisions for FY 2010; however, these elements will be among the selection criteria for funding in future years.

# BALTIMORE RESIDENTS FIRST CERTIFICATION STATEMENT

Contract Title	Contract Number	Contracting Agency	Bid Due Date

To promote the commitment to utilize *Baltimore City Residents First* to meet its employment needs, all businesses awarded contracts, franchises and development opportunities with the City of Baltimore shall comply with the terms of the Executive order as described in the bid specification. Under this agreement, contract awardees will complete and submit this certification statement with the bid package.

Excluded from this Executive order are professional service contracts, emergency contracts, and contracts for \$24,999.00 or less.

I, \_\_\_\_\_, representing \_\_\_\_\_  
(Name and Title) (Name of Bidder)

certify that this contract representative will schedule a meeting with the Mayor’s Office of Employment Development within two weeks of award to share the workforce plan for this contract. In addition, if there is a need for additional employees, I agree to interview qualified *Baltimore City Residents First*. I agree to submit an Employment Report indicating the number of total workers and number of City residents on payroll as of June 30<sup>th</sup> and December 31<sup>st</sup> during each and every year of the contract and at the end of the contract as a condition of release of a final payment or any and all retainage.

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

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

Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

Rosalind Howard or Susan Tagliaferro  
 Baltimore City Residents First  
 Mayor’s Office of Employment Development  
 3001 East Madison Street  
 Baltimore, Maryland 21205  
 Phone 443-984-3014 Fax 410-361-9648  
 rhoward@oedworks.com  
 stagliaferro@oedworks.com  
 - or -  
 BCRF@oedworks.com

Applicants must submit this completed form with the proposal to **The Family League of Baltimore City, Inc.**