



IMPLEMENTATION PROPOSAL GUIDELINES

for

**Community Action Implementation Grants
to Increase Supports and Opportunities for Youth
in the California Capital Region**

**Sierra Health Foundation
1321 Garden Highway
Sacramento, CA 95833
www.sierrahealth.org
(916) 922-4755**

REACH Community Action Implementation Grants

INSTRUCTIONS

This Application Instructions package includes:

- I. Introduction
- II. REACH Program Background and Guiding Principles
- III. REACH Community Action Strategy
- IV. The Application Process
- V. Grant Application General Instructions
- VI. Appendices
 - A. Coalition Self-Assessment Survey and Instructions
 - B. Theory of Change Worksheet
 - C. Logic Model Worksheet
 - D. Sample Workplan
 - E. Budget Form

ALL SUBMISSIONS MUST BE ELECTRONIC

Review all sections carefully and follow all specific instructions. Submit REACH Community Action Implementation Proposal **electronically** in accordance with instructions to **Diane Littlefield** at **dlittlefield@sierrahealth.org** **NO LATER THAN 5:00 P.M. on Friday, March 23, 2007.**

REACH Community Action Implementation Grants

REQUEST FOR PROPOSALS

I. INTRODUCTION

Sierra Health Foundation is a private foundation located in Sacramento that has provided grants to promote health in Northern California for more than 20 years. Through its latest grant program, REACH, Sierra Health supports the healthy development of youth in the California Capital Region. Over the next four years, the foundation will focus the majority of its grant investments to creating positive supports and opportunities for youth (age 10 to 15) so that more youth will successfully transition to adulthood. For more information about the goals and principles of the REACH program, and other grant opportunities, visit www.sierrahealth.org.

This Request for Proposals is for the REACH Community Action three year implementation grant. Successful REACH planning grantees are invited to apply for three-year implementation grants.

II. REACH PROGRAM BACKGROUND AND GUIDING PRINCIPLES

REACH: Connecting Communities and Youth for a Healthy Future is Sierra Health Foundation's newest grant program. This program focuses on that critical time in a young person's life—early adolescence, primarily age 10 to 15—when youth begin experiencing growing independence, and when decisions can have a profound effect on healthy development and successful progression to adulthood. It is also a time when, provided with sufficient skills and support, youth can make decisions to avoid risky behaviors such as drug use and early sexual activity. Research shows that youth are more likely to succeed if engaged in positive activities—both in school and out—that develop their skills and connect them to caring relationships and their community.

REACH Program Guiding Principles

- Youth are an asset in a community to be nurtured and developed.
- Healthy adolescent development includes developing intellectual, social, physical, psychological, emotional, vocational and civic competencies of youth.
- Children are more likely to cope successfully with challenges and adversity when supported by a nurturing adult; good role models; a safe, supportive environment; and opportunities to learn and contribute to family and community.
- All young people need to develop skills to become self-sufficient, participate fully in the workplace, assume family responsibilities and become engaged citizens.
- The most successful approaches to youth development will be created and developed in partnership with young people, their families, providers and the community.
- Youth are resources and active partners in their community.

III. REACH Community Action Strategy

A. Purpose

The purpose of the REACH Program Community Action strategy is to change community conditions that will promote youth development for the long term, specifically:

- To change the formal and informal systems that impact youth development—peers, family, institutions and community; and
- To increase the quality and quantity of supports and opportunities for youth in the selected communities.

B. Community Action Framework

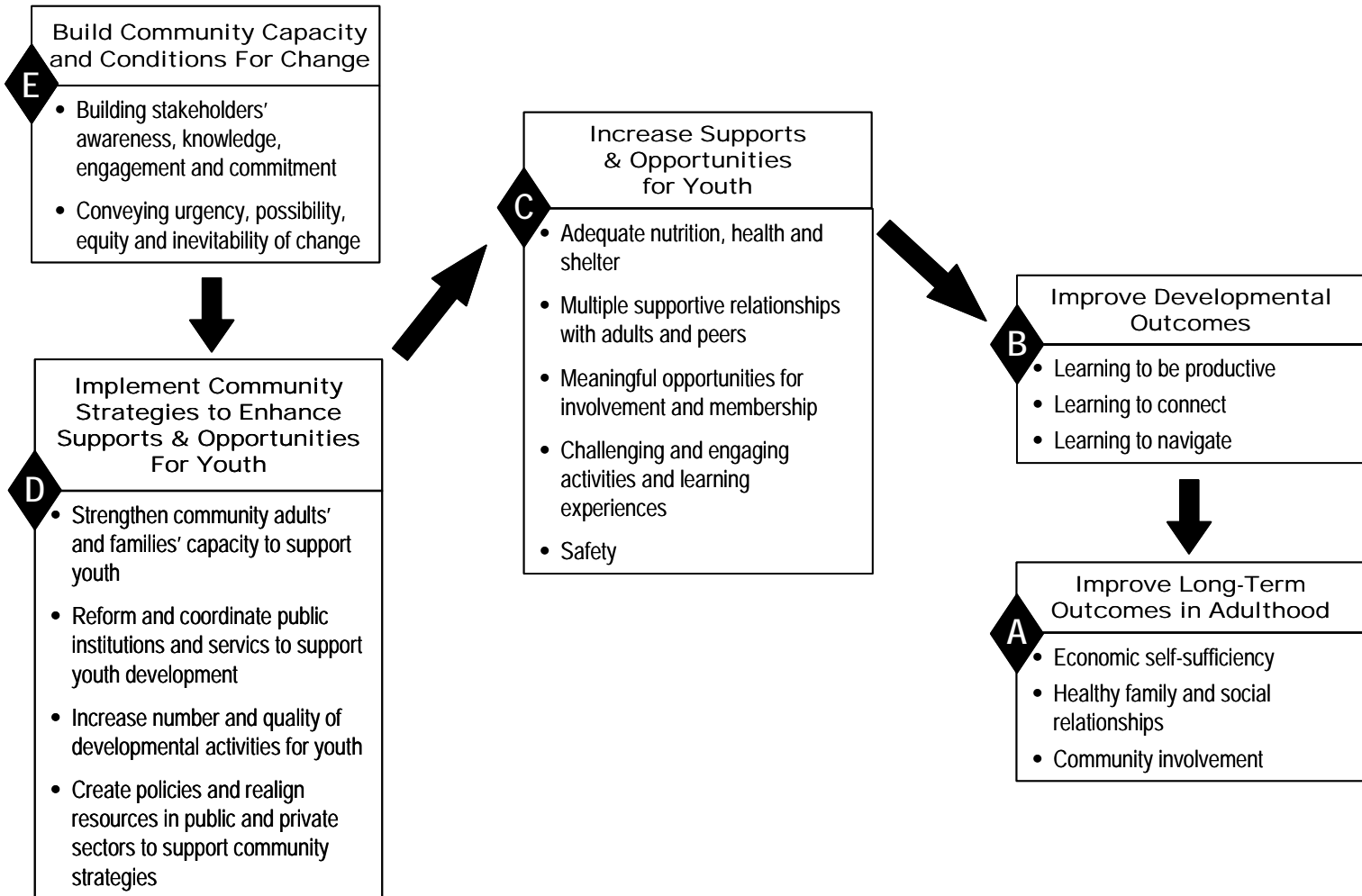
The desired impact of the REACH program is that “more youth transition successfully to adulthood.” Use the Community Action Framework on the following page to guide the development and description of your implementation strategies. The framework used in the design of this program is based on the Community Action Framework for Action as described by Gambone, M.A., Klein, A.M. & Connell, J.P. (2002) in Finding Out What Matters for Youth: Testing Key Links in a Community Action Framework for Youth Development, Philadelphia: Youth Development Strategies, Inc. and Institute for Research and Reform in Education. The framework is depicted on page 5 of the publication found at <http://www.ydsi.org/ydsi/pdf/WhatMatters.pdf> and is provided on the following page.

Some of these key outcomes and strategies for youth development include:

- Safety (physical and emotional)
- Supportive relationships with adults and peers
- Meaningful opportunities for involvement
- Challenging and interesting learning experiences
- Skill building and growth (includes academic preparedness)
- Social norms (includes attitudes of adults towards youth)
- Organizational practices
- Systems and policy changes

There are other similar youth development models described by Ready by 21, YSPN and others. REACH also supports these models which youth development best practices. For more information on youth development practices and principles, visit www.sierrahealth.org and see [Youth Development Resources](#).

Community Action Framework for Youth Development



C. Eligibility to Apply

All seven REACH Community Action coalitions, if successful in the planning phase, are invited to apply for three year implementation grants.

The applicant organization will serve as the primary contact with the foundation and will be signing the grant agreement on behalf of the coalition. The applicant organization will be expected to handle all financial and personnel matters directly related to funding support from the foundation. All program and financial reports due to the foundation will be the responsibility of the applicant organization.

If the applicant organization for the implementation grant is different than the applicant organization for the planning grant, describe the reason for the change in the application narrative.

D. Budget Information

The budget limit for a Community Action implementation grant is a maximum of \$200,000 per year for up to three years for a total up to \$600,000. The start date will be no earlier than May 1, 2007.

E. Expectations of REACH Community Action Implementation Grant Coalitions

Sierra Health Foundation expects the REACH Coalitions to:

1. Continue to strengthen and expand the coalition to implement the community action plan for youth development.
2. Continue to increase their understanding of and promote the principles of youth development in the community and the Capital region.
3. Participate in technical assistance, training and evaluation activities provided by the foundation.
4. Build local capacity for community organizing/mobilization, youth engagement, youth development, community development, community assessment, policy advocacy, program quality, coordinated systems and more aligned resources, and social marketing.
5. Continue to collect data to inform and evaluate coalition functioning and coalition implementation outcomes and strategies.
6. Report findings to the community through written documents, newspaper articles and other communication modes. Use local data for community action and continued youth engagement.
7. Implement a plan based on results of a comprehensive assessment process that incorporates principles of youth development and strength-based community development.
8. Support the development of the REACH Program identity based on guidelines provided by Sierra Health Foundation.

F. Criteria for Selection

Strong proposals will demonstrate:

- Understanding of and commitment to REACH guiding principles reflected in the coalition and implementation plan;
- Coalition-led effort with shared leadership and broad representation to implement the plan;
- Community leaders' commitment to improving supports and opportunities for youth between 10 and 15 years of age;
- Commitment to youth engagement throughout the implementation phase;
- Evidence based, data-driven and comprehensive (in its approach) implementation plan
- Ability to mobilize and leverage resources in the community.
- Sufficient and qualified staffing to support the coalition and implementation process.

G. Supportive Activities available to REACH Coalitions

1. Technical Assistance

As an integral part of this program, Sierra Health will continue to offer training and technical assistance support to the funded coalitions. The following is a sample list of the types of technical assistance, skills building, and informational resources that may be provided:

- Community development
- Youth engagement
- Youth development best practices
- Dynamics of coalition development
- Group facilitation
- Community assessment and strategic action plans
- Data sources, data analysis and interpretation of findings
- Reporting of findings to the community
- Policy and advocacy
- Media training
- Communication and social marketing
- Grant writing and fund development
- Evaluation

UCD/CCSP will work continue to work with the selected coalitions to identify and collect useful secondary data.

2. Communications

Communications are important to the success of coalition building and community action. Sierra Health will coordinate its region-wide communication efforts with the coalitions and provide some direct communications support to the coalitions for sharing assessment findings, implementation strategies and successes with the community and in the region. Coalitions are expected to include communication activities to support their own implementation efforts as well.

3. Evaluation

Sierra Health will monitor and assess the outcomes of the implementation phase. There will be an evaluation contractor on board by early March that will be assessing the overall effects of the REACH initiative. It is expected that grantees will participate in all external evaluation activities designed by the evaluator and Sierra Health. It is also expected that grantees will design and implement their own evaluation strategies for assessing local implementation processes and outcomes.

IV. THE APPLICATION PROCESS

Successful REACH planning grant coalitions are invited to apply for funding for an implementation grant by submitting to Sierra Health:

- An Implementation Proposal
- Coalition Self-Assessment Survey Results and Report

A. The Application Review and Selection Process

All implementation proposals submitted to the Sierra Health will be reviewed according to the criteria described in these instructions. In addition, the Coalition Self-Assessment Report and Community Profile will be evaluated along with the implementation proposal. Representatives of Sierra Health will conduct site visits in early April to discuss the proposals and to assess the commitment and activities of the coalition.

All applicants will receive notification of the final decision of Sierra Health by April 30, 2007. Grants may begin as early as May 1, 2007. Grant funds will be distributed to successful coalitions upon completion and execution of the grant agreement with the foundation.

B. How to Apply

All applicants must complete the **Implementation Grant Application Narrative**, the **Application Cover Sheet**, the **Project Budget Form**, a **Project Budget Narrative** and the **requested documents**. The Application Cover Sheet, if needed, must include all requested information about the applicant organization. The Project Budget Form must include all expenses associated with completing the project described in the Application narrative. The Project Budget Narrative must describe all expenses itemized in the budget.

Proposal Submission

Submit the REACH Implementation Proposal in **Microsoft Word** or **Microsoft Excel** formats as attachments to your e-mail. Do not put the application information in the body of your e-mail message. Do not use PDF files for the Application Narrative.

REACH Program Community Action Implementation Proposals are due to Diane Littlefield at by 5:00 p.m. on Friday, March 23, 2007. Sierra Health will respond via e-mail to acknowledge receipt of your proposal. If you do not receive an e-mailed acknowledgement within one business day, contact Diane Littlefield at 916-922-4755.

C. Support regarding the Implementation Proposals

For technical support contact your REACH TA providers at UCD/CCSP, YSPN and CCP. Foundation related questions can be directed to Diane Littlefield at dlittlefield@sierrahealth.org. Budget form questions can be directed to Kathy Mathews at kmathews@sierrahealth.org.

V. GRANT APPLICATION GENERAL INSTRUCTIONS

Planning Grant Application Materials and Checklist

When developing your Application, include the materials outlined below and answer, at a minimum, the points outlined in the Application Narrative instructions. Please note that the Application Narrative section is limited to 15 pages, not counting the coalition self assessment survey results and report, Theory of Change/Logic Model worksheets, workplans, budget forms or budget narrative.

- Application Cover Sheet
- Application Narrative (limited to 15 pages)
- Project Budget
- Project Budget Narrative
- Coalition Self-Assessment Survey Results and Report
- List of Coalition Members, including titles and organizations (if applicable).
- Theory of Change Worksheet
- Logic Model Worksheets
- Workplans

A. Application Cover Sheet

Complete the Application Cover Sheet. Clearly identify the chief executive officer of the applicant organization, or other individual authorized to commit the organization to contract for the proposed project on behalf of the coalition.

B. Proposal Narrative

The Implementation Proposal Narrative is **limited to 15 pages**. This page limit **does not** include the Application Cover Sheet, the Coalition Information (Part 1), Worksheets or Workplans, Project Budget Form, the Project Budget Narrative, or other required documents. Application narrative pages may be single spaced, but no smaller than 12-point type, with one-inch margins on all sides.

The Implementation Proposal Narrative should be organized as follows:

Part 1. Coalition Information (not included in 15 page limit)

Complete the Coalition Self-Assessment survey according to the instructions provided.

Complete the Coalition Report. Submit the survey results, the report and the list of coalition members along with the Implementation Plan.

Part 2. Implementation Plan

A. Theory of Change/Logic Model

Theory of Change

Complete the Theory of Change Worksheet provided in Appendix B.

Logic Model

Complete the Logic Model worksheets provided in Appendix C

Describe your overall implementation plan using the Community Action Framework. This description should be aligned with your theory of change and logic model and should address each of the following:

a. Key Community Issues

Describe the key issues the Coalition is planning to address during the three year implementation phase. Describe your rationale for selecting these issues, including your knowledge of relevant research/best practices (Column 2 of logic model). Include findings from your community assessment process, such as secondary and primary data. Describe how the coalition selected these issues. What was the role of youth in making these decisions?

b. Key Strategies

For each key issue listed above, describe the key strategies the coalition is proposing to implement over the next three years. In other words, how will your coalition increase supports and opportunities for youth over the next three years? See Community Action Framework – Boxes E and D. Describe the rationale for selecting these strategies, such as data, best practices, community input, etc. Describe any resources and opportunities

available. How will coalition members contribute to the successful implementation of the strategies described? What is the role of youth related to these strategies?

B. Work plan Activities

How are you planning to carry out the strategies identified? What will you create, improve, expand, change, increase or strengthen? Provide a timeline of major activities by Year 1, 2 and 3. Provide enough detail for Year 1 so it is clear what specific activities are proposed. It is expected that the final workplan will be negotiated following submission of your implementation proposal and each year of the following two years. A sample workplan form is attached.

What resources, assets, opportunities are available to the building your coalition and implementing your plan?

- Coalition Member Contributions – How will key coalition members/organizations contribute towards implementing the strategies proposed?
- What other Community Assets and Opportunities are available to implement your plan?
- Describe other resources your REACH coalition have leveraged and identify these resources in your implementation plan.
- List any other in-kind support not yet mentioned.
- How will you leverage your current assets to obtain more resources down the road?
- Describe your plan for future fund development.

Youth Participation : Address this section more generally since the specifics may already be in your description of your implementation plan.

- How will your coalition strengthen the ability of adults to engage youth in the community?
- How will your coalition strengthen the skills and relationships youth need to be involved in and lead community activities?
- How will your coalition ensure that a broad cross section of youth who represent the demographics of your community are engaged? Think about race/ethnicity, economic status, neighborhood geography, different social groups, youth who are typically under-represented in school/community activities.
- How will your coalition ensure youth feedback and voice guides the work and is sought to evaluate how your coalition is doing?
- How will your coalition ensure youth are engaged in community decision making and leadership?
- How will your coalition sustain youth participation and offer a ladder of opportunity?

Evaluation

Describe your evaluation plan and describe how you will evaluate your work over the next 3 years? Your evaluation plan should build on your theory of change and logic model. What are the expected outcomes your coalition is trying to achieve? What evidence will help you assess your progress towards achieving your strategies and outcomes? How will you collect and analyze that evidence? How will you use it for continuous improvement? How will youth be involved in the evaluation?

There will be an evaluation contractor on board by early March that will be assessing the overall effects of the REACH initiative during the next three years. It is expected that grantees will participate in all external evaluation activities designed by the evaluator and Sierra Health. It is also expected that grantees will design and implement their own evaluation strategies for assessing local implementation processes and outcomes.

Note: TA is available during office hours on March 5 and during a workshop on March 14. You are also encouraged to contact your TA providers directly if assistance is needed.

Part 3. Applicant Organization

- Identify the applicant organization that will be the administrative sponsor (fiscal organization) for the coalition.
- If this organization was the administrative sponsor during the planning grant phase, identify any strengths this organization brings to the coalition. Identify any challenges that arose during the planning grant related to this role and how your coalition plans to address them.
- If the organization is different than the planning grant administrative sponsor, describe why and how this new applicant organization was selected. What are the qualifications of the applicant organization regarding managing a project of this size and scope, history of working with community partners, etc.?

Part 4. Proposal Development

- Describe the process you used to develop this implementation plan.
- What was the role of the coalition and the community in the development of this implementation plan?
- How were youth engaged in the development of this proposal?
- Please describe any other steps you plan to take to engage youth and other community members in further developing the implementation plan.

Part 5. Coalition Successes to Date

- Describe key successes that your coalition will be able to build on during the implementation phase.
- Describe successes, not mentioned above, that were unanticipated, but were as a result of your REACH coalition activities.
- Describe any successes, not mentioned above, that are notable regarding youth engagement, leveraging of resources, changes in organizational practices, policy changes, examples of youth and/or community leadership.
- Describe any other successes not mentioned above that your coalition is especially proud of.

C. Project Budget Form

The budget limit for a Community Action implementation grant is a maximum of \$200,000 per year for up to three years. Complete the Project Budget form for each of the three years. Indicate any in-kind support available to the project.

Support sufficient personnel to staff the coalition, engage youth, coordinate and/or conduct evaluation activities (data collection, progress reports, meet with evaluation contractors) and participate in learning opportunities. Staffing can be paid for from the grant or from other coalition resources.

D. Project Budget Narrative

Please describe all expenses itemized on the Project Budget form in a Project Budget Narrative. This budget narrative is a separate document and not included in the Narrative. In addition, please describe:

Personnel:

- What staff resources will be needed to do the work?
- Which of these staff resources are available to the project from collaborative members?
- What staff will need to be supported with Sierra Health Foundation grant funds?
- Specify the roles of all staff involved in the project.
- Demonstrate the qualifications of the personnel to carry out their respective roles (evaluation duties, working with youth following youth development principles and practices, organizing, resource development, ensuring connections are made and sustained with the diversity of community members and key local institutions, etc.).

In-Kind:

Identify any in-kind support (staffing, space, equipment, printing, stipends, etc.) provided to the project by the applicant organization, coalition members or community organization. If you include an estimated value of the in-kind contribution, please describe how the value is determined in this budget narrative.