

Application Form  
City of Sunnyvale Human Services Funding  
January 2015

COVER SHEET

APPLICANT INFORMATION

Legal Name of Organization: FRIENDS FOR YOUTH, INC.

Mailing Address: 1741 Broadway Street

City: Redwood City

State: CA

Zip Code: 94063

Web Address: www.friendsforyouth.org

Contact Person: Becky Cooper

Title: Executive Director

Email: becky@friendsforyouth.org

Telephone Number: (650) 368-4464

Fax Number: (650) 368-4467

Executive Director: Becky Cooper

Email: becky@friendsforyouth.org

TYPE OF FUNDS REQUESTED:  CDBG (Minimum Request \$25,000)  GENERAL FUNDS (Minimum Request \$10,000)

PROGRAM OVERVIEW

Program Name: Mentoring Services: A Positive Alternative for Sunnyvale Youth

Location(s) where Sunnyvale clients will be served (include full street address(es):  
City of Sunnyvale youth client homes and surrounding community

Brief Program Description:

Enter text here. **DO NOT EXCEED THE SIZE OF THE BOX.** Text will not print and your application will not be accepted. This note applies to all boxes that allow multiple lines of text in this application.

Impoverished at-risk youth are matched in one-to-one long term relationships with screened and trained adult community mentors. Enrichment services such as recreation, life skills workshops (e.g., violence prevention, abuse prevention, health and nutrition), work/career tours, academic/learning activities, and community service projects are also provided. Leading national mentoring researcher Dr. Jean Rhodes calls Friends for Youth the "gold standard" in the mentoring field.

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**SECTION 1: FUNDING REQUEST FOR SUNNYVALE PROGRAM**

**A. City of Sunnyvale Funding Categories (See RFP Notice, page 8). Please select one:**

- Operational       Emergency       Seed Program

**B. Consolidated Plan Priority Need Type.**

Select only one:

- A. Basic Needs (Food, financial aid, emergency shelter)  
 B. Youth Intervention (mentoring/after-school programs)  
 C. Mental Health or Substance Abuse Counseling  
 D. Other Supportive Services (Legal aid, senior care services, disability-related services, etc.)

**C. Program Financials<sup>1</sup>**

Funding Amount Requested: \$24,232.00      Funding Type:     CDBG     GENERAL FUNDS

Total Program Cost: \$74,550.00

Cost per client for proposed Sunnyvale Program: \$1,864.00

Number of Sunnyvale clients to be served with City grant: 13

Total matching funds for proposed Sunnyvale services: 50,318

Match Ratio (% of program funded by matching funds): 67%; 208% of Sunnyvale funds to be matched

Is Applicant currently receiving funding from Sunnyvale?     Yes     No

Has the Applicant applied for funds from the City of Sunnyvale for this Program before?     Yes     No

If yes, complete the following chart for the previous five years.

Fiscal Year Applied	Amount Requested	Amount Awarded by City
2012-2013	13,096	8,913
2010-2011	14,000	10,913
2009-2010	14,000	10,913
2008-2009	12,822	11,822
2007-2008	17,800	12,813

<sup>1</sup> NOTE: Please see pages iii-iv of Application instructions for details on how to calculate Program Cost and Cost per client

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## **SECTION 2: PROGRAM INFORMATION**

### **A. Program Overview and Target Clientele**

1. Provide a brief description of the proposed Program, including the specific services to be provided to Sunnyvale clients with funds from the City of Sunnyvale. Describe your target clientele in terms of age group, income level, household type, etc.

Our project will match youth-in-need in one-to-one mentoring relationships with caring adult mentors. Youth are referred by teachers, counselors, probation officers, and other service providers. Youth are ages 8 to 17 and live in impoverished homes. Households include single-parent, two-parent, and guardian/foster care. Once a referral is made, staff conducts a home visit to provide program details and conduct a youth interview. Mentor candidates are recruited, carefully screened, and trained. Once a match is made, Friendships spend 3+ hours a week for at least one year. Mentors serve as positive role models, motivating youth to succeed academically and personally. Friends for Youth hosts 2-3 group activities each month in 4 focus areas: learning/academics, life skills, recreation, and community service. Activity venues include the Marine Science Institute and the California Academy of Sciences; other outings include a Warriors basketball clinic and a beach clean-up. Life skills workshop topics include Gang prevention and Suicide prevention. Columbia Neighborhood Center has hosted a bowling activity for youth on our waiting list. Staff provide ongoing, individualized support to maximize the success of each Friendship. Additional services include contact with the mentee's family, referral agent, and teacher; Mentor Groups; and referrals to outside sources. Tools including an Academic Activity Guide and a Friendship Journal are provided. Whether creating ceramic art, visiting the Monterey Bay Aquarium, or touring colleges and companies, our mentees are exposed to new opportunities for learning and growth.

2. Describe the type of needs(s) that the proposed Program would address, its impact on Sunnyvale, and which need or objective of the City's Consolidated Plan it is primarily intended to meet.

Our proposed program meets the following need that is documented in the City's Consolidated Plan: "GOAL C: Other Community Development Efforts. b) After school or intervention programs to provide youth with positive alternatives to drugs, violence, and/or gangs (i.e., recreational, mentoring, educational, and career-building activities." A recent Santa Clara County Children's Agenda Issue Brief states "Only 8% of our middle and high school students have the developmental assets needed to thrive." According to the Department of Justice, Sunnyvale exhibits a high Community Disadvantage Index Score/Poverty Level. Over half of Columbia Middle School students (our primary clients) qualify for free or reduced-fee meals. Sunnyvale's Consolidated Plan includes the category: Youth Intervention (mentoring/after-school programs). Research shows significant associations between mentored youth and positive developmental outcomes in programs that have key elements of mentoring's established effective practices. Friends for Youth follows all of these practices. Friends for Youth is included in the listing of mentoring agencies in the California Evidence-Based Clearinghouse for Child Welfare (CEBC). According to evaluator Dr. William Lapp, Friends for Youth "is functioning at an extremely high degree of efficiency and has shown a positive improvement in . . . helping to address negative influences . . . Perhaps the most valuable aspect . . . is its potential of helping . . . resilient self-efficacy whereby they will persevere in the face of challenges and thereby improve their chances of success." Building self-sufficiency addresses future basic needs and leads to avoid dependence on public services, empowering youth to set higher educational expectations and break cycles of poverty or violence. The impact on the Sunnyvale community grows exponentially through the accomplishments of each youth and their influence on their family and peer networks.

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3. Describe the Program's client eligibility requirements. Note if the clients are at-risk and/or an under-served population, and explain why.

Eligible clients for Friends for Youth's services are at-risk, primarily impoverished youth ages 8 to 17 who live in San Mateo and northern Santa Clara Counties. Support from the City of Sunnyvale would serve Sunnyvale youth. These children are referred to Friends for Youth by Columbia Middle School and other youth serving agencies as being at-risk of not reaching their full potential due to challenges at home, at school, or in their neighborhood. Such challenges put them at-risk of dropping out of school, using drugs or alcohol, and committing or becoming victims of violence. These underserved youth lack opportunities to explore their world, discover their interests, and make healthy choices. Evaluator Dr. William Lapp describes our target population as "young people who are predominantly people of color, especially Latina/Latino individuals who come from low-income families in which 78% are living in poverty . . . a substantial number reported that they spent a lot of time alone without supervision." Rather than offer broad-based services to a large number of youth, we provide intensive long-term support to the at-risk children most in need of mentoring services. As one of our mentees told their mentor, "If you are around, I'll be okay."

4. What other private or public organizations are now, or will be, addressing the same needs as the proposed program? List and describe the services provided by each agency to address these needs. Explain how the proposed program augments rather than duplicates the services of others. Describe how your agency collaborates with similar or complimentary service providers.

According to the National Mentoring Partnership and the California Mentor Directory, no other local program currently offers one-to-one community-based mentoring for Sunnyvale youth ages 8 to 17. We are also familiar with the local mentoring landscape through our role as regional trainers (through our Mentoring Institute) and as coordinator of the Bay Area Mentoring partnership. A few similar youth/adult services focus on group or school/site-based service delivery models, as well as programs which do not enroll older youth as new mentees. Some services are offered to specific target populations (e.g., in the Juvenile Justice System), however we are not aware of any other duplicate service offering Sunnyvale youth long-term one-to-one community based mentoring with supporting activities. Friends for Youth collaborates with numerous entities and service providers. Local agencies provide many of our life skills workshops. Corporate partners support fundraising, volunteer recruitment, and youth activities. We partner closely with the Columbia Neighborhood Center, who helps us better understand and address the needs of Sunnyvale youth.

5. Describe any direct, quantifiable cost savings your proposed program would generate for the City, such as reducing a need for city services, (police, etc.). Attach any reports or other documentation supporting your estimates of city savings. Do not include cost savings to other public or private entities (county, state, federal agencies, or businesses).

Friends for Youth's latest program evaluation shows that 89% of our mentees avoided legal involvement, 100% stayed in school, 96% participated in new positive experiences, and 87% spoke with an adult about going to college and the career they might want to have as an adult. There were also increases in mentees' positive relationships with peers, family adults, and non-family adults. Finally, improvements in task-persistence were associated with increased positive relationships and positive changes in academic performance. Given this data, it is reasonable to assume that there is cost savings for City services, particularly in Public Safety. The FY2015-16 budget for Public Safety in Sunnyvale is \$88,575,398. 57% of last year's City's budget was dedicated to Public Safety. Healthier, thriving children and parents will save the City of Sunnyvale significant expense in terms of Public Safety, emergency services, mental health, and housing/neighborhood services.

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6. Number of unduplicated clients estimated to be served by the proposed program with the requested City grant funds in next fiscal year (must be consistent with Section 1.C).

Sunnyvale funded Clients: 42 Total Program Clients: 210

a. If the agency currently receives Sunnyvale funding, will the amount requested for FY 2015-16 result in an increase in the number of Sunnyvale clients currently being served by the agency (with any funding source)?

Yes       No      (If Yes, continue, if No, go to "B. Objectives")

b. How many additional Sunnyvale clients are expected to be:

Extremely Low Income NA      Very Low Income NA      Low Income: NA

Please complete the table below, using actual client data from prior years; only for the specific program for which you are requesting City funds:

Time Frame	Number of Sunnyvale Clients Served with City Funds*	Total Number of Clients Served	Amount of Sunnyvale Funding Received, if Any	Average Annual Program Cost Per Client
Average of past 5 years	24/year	114/year	\$10,246.00	\$2,483.00
FY 2013-14	28	104	\$0.00	\$1,851.00
Estimated for FY 2015-16	42	210	\$24,232.00	\$1,864.00

\* If not funded previously by the City, enter the number of Sunnyvale clients served with any source of funds.

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Please provide the number of unduplicated Sunnyvale clients served by income level and special needs, if any:

	2013-2014 Actual	2015-2016 Proposed		2013-2014 Actual	2015-2016 Proposed
	<b>SUNNYVALE ONLY</b>			<b>SUNNYVALE ONLY</b>	
Extremely Low Income (0%-30% AMI)	8	15	Youth (0-18 years)	28	42
Very Low Income (31%-50% AMI)	11	19	Adults (19-61 years)		
Low Income(51%-80% AMI)	2	5	Seniors (62+ years)		
Moderate Income (81%-120% AMI)	0	1	Disabled Individuals		
Above Moderate Income (120%+ AMI)	3	2	Other Special Needs		
<b>Total</b>	24 + 4 Unk.	42	<b>Total</b>	28	42

**B. Objectives**

For each program objective, please indicate the proposed type and number of units of service to be provided during the next fiscal year. Units of service are those units that will be used to calculate program performance and justify reimbursement requests. You must include at least one type of unit, and may include up to four types.

<b>Objective (unit of service) e.g. hours of service, meals provided, evictions prevented, etc.</b>	<b>1<sup>st</sup> Quarter</b>	<b>2<sup>nd</sup> Quarter</b>	<b>3<sup>rd</sup> Quarter</b>	<b>4<sup>th</sup> Quarter</b>	<b>Annual</b>
New Youth Served w/ Mentoring & Support	1	2	2	2	7
Existing matches support for long-term impact	3	3	3	3	12
Educ, Life Skills, Recreational, Cultural activities	3	3	3	3	12

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**C. Program Administration and Monitoring**

1. Use the table and space below to briefly describe how the program will be managed and administered, including proposed staff time and staff functions.

Position Title	Program Duties	Total Annual Salary	Total Hours per Week	% Time Allocated to Sunnyvale Grant Activity	Amount of Salary to be funded by grant, if any
Executive Director	Overall agency services & mgt	104,000	40	15%	0
Mentoring Services Coord.	Implements mentoring services	42,000	40	25%	10,500
Development Director	Mentoring program expertise	56,000	32	12% FTE	8,232
Administrative Assistant	Mentor recruitment	20,000	20	17.5% FTE	5,500

Friends for Youth is overseen by our Executive Director, who is an acknowledged expert in the mentoring field. Direct services are provided by a highly qualified Mentoring Services Program Coordinator who accommodates the needs of our clients and families. Other staff team members provide support as well, including past Mentoring Services Program Director Rebecca Duran, who now serves as our Development Director.

2. How will the effectiveness of your program be measured during each year of the grant?

Friends for Youth uses several key evaluation tools. First, process evaluations determine whether implementation goals are achieved, using records such as participant demographics, match length, and activities offered. Next, staff speak regularly with matched pairs to discuss program successes/weaknesses from a participant's viewpoint, solicit new activity ideas, and gather experience feedback. Staff communicate with parents and the original referral agent as well. Finally, an outcome evaluation measures the effectiveness of long-term mentors and support services. Designed with nationally-recognized mentoring researcher Dr. Cynthia Sipe, our evaluation tool uses data collected during youth interviews at intake, 3-months, and 12-months. This information documents youth progress and helps us maximize the effectiveness of our services. Dr. William Lapp conducted quarterly evaluations of this data using SPSS and ANOVA statistical evaluation programs from 2000-2010. We then contracted with Dr. Roger Jarjoura of AIR/American Institutes for Research to update our evaluation tool and continue our evaluation assessments, which are conducted on an annual basis.

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3. Describe your policies and procedures for assuring that people with disabilities and/or limited English proficiency have equal access to services and benefits. Attach your agency's Language Access Policy and disability-related policies, if any.

Friends for Youth welcomes youth and volunteer applications from people with disabilities and does not discriminate against them in any way. We comply with the ADA/Americans with Disabilities Act of 1990. All applicants with disabilities are considered using the same criteria as are used for persons without disabilities. Our facilities are barrier-free and accessible; we make scheduling and other adjustments to reasonably accommodate participants with disabilities. Referring agents are educated on our services, including information regarding the accommodation of disabilities and that disabilities should not be a factor in the referral/non-referral and participation of a child. Group activities and one-to-one mentoring activities are conducted so as to allow participation of all interested mentees and mentors, including activities and workshops held in our ground-level activity room. In regard to limited English proficiency, our staff has bilingual Spanish/English capabilities. If any other language services are required, we work with our numerous partners and community agencies to provide them so that limited English proficiency is not a barrier to receiving services.

4. Provide a brief general description of your agency and the services it provides. Describe your agency's experience in providing the proposed services. If previously funded by the City, what goals and accomplishments were achieved with City funds?

Friends for Youth creates quality mentoring relationships and provides support services for youth who need them most. Founded in 1979 by local leaders who recognized that at-risk youth were in need of positive long-term mentors, we first established our Mentoring Services program, providing direct services for youth. We have matched nearly 2,000 at-risk youth and have maintained a 90% success rate of creating long-term friendships, significantly higher than the 33-67% rate for similar programs nationwide (Marc Freedman's *The Kindness of Strangers*). Our Mentoring Institute was founded in 1998; this program allows us to share our 35 years of experience with other mentoring programs. Research has demonstrated that our services have a clinically-significant positive effect on mentees, including in academics, risk prevention, and self-efficacy. We were cited by the Dept. of Education for best practices in Creating Mentoring Matches that Last and were referenced as a key initiative to promote program quality in a national policy brief, *Strengthening Mentoring Opportunities for At-Risk Youth*. We have received previous funding from the City of Sunnyvale, consistently meeting or exceeding all performance measures, and achieving a positive outcomes for Sunnyvale youth.

5. Explain how your agency collects client eligibility and demographic data, consistent with CDBG requirements for public services programs. Attach a copy of your client application or income verification form.

Income is documented when staff interview parents/guardians during the home visit: families indicate their family's income and the family size, then verify the information with their signature. A comprehensive written application that includes race/ethnicity and other demographic data, including eligibility information, is provided to Friends for Youth at the time of the referral by the school or agency that has identified the youth as needing our services. Both our client application and parent interview/income verification form are attached. In addition to income verification, our client population fits Presumed Benefit categories that principally benefit lower income persons (Most of our clients are abused children and some clients are impacted by homelessness.)

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**D. Consolidated Plan Goals**

Please indicate which Consolidated Plan Goal(s) will be met by the Program and briefly describe how your Program meets the Goal(s).

- Goal #2:** Support activities to end homelessness
- Goal #3:** Support activities that provide basic services
- Goal #4:** Promote fair housing choice
- Goal #5:** Expand economic opportunities for low-income households.

Friends for Youth meets Goal #3, referred to in the Consolidated Plan as "Goal C: Other Community Development Efforts, Objective 1: Support provision of essential human services, particularly for special needs populations." Friends for Youth aligns with "Prioritization b) After school or intervention programs to provide youth with positive alternatives to drugs, violence, and/or gangs (i.e., recreational, mentoring, educational, and career-building activities)."

**E. HUD Performance Measures**

HUD required that recipients of federal funding assess the outcomes of their programs. Please identify which HUD objective and HUD outcome will be addressed by your proposal.

**Objectives**

- Objective #1: Creates a suitable living environment.** This objective relates to activities that are designed to benefit communities, families, or individuals by addressing issues in their living environment (such as poor quality infrastructure) to social issues such as crime prevention, literacy or elderly health services.
- Objective #2: Creates economic opportunity.** This objective applies to the types of activities related to economic development, commercial revitalization, or job creation.

**Outcomes**

- Outcome #1: Improve availability/accessibility.** This category applies to activities that make services, infrastructure, public facilities, housing, or shelters available or accessible to low/moderate income people, including persons with disabilities. In this category, accessibility does not refer only to physical barriers, but also to making the affordable basics of daily living available and accessible to low/moderate income people where they live.
- Outcome #2: Improve affordability.** This category applies to activities that provide affordability in a variety of ways in the lives of low/moderate income people. It can include the creation or maintenance of affordable housing, basic infrastructure hook-ups, or services such as transportation or day care.

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**SECTION 3: FINANCIAL AND OTHER ORGANIZATION INFORMATION**

**A. Agency Information**

Non-Profit with 501(c)(3) Status : Yes; Tax ID# 94-2961034

Faith-based organization: No

Community Based Development Organization (CBDO): No

Community Housing Development Organization (CHDO): No

Other Type of Organization: Yes

Describe: CBO/Community-based Non-Profit organization

DUNS Number: 194502985

**B. Total Agency Budget**

	<b>Planned 2015-16</b>	<b>Adopted (Actual if available) 2014-15</b>	<b>Actual 2013-14</b>	<b>Actual 2012-13</b>
<b>Administration</b>	\$26,250.00	\$24,477.00	\$33,345.00	\$46,484.00
<b>Fundraising</b>	\$31,500.00	\$34,621.00	\$28,582.00	\$38,736.00
<b>Proposed Program (Total Budget)</b>	\$74,550.00	\$66,347.00	\$92,319.00	\$100,715.00
<b>All Other Programs</b>	\$392,700.00	\$392,888.00	\$322,114.00	\$588,795.00
<b>Total Agency Budget</b>	\$525,000.00	\$518,333.00	\$476,360.00	\$774,730.00

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**C. Budget for Fiscal Years 2015-16 & 2016-17**

<b>Proposed Sunnyvale Program Annual Expenses*</b>	<b>City Funds</b>	<b>Matching Funds</b>	<b>Total</b>
Salaries/Benefits/Payroll/Taxes	\$24,232.00	\$27,643.00	\$51,875.00
Office Supplies		\$1,234.00	\$1,234.00
Communication		\$561.00	\$561.00
Publications/Printing/Advertising		\$1,994.00	\$1,994.00
Travel		\$1,268.00	\$1,268.00
Rent/Lease/Mortgage		\$6,043.00	\$6,043.00
Utilities			
Insurance		\$2,144.00	\$2,144.00
Equipment Rental/Maintenance		\$1,931.00	\$1,931.00
Audit/Legal/Professional Services (for CDBG portion only)			
Direct Services (Funding for specific service, e.g. meal, ride)		\$5,000.00	\$5,000.00
Contract Services		\$2,500.00	\$2,500.00
Other			
<b>Total Expenses</b>	<b>\$24,232.00</b>	<b>\$50,318.00</b>	<b>\$74,550.00</b>

\* Round to the nearest whole dollar and include only expenses associated with proposed program and Sunnyvale clients.

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<b>Proposed Funding Sources for Sunnyvale Program</b>	<b>Amount</b>
City of Sunnyvale	24,232
Other Jurisdictions	
Foundation	25,000
Individual Donations	7,318
Corporations	10,000
Special Events	8,000
<b>TOTAL</b>	<b>74,550</b>

1. Does your Organization have a HUD-approved indirect cost plan?       Yes     No
2. Does your agency charge any fees for the proposed Sunnyvale services?       Yes     No
3. Please explain how your organization is leveraging the requested City funds with other funds.

Friends for Youth will leverage City of Sunnyvale funds with other revenue sources. Our long-term funding strategy is to solicit support from a broad base of constituents, including foundations, corporations, individuals, service clubs, special events, and available government sources. Communicating to our potential donors that we have support from the City of Sunnyvale lends important credibility to our work. Donors need to feel that they are a part of a larger "community of caring" that includes many different funding sources. Our Board of Directors is active in fundraising, communicating closely with and seeking continued support from our long-time individual donors. We are also working collaboratively with more and more entities on behalf of youth. Our message that at-risk youth need positive adult mentors is greatly strengthened by the City of Sunnyvale's support and will be utilized by our Board of Directors and Staff.