



YOUTH-SERVING ORGANIZATIONAL RESILIENCY FUND  
NOTICE OF FUNDING OPPORTUNITY (NOFO)

Sacramento Grant Opportunity Number: GRANT-2026-000027

UPDATED AS OF JANUARY 28, 2026

Revisions/strikeouts in red (pps. 3, 6, 18, and 22)

GRANT TERM: June 2026-December 2028

GRANT PERIOD: June 2026-July 2028

REPORTING PERIOD: August 2028-September 2028

*\* See definitions of these terms on page 3 of this document.*

NOFO RELEASED ON: January 13, 2026

APPLICATION OPENS ON: January 20, 2026

APPLICATION CLOSES ON: March 3, 2026 at **3:00 p.m. PST**

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## 1. BACKGROUND

Community-based nonprofit organizations (CBOs) fill essential gaps for many of our most under-resourced and marginalized communities – providing programs and services that are even more critical in times of crisis, as our communities reel from the effects of a global pandemic, loss of federal funding, climate change, economic instability, racism, anti-immigrant extremism, xenophobia, homophobia, transphobia and more. Oftentimes, however, these organizations take on the added burden of operating with restricted funds, leaving limited resources to focus on strengthening organizational infrastructure. Research reveals that when organizations are provided flexible funding combined with support and opportunities to strengthen their capacity and infrastructure, they are entrusted, empowered and better equipped do what they do best – serve their communities – while increasing their organizational resiliency.

*"The City has fallen behind in providing meaningful and consistent support, leaving our City staff and CBOs to struggle both operationally and programmatically to support our kids. We ask that, during this midyear budget process, a foundation be laid to address our City's capacity to provide quality investments in our children and youth."*

- Councilmembers Mai Vang and Jay Schenirer, [FY21-22 Midyear Review Letter](#)

In response to these realities, the City of Sacramento's Youth Development Administration (YDA) team developed the Youth-Serving Organizational Resiliency Fund (Resiliency Fund) following a City Council directive in 2022. The City of Sacramento (City)

concluded its first round of the grant program in June 2025.

Eligible CBOs providing direct programs and services to Sacramento children or youth that wish to strengthen their organizational resiliency are invited to apply to this second round of funding. Successful applicants will receive general operating support grants and tailored organizational resiliency opportunities.

## ORGANIZATIONAL READINESS

The Resiliency Fund will provide a suite of resources including opportunities for organizations to engage in deep and sometimes challenging work to strengthen and enhance organizational resiliency and build a community of practice amongst Sacramento youth-serving CBOs. **These activities are critical components of the Resiliency Fund and require engagement from all grantees to be successful.**

Organizations interested in applying must feel confident they are ready and able to commit to a two-year organizational development journey. In response to feedback from Round 1 grantees, City staff has reduced the time commitment of Community of Practice meetings from monthly to quarterly. Round 2 grantees should expect to attend quarterly, in-person Community of Practice meetings, at least three trainings and follow-up check-ins, as well as being available for site visits by City staff. A **tentative** timeline for Community of Practice meetings is included below. Please note that this timeline is subject to change, as the grantee cohort will be consulted during the Grantee Orientation as to the desired Community of Practice dates and times.

Quarter 1: June/July 2026  
Quarter 2: September/October 2026  
Quarter 3: December 2026/January 2027  
Quarter 4: March/April 2027  
Quarter 5: June/July 2027  
Quarter 6: September/October 2027  
Quarter 7: December 2027/January 2028  
Quarter 8: March/April 2028

By applying for this grant, you are affirming your organization’s “readiness” for this work. A key aspect of readiness is an organization’s willingness to undergo changes necessary to move from a project-based mindset to a broader impact mindset. If this is not the best time for your organization to dive deep and adjust your organizational processes and practices, you may not be able to fully leverage the resources this grant program offers.

## TERMINOLOGY

- *Community-based organizations* (CBOs): Defined for the purpose of this Notice of Funding Opportunity (NOFO) as nonprofit, non-governmental organizations that provide specific programs/services to the community, or targeted populations within the community.<sup>1</sup>
- *Community of practice*: A group of people who share a common type of work (nonprofit, youth-focused services) and who regularly come together to learn from each other, share ideas and improve what they do. They build relationships, talk about challenges, exchange tips or tools and develop new approaches together.
- *Diversity*: Each person has layers of diversity that make his/her/their perspective unique. The City of Sacramento defines diversity as the variety of human differences and similarities among people, such as: age, belief system, class/caste, culture, disability, education, ethnicity, gender, gender identity, generation, geography, job role and function, language, marital status, mental health, nationality, native or indigenous origins, parental status, personality type, race, religion, sexual orientation, thinking style, work experience and work style.<sup>2</sup>
- *Ecosystem*: Collections of people, places and possibilities that constitute an environment full of learning and development opportunities.<sup>3</sup>
- *Equity*: Regardless of one’s identity, equity is when all people have just treatment, access to opportunities necessary to satisfy their essential needs, advance their well-being and achieve their

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<sup>1</sup> Adopted from California Department of Public Health

<sup>2</sup> Adopted from the Global Diversity Equity Inclusion Benchmark mode

<sup>3</sup> Akiva and Robinson, *It Takes an Ecosystem*, 2022

full potential while identifying and eliminating barriers that have prevented the full participation of some groups.<sup>4</sup>

- *General operating support (GOS) grants:* Unrestricted, or GOS grants intended to strengthen a nonprofit organization's mission rather than specific projects or programs. GOS provides the working capital nonprofits need to sustain their day-to-day operations, allowing grantees the flexibility to pay for items such as salaries, facility rent, supplies, marketing and other essential expenses.<sup>5</sup> While GOS grants may be used to fill temporary gaps or enhance existing programs, they also focus on strengthening an organization's capacity to continue delivering results into the future.
- *Grant Period:* The period of time between when the grant agreement is signed by all parties and when grant activities end. For the Resiliency Fund the grant period is two years.
- *Grant Term:* The period of time covered by the grant agreement. It INCLUDES the grant period and the reporting period.
- *Inclusion:* This is an active state of being valued, respected and supported. Inclusion focuses on the needs of every individual and ensures the right conditions are in place for each person to achieve their full potential. Inclusion should be reflected in an organization's culture, practices and relationships, which are in place to support a diverse workforce.

An inclusive environment ensures equitable access to resources and opportunities for all. It also enables individuals and groups to feel safe, respected, engaged, motivated and valued for who they are and for their contributions toward organizational and societal goals.<sup>6</sup>

- *Organizational budget:* To be eligible to apply for the Resiliency Fund grant, applicants must have an organizational budget between \$50,000-\$4,000,000 in the current or most recent budgetary year. Key components of an organizational budget include: All program/operational budgets combined, administrative overhead, capital expenditures (e.g., technology updates, vehicles, infrastructure), strategic initiative funding, multi-year financial forecasts, and total organizational revenue (grants, general fund, federal/state allocations, etc.)
- *Organizational resiliency:* The ability of an organization to anticipate, prepare for, respond and adapt to incremental change and sudden disruptions in order to survive and prosper.<sup>7</sup> Taken further, it is an asset-based, community-responsive approach honoring CBOs for their strengths, visions and wisdom.<sup>8</sup> Selected grantees will be provided supports they themselves identify as critical to realizing their visions for the future so that they may not just sustain operations, but thrive.

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4 Adapted from the Government Alliance on Race & Equity definition of racial equality

5 Adopted from Grantmakers for Effective Organizations

6 Adopted from the Global Diversity Equity Inclusion Benchmark model, which defines "inclusion" as a dynamic state of operating in which diversity is leveraged to create a fair, healthy, and high-performing organization and/or community.

7 Denyer, D. (2017) *Organizational Resilience: A summary of academic evidence, business insights and new thinking*

8 [Black Equity Collective](#), [Marcus Littles: Should We Cancel Capacity Building?](#), [Melissa DeShields: A Capacity Builder's Crisis of Conscience](#)

- *Reporting Period:* The period of time between when grant activities end and when required reports are due. The reporting period is generally 60 days.

## CITY OF SACRAMENTO YOUTH DEVELOPMENT PLAN & FRAMEWORK

The [Citywide Youth Development Plan & Framework for Children and Youth Programs](#) (see Appendix A: Youth Plan, pps. 25-26) guides the City in the design, operations and evaluation of its children and youth investments, with a concerted application of resources toward young people in greatest need. It was developed through a community-driven process with input from City staff, Sacramento youth and local youth-serving CBOs. The Youth Plan outlines goals from cradle-to-career, as well as a unified youth development framework that integrates a set of social justice principles intended to guide and align the City and its partners around common evidence-informed practices at the staff, programmatic and organizational levels.

This NOFO reflects another step towards the City's vision that **all Sacramento youth** are valued and reach their fullest potential. It is important for interested applicants to review the [Youth Plan](#) prior to completing an application to ensure their organizational values and goals align.

## RESILIENCY FUND DESIGN

The YDA team developed the first round of this grant program with input from nearly 100 local CBOs through a listening session and survey in Spring 2022. The insights shared were instrumental in the development of foundation statements, program goals and overall structure, to help ensure the Resiliency Fund was responsive to the needs and desires of our CBO community partners. In the spirit of continuous quality improvement, City staff reviewed and incorporated feedback from an evaluation report prepared by the Center for Nonprofit Management which surveyed Round 1 Resiliency Fund grantees of their overall experience with the program.

The team held a second CBO listening session and follow-up survey in Fall 2025 of current and former City grantees and grant applicants to address new or evolving needs within the City's youth development ecosystem. What became apparent from the Fall listening session and survey feedback is that many of the City's youth-serving CBOs depend upon grants, but all too often are reliant on a single source of income. Moreover, unrestricted grant funds are especially essential considering an increasingly competitive funding landscape. Throughout Resiliency Fund program design, the YDA team collaborated with colleagues representing a range of City divisions and departments, including the Office of Diversity & Equity, the City Manager's Office, the Geographic Information System (GIS) team, the Office of Arts & Culture, the Community Engagement team, the Civic Engagement team and the Sacramento Children's Fund team, in an effort to share best practices, streamline City grantmaking processes and approach the development of Round 2 with the input of both internal and external careholders. The

work of Vu Le through Nonprofit AF and RVC in the areas of equitable grantmaking and trust-based philanthropy additionally informed the team's approach in this second round of the Resiliency Fund.<sup>9</sup>

## 2. GRANT OVERVIEW & GUIDELINES

The City will grant up to \$525,000 in general operating support (GOS) grants to a diverse portfolio of 15 eligible children-and-youth-serving organizations through the Organizational Resiliency Fund. Additionally, to support grantees with strengthening their operational effectiveness into the future, GOS grants will be paired with resiliency building services.

### ELIGIBILITY CRITERIA

**To be eligible for the Resiliency Fund grant program, an applicant (or its Fiscal Sponsor, see p. 6) must attest to the following:**

1. Have at least one year of experience *and* currently provide direct services<sup>10</sup> to children or youth (birth through 24 years).
2. Provide the majority (51% or more) of its programs/services to children or youth (birth through 24 years) who reside or attend school within the City's Priority Neighborhoods. To reduce burden, this can be a good faith estimate. Please refer to Appendix H: SEED Tool Priority Neighborhoods (pps. 57-59).
  - a. The City has established an [online tool](#) to help applicants determine if they meet this eligibility requirement. It is not required that you use the tool. However, if you do choose to use it, enter your clients' addresses (either residence or school) into the search box. The tool will let you know if the address is (1) in the City of Sacramento; and, (2) in one of the target neighborhoods. The tool will also provide details about the client's address, including the City Council district, zip code and census tract.
3. Be a nonprofit organization with 501(c)(3) tax exempt status<sup>11</sup> *or* apply using a fiscal sponsor with 501(c)(3) status.
4. Be confident about its current level of readiness and ability to commit the time and resources necessary to get the most out of the organizational development journey associated with this grant program. The time commitment for community practice meetings is 90 minutes every three months. The time commitment for site visits is one hour per visit.

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<sup>9</sup> Equitable Grantmaking Continuum: <https://www.nonprofitaf.com/content/files/2025/09/equitable-grantmaking-continuum-one-pager-updated-march-2021.pdf?ref=nonprofitaf.com>

<sup>10</sup> Direct services programming is defined as the applicant's staff having direct contact with children or youth at the point of service.

<sup>11</sup> CBOs must submit an exemption letter from the Internal Revenue Service (IRS) certifying the organization's status as a 501(c)(3) non-profit corporation. To obtain this letter, call the IRS at 1-877-829-5500. (Note: in some cases, it can take over two weeks to obtain this letter).

5. Be registered and in good standing with the [California Secretary of State](#) and the [California Attorney General](#).
6. Have an ~~operational~~ **organizational** budget between \$50K - \$4M in the current or most recent budgetary year. **Please refer to p. 3 for a definition of the term “organizational budget.”**
7. Have the equivalent of at least one full-time staff. This means paid employee(s) whose weekly paid time commitment cumulatively equals 40 hours or more.
8. If a previous or current City grantee, applicant must be in good standing with the City. See Past Performance (see below).

Proof that an applicant meets eligibility criteria must be provided at time of application, as part of the application. If sufficient proof is not provided, applicant will be deemed ineligible during the screening stage. *Failure to meet any of the above eligibility requirements may result in disqualification of your proposal.*

## PAST PERFORMANCE

For applicants that have received grant funds from the City within the past five years, the applicant must also be in good standing with the City. This means the grantee provided all requested data and fulfilled the scope of work requirements under any prior grant agreements and has not experienced any past performance or compliance issues on those agreements. **This good standing requirement also applies to any subgrantees of the applicant.** For more information on compliance, please refer to Appendix B: Grantee Noncompliance Procedures (pps. 27-29).

## FISCAL SPONSOR

Applicants that do not possess a valid 501(c)(3) tax exempt status but are in the process of obtaining 501(c)(3) status<sup>12</sup> must partner with a 501(c)(3) fiscal sponsor. In this case, the fiscal sponsor would be the organization that is legally liable for all aspects of the City grant agreement including program implementation by the sponsored organization, fiscal management and communication with the City regarding subcontractor or fiscal partner activities. The fiscal sponsor must be registered and in good standing with the California Secretary of State, the California Attorney General and in compliance the City of Sacramento if the fiscal sponsor is a current or former grantee or contractor.

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<sup>12</sup> It is expected that some applicant organizations may require a fiscal sponsor due to the fact that they are an entity that is unable to achieve independent 501(c)(3) status of its own (such as a church). The language about an organization needing to be in the process of obtaining 501(c)(3) status would instead be relevant to a new organization, as the Resiliency Fund grant is not intended to be used to establish 501(c)(3) status.



## USE OF FUNDS

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

If unsure whether a purchase/ expense is an eligible use of funds, Grantee will contact City staff prior to making the purchase to obtain approval. The City of Sacramento reserves sole discretion to determine what is an ineligible use of funds.

### Ineligible Uses of Funds

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

## GRANT STRUCTURE, COMPONENTS & TIMELINE

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

Grantees will develop a *Grantee Action Plan (Action Plan)* that identifies the best use of their general operating support funds, as well as targeted resiliency building activities intended to increase organizational resiliency into the future. See Appendix C (p. 30) for examples of organizational resiliency building projects and Appendix D: Grantee Action Plan (pps. 31-32)

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

- Citi Foundation ([Funding From a Place of Trust](#))

Grantees will participate in one-on-one and cohort-based resiliency building activities provided throughout the course of the grant period. These activities will be focused on supporting grantees with actualizing their unique organizational visions and increasing collaboration and alignment across the youth development field in Sacramento. One-on-one support will provide grantees with customized assistance that will help them achieve their goals, while cohort meetings will provide training on topics

identified by the cohort, as well as peer-based learning opportunities for grantees to discuss challenges, seek advice from peers and colleagues and collaborate across projects in a community of practice.

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## GENERAL OPERATING SUPPORT GRANTS

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

Grantees will receive \$25,000 in GOS in Year 1, and \$10,000 in Year 2.

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## RESILIENCY BUILDING SERVICES & ACTIVITIES

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

*One-on-One Resiliency Building:* While completion of certain resiliency building milestones is required (e.g., all grantees must complete an Action Plan), the frequency and intensity of customized resiliency building supports will be determined jointly by each grantee and City staff.

*Training Series:* A series of at least six trainings lasting no more than half a day will be offered to the cohort throughout the grant period. Attendance will be required of each grantee for at least three of these trainings. Training topics will be determined by CBO input as well as availability of qualified presenters. Each training will be followed by a three-month check-in to share progress, successes and challenges in implementation of training takeaways. For example, if a training happens on April 1, a check-in would be scheduled around July 1.

*Cohort-Based Resiliency Building:* All grantees are required to participate in the Resiliency Fund community of practice. Grantees will participate in meetings framed around peer-to-peer learning and training on topics tailored to the group, such as youth voice, leadership development, fundraising, strategic planning, management skills compliance, and using data, evaluation and continuous quality improvement. Dates of these quarterly meetings will be determined collaboratively amongst grantees.

*Peer-Led Community of Practice Opportunity:* The YDA team recognizes that Sacramento youth developers bring a wealth of knowledge and expertise to the community and wish to uplift this strength. Moreover, it is YDA's hope that much of the content explored over the course of the two-year resiliency building journey is grantee-driven to best suit the needs and interests of the cohort. Grantees are invited to facilitate one of the quarterly Community of Practice meetings. Please note, **participation as a grantee facilitator is optional and no scoring preference will be given to applicants who indicate an interest in serving as a grantee facilitator.**

Grantees selected to facilitate a Community of Practice meeting will receive an additional stipend of \$50 on top of their grant award. The City will also provide grantee facilitators with a Community of Practice

Meeting Lead Guide (see Appendix E, pps. 33-38) and administrative/logistical support leading up to and during the meeting. If an applicant to the Resiliency Fund is interested in facilitating a Community of Practice meeting, should they be awarded a grant, they will indicate interest in their application along with proposing one to three potential topics they would wish to facilitate if selected. Please refer to Application Preview (pps. 18-22). Sample topics might include, but are not limited to: *Restful Leadership*, *Self Care Collaboration and Partnership Development*, etc.

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## GRANT PROGRAM FLOW

June 2026 – July 2028	Grant period
July 2026 – September 2026	Development of Action Plans, with support from City
September 2026 – May 2028	Quarterly Community of Practice meetings, Action Plan Implementation, Training Series take place
Summer 2027	Midterm Report (narrative and financial) due
August 2028 – September 2028	Reporting period (narrative and financial)

Please note: Schedule is subject to change. Updated information can be found on the Organizational Resiliency Fund page of the Youth Development Administration website at

<https://www.cityofsacramento.gov/ypce/youth-development-administration/organizational-resiliency-fund>

## REPORTING REQUIREMENTS

YDA is committed to using data, assessment and careholder<sup>13</sup> input to inform strategic investments in equitable and accessible pathways for young people to succeed while creating clearer linkages across youth-serving systems and programs. YDA's continuous quality improvement (CQI) guiding philosophy informs the design and application of evaluation and learning across the City's youth investments while centering positive youth development, social justice and equity. This comprehensive approach operates on multiple levels – participant, program and systems – working with youth and community to improve outcomes in all three areas.

At the same time, YDA recognizes that nonprofits are under tremendous burden with regards to fulfilling funder requirements “requiring snowflake grant applications and reports”<sup>14</sup> – all the while trying to implement programs and services that meet the growing needs of children and youth in a rapidly changing world. YDA will require two financial and narrative reports across the duration of the grant term: one narrative and financial report at the end of Year 1, and one final narrative and financial report at the end of Year 2. In addition, City staff will offer 1:1 technical assistance as needed to assist grantees with the completion of their reports.

Grantees will be required to collect information specified by the City, including but not limited

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<sup>13</sup> Curtis Ogden: When “Kin” Is All We Have: From “Stakeholder” to “f”

<sup>14</sup> [Vu Le: Funders, Please Stop Trying to be Unique Snowflakes](#)

to reports that demonstrate the progress of resiliency building goals outlined in the Action Plan, and expenditure reporting. A reporting template will be provided. Expenditure reporting must include a Statement of Financial Activities (i.e., Profit & Loss) and a Statement of Financial Position (i.e., Balance Sheet). Should the City find the documentation submitted to be insufficient or the grantee used City funds for ineligible costs, the City reserves the right to terminate the agreement, withhold future payments and/or seek reimbursement. Please refer to p. 7 for information on ineligible costs.

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## MEASURING RESILIENCY BUILDING

YDA will apply a collaborative approach to measure Resiliency Fund outcomes, while balancing its responsibility as a good steward of public funds. As mentioned above, grantees will be required to submit annual information on their progress and financial health. Grantees will propose their own grant outcomes when developing their Action Plan. The City will host a mandatory Grantee Orientation near the beginning of the grant term where the reporting process and expectations will be discussed in greater detail. The tentative date and time of this Grantee Orientation is Thursday, May 21, 2026 at 10:00 a.m. Please note this is subject to change.

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

## 3. SUMMARY OF KEY NOFO DATES

The following chart lists key dates pertaining to this NOFO. The City will post notifications of any significant changes to this timeline on the YDA and application web pages. For more information on the application process, please refer to How to Apply and Technical Assistance on pps. 11-13.

Activity	Date
NOFO Released	Tuesday, January 13, 2026
Application Portal Opens	Tuesday, January 20, 2026
Q&A Open	Tuesday, January 20-Friday, February 27, 2026
NOFO Information Session (Register <a href="#">here</a> )	Monday, Jan. 26, 2026, 11:00–12:30 p.m. PST
Deadline to Submit Questions	Friday, February 20, 2026 by 4:00 p.m. PST
Applications Due	Tuesday, March 3, 2026 by 3:00 p.m. PST
Applications Screened and Panel Review	March 2026
City Council Approval	April 2026
Awards Announced	May 2026

## SUCCESSFUL APPLICANTS

- Successful applicants will enter into a grant agreement with the City for a term of two years beginning in June 2026. Please refer to Appendix F for a Sample Grant Agreement (pps. 39-55).
- Please note that grant agreements cannot be executed until all required information and documents are satisfactorily received by the City. Please see pps. 18-22 for Application Preview.
- No grant funds can be released before grant agreements are fully executed. The City will advance 70% of grant funds upon initial grant agreement execution. The City will disburse the remaining 30% upon satisfactory submission of a Midterm Report (demonstrating that the grantee appropriately expended all funds previously advanced). For more information on the reporting process, please refer to Reporting Requirements on p. 9.
- Please note that fund disbursement is not immediate and grantees should be prepared to wait several weeks for payment after all requirements are met. To expedite grant payments, grantees are encouraged to sign up for ACH payment upon the execution of their grant agreement and will be provided with this option and an ACH application form.

Once an agreement is fully executed by all parties and assigned an agreement number, City staff will prepare a requisition and assign a purchase order number to each grantee agreement. Grantees will be provided with guidance around how to prepare an initial invoice for the advance payment and submit the invoice to City staff for processing.

## 4. HOW TO APPLY AND TECHNICAL ASSISTANCE

Prospective applicants should review this NOFO in full, which includes all information necessary to prepare the application before beginning the application submission process.

**Application Submission Deadline - Date and Time:** The City of Sacramento is exclusively using [Grant Management System](#) (GMS), operated through the Salesforce platform, to accept responses to this NOFO. To access the submission portal and register for an account, please visit the grant program page. Applicants must submit applications electronically via GMS by **3:00 p.m. PST on March 3, 2026**. Applications that are mailed, e-mailed or faxed will not be accepted. Extensions to the application deadline will not be considered unless a documented technical issue with the website is the reason the deadline is missed.

**We strongly encourage you to submit your application well in advance of the deadline to avoid submitting late due to unforeseen technical issues.**

Upon submitting your application, you will receive an email notification confirming your submission, and application status will be updated to **Pending Staff Review**. At any point prior to the application deadline, you may select the **Recall Submission** button; the Application Status will revert to **Draft** status, and you may resume editing. If you recall your application to make additional edits, **you must select the Submit Application button again prior to the deadline to re-submit your application**. If your application has a status of **Draft**, then your application will not be considered by the City as submitted, even if it was previously submitted but subsequently recalled.

Please ensure that each required section of the application is completed in its entirety before submission. Once the application period has ended, modifications are typically not allowed but may be considered on a case-by-case basis.

For additional information please visit the Grant Management System Resources Page at <https://grants.cityofsacramento.gov/grants/s/public-resources>.

**To ensure your experience with GMS goes smoothly, we offer these tips:**

- Identify one primary contact responsible for submitting your materials and serving as your main point of contact, although you are welcome to add collaborators at your organization to edit the application with their own user account. Please ensure that only one person is editing the same section of the application at a time; otherwise, the system will only record the most recent edits that will overwrite any prior edits.
- Please review the elements of your application including all uploads before submitting.
- Remember to save often and log out when you have finished a session.
- Particularly for questions requiring lengthy responses, compose your written responses in a Word or Notepad document then copy and paste into GMS.
- If you need assistance or help using the GMS, please email [grants@cityofsacramento.gov](mailto:grants@cityofsacramento.gov) and you will receive a response within one business day.

**General Application Tips:**

- Plan ahead! The application support materials may require advance planning to prepare.
- Applicants are required to complete all eligibility questions.
- Questions are designed to closely follow the Scoring Rubric. Review the Scoring Rubric carefully (see pps. 15-18).
- Do not leave any question unanswered. If a question does not apply, please use “N/A” or “not applicable” to demonstrate this.
- Be as specific as possible and provide examples which demonstrate how the organization addresses the review criteria outlined within the Scoring Rubric.
- It is recommended that you retain digital and hard copies of your completed application and all attachments for your records.

**Fiscally Sponsored Organizations Application Tips:**

- Applicant organizations are responsible for completing and submitting the application, not the fiscal sponsor.
- Financial statements must reflect the applicant organization, not the fiscal sponsor.
- Application responses must reflect the applicant organization unless referencing the fiscal sponsor directly.

- Fiscal sponsors must provide their IRS determination letter confirming their status under section 501(c)(3) of the Internal Revenue Code.
- Fiscal sponsors must provide proof of current status on the [CA Attorney General's Registry of Charities and Fundraisers](#) and active status with the [California Secretary of State](#). It is recommended to collect this information as soon as possible.

## TECHNICAL ASSISTANCE

**Deadline for Questions:** Applicants must submit questions online through the GMS portal. Please click on the "Ask Question" button in the top-right of the GMS to submit a question. To review questions and answers for this NOFO, please refer to the "Questions and Responses" section of the grant opportunity listing on GMS. City will make its best effort to answer questions within 24-72 hours. The City will accept questions until 4 p.m. PST on February 20, 2026. Thereafter, staff will publish answers to all questions received by 5 p.m. PST on February 27, 2026.

**Technical Support:** For technical questions related to the GMS platform, send an email to City staff at [grants@cityofsacramento.gov](mailto:grants@cityofsacramento.gov).

**Optional Information Session:** YDA will host an optional information session on Monday, January 26, 2026 from 11:00 a.m. to 12:30 p.m. PST to answer questions about the NOFO. No preference will be given to applicants who attend. You may register [here](https://cityofsacramento.org.zoom.us/j/84035119457?pwd=p2ef6A5CuRiqvLCpcbP9jC9yFFkuWg.1): <https://cityofsacramento.org.zoom.us/j/84035119457?pwd=p2ef6A5CuRiqvLCpcbP9jC9yFFkuWg.1>

## 5. APPLICATION REVIEW PROCESS

- All applications received by the submission deadline will be screened by City staff against the eligibility criteria and to ensure all required attachments are accurate and complete. If staff finds any non-technical issue(s), the application may be deemed incomplete and may not be reviewed by the Grant Panel.
- Complete and eligible applications will then be evaluated and scored by a Grant Panel comprised of non-conflicted careholders. Panelists will read and rate applications in accordance with the evaluation criteria and scoring rubric described in the following section.
- The last step in the review process is to conduct a final Grant Panel meeting whereby panelists will develop funding recommendations for the City's consideration.

To support an enriching peer-to-peer learning exchange among the grantee cohort and to optimize the usage of limited funds, the City aims to grant awards to a diverse mix of organizations representing a cross section of the youth-serving CBO community. City staff will utilize the Grant Panel's recommendations, as well as organizational profile details including opportunity neighborhoods served, budget size and programmatic focus, to determine the final cohort of grantees.

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

## APPLICATION REVIEW CRITERIA

The City has developed the following review criteria and scoring rubric in good faith to ensure that all applications are reviewed based on the same review criteria. Criteria were selected to fit within the following framework:

Need Indicators = Where you want to grow.

Strengths = What you already bring.

Community Connection = Why your work matters.

Impact = What this grant could change for you.

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

APPLICATION REVIEW CRITERIA	MAX. POINTS
<b>Criterion #1: Need Indicators</b> Where are the current gaps in support the organization is experiencing?	25
<b>Criterion #2: Organization Strengths</b> How well does the organization understand its strengths? Are they effectively leveraging their strengths?	25
<b>Criterion #3: Community Connection + Trust</b> How well does the organization reflect and serve its community?	15
<b>Criterion #4: Impact</b> What impacts could resiliency support make for the organization's long-term sustainability and service to the community?	15
<b>Criterion #5: Alignment with the Youth Plan</b> Do the organization's practices and programs align with the <a href="#">Citywide Youth Development Plan and Framework</a> ?	20
<b>TOTAL POINTS POSSIBLE FROM REVIEW CRITERIA</b>	100



## SCORING RUBRIC

The first step in selecting grantees will be to check eligibility. City staff will review information provided in all applications to determine basic eligibility. Sections to be considered during the eligibility review will include About Your Organization, Past Performance and Priority Neighborhoods.

All eligible applications will be forwarded to the Review Panel for scoring. No single reviewer will score more than 30 applications.

### Scoring Application Questions

#### NEED INDICATORS

3 points for each:

- ☐ Our mission, nonprofit status or population served is impacted by the current federal administration
- ☐ We rely on a single source of income, or we experience large budget fluctuations
- ☐ We have high staff turnover, burnout, or disengagement
- ☐ There are times we are unable to offer all our programs

2 points each:

- ☐ We have no succession planning or plan for the loss of critical staff or board members in place
- ☐ We rely heavily on volunteers and/or part-time staff
- ☐ We have a small or inactive board of directors or low engagement with clients/ caregivers/ community careholders
- ☐ We don't have the bandwidth to seek partnerships with other organizations
- ☐ Limited pathways for staff development, particularly for BIPOC or grassroots leaders

1 point each:

- ☐ We don't have access to a professional grant writer
- ☐ Our Executive Leadership is still learning how to run a nonprofit
- ☐ We struggle to find qualified, culturally and linguistically competent personnel to work with specific population groups

#### ORGANIZATIONAL STRENGTHS

##### 5 – Exceptional clarity and leverage

The organization demonstrates a deep, nuanced understanding of the strength, including specific evidence of how it operates within their mission, systems, and community. They clearly articulate why they rated themselves at their chosen level. They provide compelling, concrete examples showing the strength being used strategically and consistently, with measurable or observable impact.

#### 4 – Strong clarity and consistent leverage

The organization shows solid understanding of the strength and explains their self-rating clearly. They provide specific examples of how the strength is used, though evidence may be somewhat less detailed or less comprehensive than a “5.” Leverage is consistent and clearly intentional.

#### 3 – Moderate clarity and partial leverage

The organization demonstrates a general understanding of the strength but with limited depth. Their explanation connects to the self-rating but may rely on generalities. Examples of leveraging the strength exist but are partial, irregular, or not well integrated into core work.

#### 2 – Limited clarity and minimal leverage

The organization shows only surface-level understanding of the strength. Explanation of their rating is vague or incomplete. Evidence of leveraging the strength is weak, minimal, or largely aspirational rather than demonstrated.

#### 1 – Poor clarity and no real leverage

The organization does not show meaningful understanding of the strength and cannot clearly justify their self-rating. No concrete examples of leveraging the strength are provided.

#### 0 – No response or unrelated response

The response is missing or unrelated to the prompt.

#### COMMUNITY CONNECTION +TRUST

Score Range	Description / Evidence of Community Relationship
<b>13–15 points (Strong / Exemplary)</b>	Organization demonstrates a deep, reciprocal relationship with the community. Evidence shows <i>trust, collaboration and mutual influence</i> . The community clearly recognizes the organization as a credible, responsive partner.
<b>9–12 points (Solid / Established)</b>	Organization shows clear connection and engagement with its community. There is trust and responsiveness, but less evidence of deep collaboration or shared decision-making.
<b>5–8 points (Developing / Moderate)</b>	Organization describes some community relationships but provides limited detail on trust, reciprocity or co-creation. Engagement may be newer, inconsistent or not well-documented.
<b>1-4 points (Emerging / Minimal)</b>	Organization provides minimal evidence of authentic community connection. Descriptions may be generic or focused solely on internal perspective (“we serve this group”) rather than mutual trust or collaboration.
<b>0 points</b>	No response or response does not address the organization’s relationship with the community.

## IMPACT

Score Range	Description / Evidence of Understanding and Impact
<b>13–15 points (Strong / Exemplary)</b>	Organization provides thoughtful, specific and realistic explanations of how <b>each component</b> could strengthen long-term sustainability. Demonstrates clear connection between supports and measurable impacts (e.g., improved staff retention, stronger operations, better service continuity).
<b>9–12 points (Solid / Established)</b>	Organization addresses most components with moderate detail. Shows clear understanding of potential benefits, though explanations may lack depth or measurable outcomes.
<b>5–8 points (Developing / Moderate)</b>	Organization provides basic or uneven responses; identifies benefits but in a general or surface-level way. May not clearly connect supports to long-term sustainability or staff retention.
<b>1–4 points (Emerging / Minimal)</b>	Organization provides minimal or unclear explanations. Little evidence of understanding how supports would strengthen sustainability, staff well-being or service continuity.
<b>0 points</b>	No response or response does not address the question.

## YOUTH PLAN

Score Range	Description / Evidence of Alignment with Youth Plan
<b>17-20 points = Exceptional alignment</b>	Practices and programs deeply and comprehensively embody the vision and goals of the Youth Plan. The application demonstrates three or more distinct, well-integrated practices that meaningfully advance youth wellbeing, equity, and opportunity. Alignment is explicit, intentional, and embedded throughout the program design. The proposal could serve as a model for advancing Youth Plan priorities citywide.
<b>13-16 points = Exemplary alignment</b>	Practices and programs strongly embody the vision and goals of the Youth Plan, demonstrating two or more practices that clearly and meaningfully advance youth wellbeing. Connections to Youth Plan priorities are specific, well-articulated, and consistently reinforced across the application.
<b>9-12 points = Strong alignment</b>	Practices and programs clearly advance multiple priorities of the Youth Plan, demonstrating at least two aligned practices with specific, well-articulated connections to

	Youth Plan goals. Alignment is evident, though depth, clarity, or integration could be further strengthened.
<b>5-8 points = Moderate alignment</b>	Practices and programs show some connection to the Youth Plan, with at least one identifiable aligned practice. References to Youth Plan priorities are present but may be general, inconsistently applied, or insufficiently demonstrated.
<b>1-4 points = Limited alignment</b>	Practices and programs mention or imply relevance to the Youth Plan, but connections are vague, unsupported or not clearly tied to Youth Plan priorities. Fewer than two practices are evident.
<b>0 points</b>	Practices and programs do not appear to relate to the Youth Plan or its priorities.

## 6. APPLICATION PREVIEW

A complete Resiliency Fund application consists of the following sections: Non-Scored Questions; Scored Questions; and Supporting Documents. **Below is a section-by-section preview of the information you will need to provide via the application.**

### Non-Scored Questions

#### About Your Organization

*These questions provide foundational information about the applicant in order for Cty staff to determine eligibility. This section will not be scored during Panel Review.*

Organization Name

~~Operational~~-Organizational Budget

Year Organization Was Established

BOT Account Number (if applicant or fiscal sponsor has one. If not, if awarded a grant, applicant or fiscal sponsor will need to apply for a BOT Exemption Certificate.)

Tax Identification Number (if applicable)

Address (Street, City, State, and Zip Code)

Website

Mission Statement

Primary Contact Name

Primary Contact Role/Title at Organization

Primary Contact Preferred Phone Number

Primary Contact Email

### Fiscal Sponsor Details

*Please complete this section ONLY if applying with a Fiscal Sponsor.*

Fiscal Sponsor Organization Name  
BOT Account Number (if applicable)  
Fiscal Sponsor Tax Identification Number  
Fiscal Sponsor Address (Street, City, State, and Zip Code)  
Fiscal Sponsor Website  
Fiscal Sponsor Primary Contact Name (*note: this individual will serve as your authorized signatory should your organization be awarded a grant*)  
Fiscal Sponsor Role/Title at Organization  
Fiscal Sponsor Preferred Phone Number  
Fiscal Sponsor Email

Upload your Statement of Fiscal Sponsor's Responsibilities Form (see Appendix G, p. 56).

#### Past Performance

Please list any grant awards you have received from the City of Sacramento (any office or department) in the last five years, if applicable. List them in the following format: Grant Program; Grant Term; City Dept/Office; Name of City Staff. If your organization is a current or previous City grantee, you must be in compliance with the City for all grants received within the past five years. If you are unsure if you have any compliance issues, please reach out to the City office or department that awarded the previous grant. This section will be used to help determine basic eligibility. It will *not* be scored during Panel Review.

City staff will verify your compliance with the City Staff (grant administrator) you list here.

#### Youth Served in Priority Neighborhoods Annually:

Looking at the neighborhoods listed in Appendix H: SEED Tool Priority Neighborhoods (NOFO pps. 57-59), what percentage (good faith estimate) of your youth clients reside or go to school in these priority neighborhoods? (Provide a single percentage for all priority neighborhoods, cumulatively.) Note, this question will be used to help determine basic eligibility. It will *not* be scored.

Again looking at Appendix H, please list the top 3 priority neighborhood(s)/zip code(s) where you focus your programs and services.

#### *TOTAL* Youth Served Annually:

Please list the number of youth you annually serve ANNUALLY regardless of location (all priority neighborhoods + other Sacramento neighborhoods + outside Sacramento). While we ask for your due diligence in counting all participating youth, we understand that these numbers may be estimates. Note, this question will be used to help determine basic eligibility. It will *not* be scored.

#### Grantee Facilitation:

Should your organization be selected for grant funding, are you interested in serving as a facilitator for one of the quarterly Community of Practice meetings? Please indicate Yes or No below. This section will *not* be scored.

Yes ☐  
No ☐

If you answered “Yes” to the above question regarding Grantee Facilitation interest, please list 1-3 options of topics for a Community of Practice meeting you would like to facilitate. Please note that you would not be locked into these topics, but they will give us an idea of potential areas of interest. Please refer to Appendix C: Examples of Organizational Resiliency Building Projects (p. 30) for some sample topics to spark inspiration.

Topic 1:	<a href="#">Click here to enter text</a>
Topic 2:	<a href="#">Click here to enter text</a>
Topic 3:	<a href="#">Click here to enter text</a>

### Scored Questions:

1. **NEED INDICATORS:** Mark any gaps your organization is currently experiencing:
  - ☐ Our mission, nonprofit status or population served is impacted by the current federal administration
  - ☐ We rely on a single source of income, or we experience large budget fluctuations
  - ☐ We have high staff turnover, burnout, or disengagement
  - ☐ There are times we are unable to offer all our programs
  - ☐ We have no succession planning or plan for the loss of critical staff or board members in place
  - ☐ We rely heavily on volunteers and/or part-time staff
  - ☐ We have a small or inactive board of directors or low engagement with clients/ caregivers/ community careholders
  - ☐ We don't have the bandwidth to seek partnerships with other organizations
  - ☐ Limited pathways for staff development, particularly for BIPOC or grassroots leaders
  - ☐ We don't have access to a professional grant writer
  - ☐ Our Executive Leadership is still learning how to run a nonprofit
  - ☐ We struggle to find qualified, culturally and linguistically competent personnel to work with specific population groups
2. **ORGANIZATIONAL STRENGTHS:** Rank each of these 5 potential strengths according to how much you leverage them in your work. Briefly describe how you leverage each of them.
  - a. Organization team/staff
    - 3 = We leverage this strength often and successfully
    - 2 = We sometimes leverage this strength, but not consistently or across all areas of our work.
    - 1 = We recognize this strength, but we rarely or only recently began to leverage it.
    - 0 = We do not currently leverage this strength

Briefly describe how you leverage your organization team/staff.

[Click here to enter](#) text

- b. Trust + connection with communit(ies) we serve
- 3 = We leverage this strength often and successfully
  - 2 = We sometimes leverage this strength, but not consistently or across all areas of our work.
  - 1 = We recognize this strength, but we rarely or only recently began to leverage it.
  - 0 = We do not currently leverage this strength

Briefly describe how you leverage the trust and connection you have with communities you serve.

[Click here to enter](#) text

- c. Leader(s) with extensive nonprofit experience
- 3 = We leverage this strength often and successfully
  - 2 = We sometimes leverage this strength, but not consistently or across all areas of our work.
  - 1 = We recognize this strength, but we rarely or only recently began to leverage it.
  - 0 = We do not currently leverage this strength

Briefly describe how you leverage your leader(s) with extensive nonprofit experience.

[Click here to enter](#) text

- d. Adaptability to needs of the populations we serve, operational or external challenges
- 3 = We leverage this strength often and successfully
  - 2 = We sometimes leverage this strength, but not consistently or across all areas of our work.
  - 1 = We recognize this strength, but we rarely or only recently began to leverage it.
  - 0 = We do not currently leverage this strength

Briefly describe how you leverage your adaptability.

[Click here to enter](#) text

- e. Client/ caregiver/ community careholder engagement
- 3 = We leverage this strength often and successfully
  - 2 = We sometimes leverage this strength, but not consistently or across all areas of our work.
  - 1 = We recognize this strength, but we rarely or only recently began to leverage it.
  - 0 = We do not currently leverage this strength

Briefly describe how you leverage engagement with clients, caregivers and community careholders.

[Click here to enter](#) text

3. **COMMUNITY CONNECTIONS + TRUST:** Describe your organization's relationship with the community(ies) you serve. You can include things such as how you know the community trusts your organization, understands your mission and engages with your programs and opportunities. Feel free to cut and paste an existing response to another grant application. (5,000 characters maximum)
4. **IMPACT:** Describe how each of the following components of the Resiliency Fund could impact your organization's long-term sustainability. Consider how they could impact staff retention and your ability to provide seamless programs/services to the community. (5,000 characters maximum)
  - a. General Operating Dollars
  - b. Community of Practice / Cohort-Based Resiliency Building
  - c. One-on-One Resiliency Building
  - d. Training Series
5. **ALIGNMENT TO YOUTH PLAN:** List your services/programs and describe how your standard practices within them align with the City of Sacramento Citywide Youth Development Plan & Framework for Children and Youth Programs. Feel free to cut and paste an existing response from another grant application. (5,000 characters maximum)

### Supporting Documents:

You will be asked to upload the following materials with your application.

- Proof of your (or your fiscal sponsor's, if applicable) registration and good standing with the California Secretary of State OR proof of pending status. Either a screenshot from the State agency registries or an email confirmation will be acceptable.
- Proof of your (or your fiscal sponsor's, if applicable) registration and good standing with the California Attorney General Registry of Charitable Trusts OR proof of pending status. Either a screenshot from the State agency registries or an email confirmation will be acceptable.
- Copy of IRS letter certifying tax exempt status (or your fiscal sponsor's letter, if applicable). *To obtain this letter, call the IRS at 1-877-829-5500. Note: this can take several weeks to obtain.*
- ~~Insurance and Endorsement Certificates\* (Optional upload)~~

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

## 7. RESERVATIONS & RIGHTS BY THE CITY OF SACRAMENTO

The City reserves the right to:

1. Revise or amend any part of this NOFO up to the due date and time for accepting applications. Such revisions and amendments, if any, shall be announced by addendum to this NOFO.



2. Select the applications which, in its sole judgment, best meet the needs of the City and best serve the goals and intended outcomes of this grant program.
3. Waive any minor informality or irregularity in any application response.
4. Accept or reject any or all applications received in response to this NOFO and to negotiate with any qualified applicant. Failure to furnish all information requested or to follow the format requested herein may disqualify the applicant. Any false, incomplete, misleading or unresponsive statements in an application may also be sufficient cause for an application's rejection.
5. For any reason, decide not to award grants as the result of this NOFO.
6. Modify/cancel the NOFO, in whole or part, if it is in the best interest of the City to do so.
7. Negotiate all terms of a grant agreement including length and grant award. A grant agreement with the successful candidate shall not be binding until it is signed by the authorized representatives of both City and the grantee.
8. Amend the resulting agreement as needed through the term of the grant agreement to best meet the needs of all parties.

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

The City makes no guarantees that this grant program will continue beyond the grant term covered in this NOFO.

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

## 8. DIRECTORY OF TERMS, LINKS AND RESOURCES

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

### TERMINOLOGY

Community-based organization (p. 2)  
Community of Practice (p. 2)  
Diversity (p. 2)  
Ecosystem (p. 2)  
Equity (p. 2)  
General operating support grants (p. 3)  
Grant period (p. 3)  
Grant term (p. 3)  
Inclusion (p. 3)  
Grantee Action Plan (p. 7)  
**Organizational budget (p. 3)**  
Organizational resiliency (p. 3)  
Reporting period (p. 4)

### APPENDICES

Appendix A: Citywide Youth Development Plan & Framework  
Appendix B: Grantee Noncompliance Procedures  
Appendix C: Examples of Organizational Resiliency-Building Projects  
Appendix D: Grantee Action Plan  
Appendix E: Community of Practice Meeting Lead Guide  
Appendix F: Sample Grant Agreement  
Appendix G: Statement of Fiscal Sponsor's Responsibilities Form  
Appendix H: SEED Tool Priority Neighborhoods

## **REFERENCES**

[American Youth Policy Forum](#)  
[Black Equity Collective](#)  
[A Capacity Builder's Crisis of Conscience](#)  
[Find Your District](#)  
[Find Your County Supervisor](#)  
[Grantmakers for Effective Organizations](#)  
[Local Business Enterprise Program](#)  
[It Takes an Ecosystem](#)  
[Office of Diversity and Equity](#)  
[Organizational Resilience: A Summary of Academic Evidence, Business Insights and New Thinking](#)  
[Organizational Resilience: What is it and why does it matter during a crisis?](#)  
[Reimagining Capacity Building](#)  
[Remake Learning](#)  
[Should We Cancel Capacity Building?](#)  
[When "Kin" Is All We Have: From "Stakeholder" to "Careholder"](#)

## **APPLICATION LINKS**

[Application Portal](#)  
[NOFO Information Session Registration](#)

# CITY OF SACRAMENTO

## CITYWIDE YOUTH DEVELOPMENT PLAN

### VISION

All Sacramento children and youth are valued and reach their fullest potential.

### MISSION

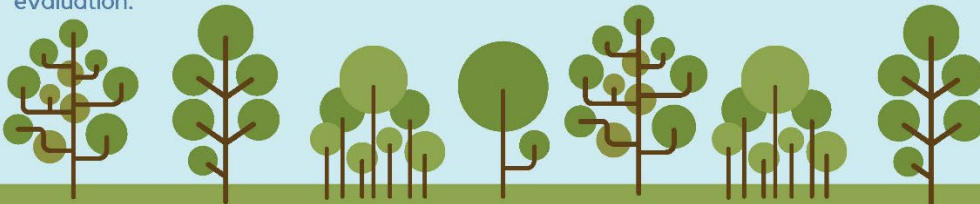
The City of Sacramento leads collaboratively to provide systemic and sustainable investments and opportunities, harnessing collective assets to champion intentional and equitable pathways for young people to succeed.

### VALUES STATEMENT

- ✿ **Youth Voice:** We honor the youth's statement, "Nothing about us without us."
- ✿ **Elimination of Systemic Barriers:** We believe it is our responsibility to actively seek ways to break systemic barriers so that youth have access and ability to fully utilize resources and supports.
- ✿ **Cultural Humility:** We commit to acknowledging our individual and institutional biases, accepting that there are gaps in our knowledge, and being open to new ideas.
- ✿ **Mutual Respect:** We build relationships through developing a culture of mutual respect and inclusivity.
- ✿ **Integrity:** We believe in conducting our work in an honest, moral, ethical, and accountable manner.
- ✿ **Innovation:** The *status quo* is unacceptable if it is not improving the lives of Sacramento children and youth, and thus, we call for thinking outside of the box to better support Sacramento's youngest residents.
- ✿ **Courage:** We believe that having the audacity to take risks, stand up for what is right, and address the most challenging situations is unquestionable.

**GOALS:** Through its own programs and strategic partnerships, the City of Sacramento will strive to achieve the following goals.

- ✿ Contribute to the healthy development of **children ages 0-5** so that they are prepared for school;
- ✿ Provide resources, support, and connection to effective programs and services that lead to **success in education**;
- ✿ Build **21st century skills** including leadership, workforce development, life, resiliency, and social-emotional skills;
- ✿ Provide opportunities for young people to become **active and engaged community members**;
- ✿ Create a **safe environment**, both physically and emotionally, in all settings, honoring culture and community;
- ✿ Promote **equity, justice, and accountability** with a concerted application of resources toward those youth in greatest need;
- ✿ Empower **families** to engage in their children's healthy development; and
- ✿ Implement the **youth development framework** in all program design, operations, and evaluation.



# CITY OF SACRAMENTO

## CITYWIDE YOUTH DEVELOPMENT PLAN

### FRAMEWORK FOR CHILDREN & YOUTH PROGRAMS

When designing, implementing, and evaluating its children and youth programs, the City of Sacramento will strive to offer all young people, regardless of background, the highest-quality youth development experiences. To ensure these experiences result in positive outcomes, the City and its partners will provide youth with research-based supports and opportunities that integrate a set of social justice principles, aligning with the City's core values, into staff, program delivery, and organizational/institutional practices.

#### Social Justice Principles

- Analyze Power in Social Relationships
- Promote Systemic Social Change
- Make Identity Central
- Encourage Collective Action
- Embrace Youth Culture



#### Supports and Opportunities

##### Safety

- Emotional
- Physical
- Cultural

##### Relationship-Building

- With adults
- With peers

##### Skill-Building

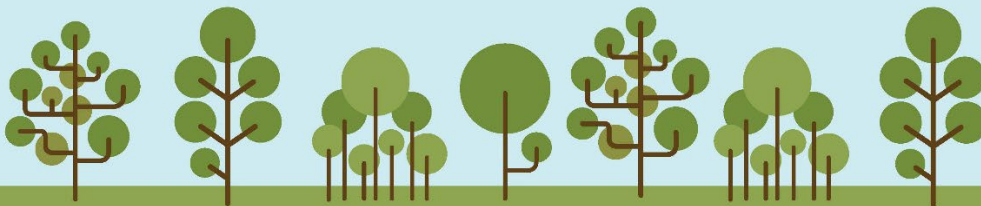
- Challenging
- Interesting
- Leading to growth and mastery

##### Youth Participation

- Input and decision-making
- Opportunities for leadership
- Sense of belonging

##### Community Involvement

- Ability to impact community



## 10. APPENDIX B: GRANTEE NONCOMPLIANCE PROCEDURES

This Exhibit D is incorporated into and made part of the Grant Agreement between the CITY and the GRANTEE. The terms and conditions set forth herein establish the standards, procedures, and consequences that govern GRANTEE noncompliance with the Grant Agreement and applicable CITY policies.

**1. Purpose.** This Exhibit defines the CITY's rights and the GRANTEE's obligations in the event of noncompliance with the Grant Agreement. The purpose is to ensure accountability, safeguard public funds, and preserve the integrity of CITY-funded programs.

**2. Definition of Noncompliance.** GRANTEE noncompliance shall include, but is not limited to, the following:

- A. Reporting or Documentation Noncompliance: Late or missing reports, poor documentation practices, or minor invoicing errors.
- B. Financial Mismanagement: Misuse or abuse of funds, weak internal controls, unauthorized spending, unsupported costs, budget deviations without approval, or bankruptcy.
- C. Performance Failures: Failure to meet grant terms, deliverables, timelines, or performance outcomes, failure to address participant eligibility, or program quality issues.
- D. Repeated or Unresolved Audit Findings: Pattern of adverse findings, failure to implement corrective actions, or disregard for prior audit or monitoring recommendations.
- E. Legal or Regulatory Violations: Violations of grant-related laws or requirements (e.g., OMB Uniform Guidance, civil rights, environmental laws, drug-free workplace rules, etc.).
- F. Fraud and Criminal Conduct: Submitting false information, willful misrepresentation, forgery, bribery, falsification of records, procurement fraud, embezzlement, or criminal convictions related to public funds.
- G. Ethics Violations or Conflicts of Interest: Kickbacks, having an interest that conflicts with the interests of the City or that may impair the grantee's ability to perform obligations under the grant agreement, or violations of public trust.
- H. Suspension, Debarment, or Bankruptcy: Active debarment/suspension by any government entity, or bankruptcy affecting the ability to perform grant obligations.

**3. Classification of Noncompliance Severity.** The CITY shall classify noncompliance into four (4) severity levels:

- A. Level 1 – Minor: Isolated administrative errors with limited impact, including:
  - (1) Reporting or Documentation Noncompliance.
- B. Level 2 – Moderate: Repeated issues or risks to performance or compliance, including:
  - (1) Reporting or Documentation Noncompliance;
  - (2) Financial Mismanagement;
  - (3) Performance Failures;
  - (4) Repeated or Unresolved Audit Findings; or
  - (5) Legal or Regulatory Violation.
- C. Level 3 – Major: Serious misconduct or operational breakdowns, including:
  - (1) Financial Mismanagement;



- (2) Performance Failures;
- (3) Repeated or Unresolved Audit Findings;
- (4) Legal or Regulatory Violations;
- (5) Ethics Violations or Conflicts of Interest; or
- (6) Suspension, Debarment, or Bankruptcy.
- D. Level 4 – Severe: Fraud, criminal conduct, or violations of public trust, including:
  - (1) Legal or Regulatory Violations;
  - (2) Fraud and Criminal Conduct;
  - (3) Ethics Violations or Conflicts of Interest; or
  - (4) Suspension, Debarment, or Bankruptcy.

**4. Letter of Noncompliance.** Upon identifying noncompliance, the CITY may issue a Letter of Noncompliance, which shall include:

- A. A description of the violation(s);
- B. The specific corrective actions required;
- C. A deadline for submission of a written Corrective Action Response Plan (not to exceed thirty (30) calendar days); and,
- D. A notice that failure to respond may result in suspension or termination of funding.

For Level 3 and 4 violations, the CITY may, in its sole discretion, initiate immediate suspension without offering an opportunity to cure.

**5. Corrective Action Process.** Upon receipt of a Letter of Noncompliance, the GRANTEE shall respond in writing with a Corrective Action Response Plan within thirty (30) calendar days that includes:

- (1) Specific actions taken or proposed to achieve compliance;
- (2) A timeline for implementation; and,
- (3) A designated point of contact for follow-up.
- A. The CITY shall review the GRANTEE's response within fifteen (15) business days and, in its sole discretion, may:
  - (1) Approve the plan;
  - (2) Request revisions; or
  - (3) Reject the plan and impose additional sanctions.
- B. The CITY shall not disburse any new payments to GRANTEE until it approves the Corrective Action Response Plan.

**6. Sanctions and Suspension.** If the GRANTEE fails to cure the violation, or if the violation is sufficiently serious, the CITY may impose any of the following sanctions, proportionate to the severity level:

- A. Level 1 – Minor: Enhanced oversight or monitoring, CITY-provided technical assistance.
- B. Level 2 – Moderate: Enhanced oversight or monitoring, CITY-provided technical assistance and repayment of any grant funds used for unauthorized expenditures.
- C. Level 3 – Major: GRANTEE-provided technical assistance, suspension of all active grant agreements with CITY, repayment of any grant funds used for unauthorized expenditures, audit by a third-party at Grantee's expense, two-year suspension from future CITY grant eligibility.

- D. Level 4 – Severe: Immediate termination of grant agreement, repayment of all grant funds disbursed by CITY, audit by a third-party at Grantee’s expense, and five-year suspension from future CITY grant eligibility.

**7. Suspension Notice and Consequences.** The CITY shall issue a written Suspension Notice to the GRANTEE when, in the City’s sole discretion:

- (1) The GRANTEE has failed to respond to a Letter of Noncompliance within the required timeframe;
  - (2) The GRANTEE has submitted a Corrective Action Response Plan that is determined to be incomplete or insufficient, or Grantee fails to implement a Corrective Action Response Plan in a timely manner;
  - (3) The GRANTEE has engaged in conduct classified as a Level 3 (Major) or Level 4 (Severe) violation;
  - (4) The violation cannot be reasonably remedied through corrective action (e.g., repeated or willful misuse of funds, fraudulent reporting, or failure to deliver core services); or
  - (5) The GRANTEE’s continued participation in City-funded programs would pose a significant risk to public funds or program integrity.
- A. The Suspension Notice shall include:
    - (1) The nature and severity level of the violation.
    - (2) The duration of the suspension.
    - (3) Any conditions required for reinstatement.
    - (4) The GRANTEE’s right to appeal within fifteen (15) business days.
  - B. During the suspension period, the GRANTEE:
    - (1) Shall not be eligible to apply for or receive CITY grant funds.
    - (2) Shall have any pending or in-progress grant applications withdrawn.
    - (3) Shall be listed as ineligible in the CITY’s Grants Management System.

**8. Appeals and Reinstatement.**

- A. A GRANTEE may appeal a suspension or request for reinstatement after the suspension period or upon satisfying reinstatement conditions.
- B. Appeals shall be in writing and directed to the City Manager, and must include:
  - (1) A written statement of appeal grounds;
  - (2) Supporting documentation; and
  - (3) Any evidence of corrective measures taken.
- C. The CITY shall review appeals within thirty (30) calendar days. All determinations are final and not subject to further administrative review.

**9. Incorporation by Reference.** The GRANTEE acknowledges that compliance with this Exhibit is a material term of the Grant Agreement. Failure to comply may result in termination of the Grant Agreement and recovery of funds.

## 11. APPENDIX C: EXAMPLES OF ORGANIZATIONAL RESILIENCY BUILDING PROJECTS

Note, the list below includes ideas of organizational resiliency building project topics inspired by the first cohort of Resiliency Fund grantees and attendees of the Fall 2025 CBO Listening Session. It is not intended to be an exhaustive list. Rather, the City encourages grantees to be creative in their project visioning.

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

**Data and Evaluation** • Best practices in evaluation, data and reporting • Data management and methodology • Organization or program evaluation, etc.

**Financial Management** • Budgeting and financial planning / forecasting • Development of financial management systems, policies and practices • Financial literacy training for executive directors and board members • Improvement of accounting practices • Nonprofit compliance and governance

**Fund Development** • Budget principles and practices • Development and implementation of fund development strategy • Grant writing consultant or training • Major gifts and sponsorships planning

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

**Information Technology** • Software and/or technology upgrades

**Leadership Development** • Creation and implementation of volunteer management/recruitment plan • Leadership coaching • Leadership succession planning • Leadership training for staff

**Marketing and Communications** • Branding/rebranding • Design training for newsletters, brochures, annual reports, etc. • Development of marketing and communications strategies • Social media strategy • Telling your nonprofit story

**Organization/Program Planning** • Business planning • Logic model development • Outreach strategy, etc. • Program planning • Strategic planning • Theory of Change

**Staff Development** • Professional development • Self-care for nonprofit professionals • Specialized trainings • Strengths assessments

**Other Areas** • Best practices in youth development • Change management • Collaboration and partnership development • Diversity, equity, inclusion and belonging • Establishing of Youth Advisory Councils • Expanding youth voice



## 12. APPENDIX D: GRANTEE ACTION PLAN

### **Organizational Resiliency Fund Grantee Action Plan [Insert Grantee Name]**

Please take some time to meet with staff, leadership, board members, clients and other careholders as you complete this document, as it will guide your experience throughout the grant period. It is envisioned as a dynamic document that will continue to evolve as you learn, experiment, and further develop your vision.

#### **ORGANIZATION'S OBJECTIVES**

Considering your internal goals and the needs you have identified, describe how you plan to use the resources (monetary and non-monetary) available under this grant and what you hope to accomplish. Resiliency building is about addressing needs so that you can better deliver seamless services and retain staff. A [SWOT analysis](#) may be a helpful tool.

Click or tap here to enter text.

The [Citywide Youth Development Plan & Framework](#) encourages the implementation of youth voice in all aspects of youth-focused programming. Describe how you can engage your youth clients or staff (24 years and younger) in grant activities. What support might you need to involve youth in a meaningful way?

Click or tap here to enter text.

#### **SUCCESS**

What would success look like?

Click or tap here to enter text.

If you were to succeed, what impact(s) would that have on your organization?

Click or tap here to enter text.

If you were to succeed, what impact(s) would you anticipate for your youth participants?

Click or tap here to enter text.

How will you document and share your successes?

Click or tap here to enter text.

#### **POTENTIAL OBSTACLES**

What potential obstacles might you encounter as you work toward your objectives?

Click or tap here to enter text.

If you encounter the above identified obstacles, what strategies will you use to address them?

Click or tap here to enter text.

### **RESOURCES**

Describe the resources you have available to you, how you will access them and how you will use them.

Click or tap here to enter text.

Describe what additional resources would be helpful and any notes you can share about your past experiences with each resource.

Click or tap here to enter text.

### **REPORTING PARAMETERS**

Grantees will be required to collect information specified in your contract with the City. Grantees will be required to submit two reports, one at the end of Year 1 and one at the conclusion of the grant term. Each will include both narratives and expenditure/financial information.

### **SITE VISITS**

City staff will conduct site visits at least once per year. These site visits will be opportunities for personalized technical assistance as well as checkpoints in the administration of the grant. Do you have any specific requests for support at this time?

Click or tap here to enter text.

## 13. APPENDIX E: COMMUNITY OF PRACTICE FACILITATION GUIDE

### COMMUNITY OF PRACTICE – AN INTRODUCTION

A **community of practice** (CoP) is a group of people who share a common type of work (nonprofit, youth-focused services) and who regularly come together to **learn from each other, share ideas and improve what they do**. They build relationships, talk about challenges, exchange tips or tools and develop new approaches together.

The Resiliency Fund includes **quarterly in-person** Community of Practice meetings (4 per year, 8 in total). Each meeting should be 90 minutes in length.

These meetings will be **primarily driven by grantee organizations**. A different organization will be able to facilitate each meeting, on a voluntary basis. City staff will survey grantees, determine the meeting dates/times and manage the calendar appointments. City staff will also coordinate the venue. All meetings will take place at City-run Community Centers.

Each meeting will focus on **one or two topics** of relevance to the host organization. The first half to two-thirds of the meeting will be dedicated to the selected topic. The remaining meeting time will allow for **open comments and workshopping** of issues raised by any organization in attendance.

### LEADING A COMMUNITY OF PRACTICE MEETING

The host organization will carry most responsibilities for the meeting they host. This will include:

- Selecting a **topic of discussion** that is important to their current situation.
- **Presenting that topic** (presentation) and leading a subsequent discussion.
- **Facilitating** open workshopping time for the entire cohort.
- **Keeping track of the time** during the meeting and keeping everyone on task.
- **Communicating consistently with City staff** about the details of the meeting.
- Providing information to City staff for the **meeting agenda**.

There are resources available to help the host organization. **City staff will be the primary source of assistance**. They will secure the venue, schedule the meeting, send the calendar appointment to the cohort, generate the agenda using the information provided by the host organization, manage the check-in table and provide an evaluation form for meeting hosts to distribute upon the conclusion of each Community of Practice meeting. City staff can also help with brainstorming, providing feedback and making connections. Hosts can also leverage **guest speakers**, if they are able to do so without incurring additional costs. City staff can help connect hosts to other City staff that could serve as guest

speakers if desired. City staff will also **record meetings and/or take notes** and distribute them to the cohort.

## DURING THE MEETING

**City staff** will attend all CoP meetings in a logistical support capacity. Staff will be available to troubleshoot A/V issues, coordinate with Community Center staff, provide light refreshments, facilitate the check-in table and offer additional facilitation support as needed. The City will bring the following materials to all meetings: markers, poster paper, projector and screen, and hand-held clicker. It is up to the **host organization** to request any additional supplies needs (such as printed handouts) which the City will do its best to accommodate.

The host organization will be responsible for **meeting facilitation**. Some tips to consider include:

- Set up or review group agreements
- Ask open-ended questions
- Make space for quieter voices
- Summarize key takeaways
- Be mindful of time management

Facilitation also includes finding a **balance between presentation and discussion**. Including interactive activities will help keep people engaged more so than a lecture-only format. Host organizations are encouraged to use interactive facilitation tools.

The host organization is encouraged to include youth (clients or staff) in the team that works on the meeting whenever possible. **Elevating youth voice** is a goal of all City youth-focused programs.

## AFTER THE MEETING

**Within one week of the meeting**, the host organization will need to send any notes, slides or follow-up information to City staff. City staff will distribute these resources in a follow-up email to the cohort. If the host organization would like a debrief with City staff, they may request it. Most likely, all debriefs will be held virtually using either Zoom or MS Teams.

If the host organization has any **feedback or suggested updates to this Meeting Lead Guide**, City staff welcomes it.

## FOLLOW-UP EXPECTATIONS

Host organizations will be expected to coordinate with City staff to **gather feedback** and **prep the next host organization**. Specifically, they will help collect brief **evaluation forms** that ask participants to gauge, among other things, the helpfulness of the topic presented and the facilitation of the CoP meeting. We encourage adult staff members to review the feedback with staff that meet the definition of youth as part of an organization's **skill-building** efforts.

City staff will post a "[parking lot](#)" at each meeting so folx can submit ideas for future meetings. The host organization will be responsible for **reviewing the parking lot items** after the meeting to ensure any unresolved topics, discussions and questions are added to the parking lot for the next meeting. If the next host organization has questions, they may reach out for clarification.

## ADDITIONAL RESOURCES

Below are some potential topics based on feedback from pervious grantees and CBOs who have participated in Listening Sessions. City staff can help brainstorm topics if the host organization is struggling to pick one.

- Cultural Competency and Culturally Responsive Programming
- Self-Care and Self-Compassion
- Having Difficult Conversations
- Staff Burnout / Engagement / Empowerment Strategies
- Gathering Qualitative Data
- Recruitment Strategies
- Management / Administrative / Tracking Tools
- Restful Leadership
- Collaboration and Partnership Development
- Elevating Youth Voice / Establishing a Youth Board or Advisory Group

While City staff will generate and distribute each meeting's agenda, the host organization will need to **provide information to City staff** about the presentation piece of the agenda. Here is a template for providing that information:

*NAME OF PRESENTATION*

*Presented by: Name(s) of presenter(s)*

*Brief description: In 1-3 sentences, describe what the presentation will be about. Use plain language and avoid jargon whenever possible.*

*Suggested prep: Provide any information about websites, literature or other resources participants might want to visit before the meeting. Also include any work folx might need to complete (keep this to a minimum, please).*

*Supplies: Please let us know if you need any handouts printed, or additional supplies beyond the standard ones we will be providing at every meeting (listed in the **During the Meeting** section of this guide).*

Here's an example of what it might look like once completed:

### **COLLABORATION + PARTNERSHIP DEVELOPMENT**

*Presented by: Marissa Eng and Laura Littlefield*

*Brief description: The cohort will be led through a process that can be used at any time to guide collaborations from beginning to end. At the end of the presentation, participants will be able to identify potential partners within the cohort. They will also have strategies for approaching another organization about collaborations.*

*Suggested prep: It might be helpful to discuss the topic with all staff and generate a list of questions related to the topic. You might also bring a list of potential areas around which your organization would like to collaborate.*

*Supplies: Please print 15 copies of the [Citywide Youth Development Plan & Framework](#) for the cohort to review.*

There are many resources available for making your presentation interactive. Here are some tools to consider:

- [Mentimeter](#): Allows you to create a slideshow presentation with slides that **pose questions/prompts** folx can respond to in real time.
- [Miro](#): Allows you to create a **virtual whiteboard**, with sticky notes, voting and emoji reactions.
- [ChatGPT](#): AI can be helpful in coming up with **activity ideas**. This strategy works best when you provide as much information to ChatGPT as you can. So, instead of asking for an interactive activity, ask for an interactive activity to be done with about 15 people in a Community of Practice that's focused on youth-serving CBOs who are looking to increase their resiliency around [your chosen topic].

- Physical or metaphorical activities: **Get folx moving** and/or **thinking about big ideas** like systems-thinking, the youth-serving ecosystem or personal motivations for doing this work.
- Breakout Groups: Split attendees into small groups for **deeper discussion or strategizing**. Reconvene and have groups share out insights.
- Paper and Markers (City to provide): You don't have to get fancy. Provide tools so folx can **draw, map out or write down ideas**. Sticky notes are helpful for sorting/prioritizing activities.

## FACILITATION GUIDE FAQs

### What if the discussion goes off track or we run out of time?

Keeping track of the time and keeping folx on topic is a key skill for facilitating meetings. However, things happen and there are lots of reasons why we might get off track or run out of time. In those situations, City staff will be available to help with timekeeping and refocusing the discussion. Unresolved discussions, explorations, etc. should be added by the host organization to the parking lot.

### What if no one shares during open workshoping?

The host organization will have two options. They can consult City staff to determine the best choice for the situation.

Option 1: Guide folx through a process of uncovering ideas to workshop using prompts like:

- Think about your day-to-day work with youth. What's one small, persistent challenge — like a pebble in your shoe — that's been slowing you down or nagging at you lately?
  - Complete this sentence: *If only we could \_\_\_\_\_, it would make a real difference for the youth we serve.*
  - Think back over the last few months. What surprised you — something that didn't go as expected, or revealed something new?
  - Where do you notice gaps — between what we *intend* for youth and what's actually happening?
  - What's been keeping you up at night about your work... or lighting you up lately?
- Either direction can point to something important worth exploring together.

Option 2: Review the parking lot. See if it sparks anything for folx.

If neither of these options uncover an idea to workshop, City staff can make the call as to whether we end the meeting early. This would be a last resort. Community of Practice meetings are important spaces for working together toward solutions. With only 8 meetings, we want to make the most of our time together.

**Can two grantees co-lead a meeting?**

Absolutely! The City encourages collaboration amongst ORF grantees, no matter what that looks like. This would be a particularly great idea if CBOs want to give youth clients or staff with little facilitation experience a chance to work together.

**CITY STAFF CONTACTS**

Marissa Eng, [meng@cityofsacramento.org](mailto:meng@cityofsacramento.org)

Laura Littlefield, [llittlefield@cityofsacramento.org](mailto:llittlefield@cityofsacramento.org)



## 14. APPENDIX F: SAMPLE GRANT AGREEMENT

### YOUTH-SERVING ORGANIZATIONAL RESILIENCY BUILDING AND GENERAL OPERATING SUPPORT GRANT AGREEMENT

This Grant Agreement (“Agreement”), dated [Month & Day], 2026 (the “Execution Date”), is between the City of Sacramento, a municipal corporation (“City”), and [Organization Name], a 501(c)(3) non-profit corporation [DBA Name] (“Grantee”).

#### Background

- A. In December 2017, the Sacramento City Council adopted a Citywide Youth Development Campaign Plan that was intended to guide the City in the design, operations, and evaluation of its children and youth programs. The Plan lays out a set of goals that the City strives to achieve through its own programs and through strategic partnerships.
- B. In February 2022, the City Council approved the FY2021/22 Midyear Budget Report as amended, via Resolution No. 2022-0062. Among other things, Resolution No. 2022-0062 established the Youth- and Family-Serving Community-Based Organizations Stabilization Fund (later renamed the “Resiliency Fund”). The Resiliency Fund is aimed at offering both general operating support grants as well as tailored individual and cohort-based capacity-building opportunities for youth-serving community-based non-profit organizations (“CBOs”).
- C. Grantee has been selected to receive a Grant to support Grantee’s general operations. “General Operations” include but are not limited to day-to-day operations, encompassing salaries, facility rent, supplies, marketing, and other essential expenses. While this Grant may be used to fill temporary gaps or enhance existing programs, it may also be used to strengthen Grantee’s capacity to continue delivering results into the future. These funds are part of a larger award that includes the provision of in-kind organizational resiliency/capacity building services provided by technical assistance partners, including but not limited to City staff.

**With these background facts in mind, the City and Grantee agree as follows:**

- 1. **Grant Term.** This Agreement takes effect as of June 1, 2026 (the “Effective Date”) and expires on December 1, 2028 (the “Expiration Date”).
- 2. **Grant Funds – Services and Budget.**
  - (a) The City shall disburse to the Grantee a total sum not to exceed \$35,000.00 (the “City Funds”) – amounting to \$25,000.00 in Year 1, and \$10,000.00 in Year 2. As a condition of receiving City Funds, Grantee will be required to participate in the organizational resiliency building activities listed in Exhibit A (“Mandatory Grant Activities”). The Mandatory Grant Activities are based on compliance with the terms of this Agreement.

### 3. City Funds Disbursement.

- (a) The City will disburse up to 70% of the City Funds for Year 1 (\$17,500.00) within 30-90 days of the Execution Date. The City will disburse the remaining 30% of Year 1 grant funds (\$7,500.00) upon satisfactory submission of a Midterm Report demonstrating that the Grantee appropriately expended all funds previously advanced. See Invoice Requirements (Section 6, below), for more information on reporting.
- (b) The same disbursement procedure will be utilized in Year 2, with 70% of Year 2 grant funds being disbursed at the midpoint of Year 2 (i.e., \$7,000.00 at the end of calendar year 2027) and the final 30% of Year 2 grants funds upon satisfactory submission of the Final Report in Fall 2028.
- (c) The Grantee will be notified within fifteen business days following receipt of a request for reimbursement of any circumstances or data identified by the City that would cause withholding of approval and subsequent payment, including non-compliance under the terms of any grant agreement with the City. The City reserves the right to request any additional documentation it determines is needed to substantiate any request for reimbursement and/or to withhold payment of unauthorized or unsubstantiated amounts. See Exhibit B ("Grantee Noncompliance Procedures").

**4. Use of City Funds.** Grantee may expend the City Funds only for expenses that support Grantee's general operations as set forth above, subject to the below limitations. The City reserves the sole discretion to determine if a grantee has used the City Funds for an ineligible expense, which determination shall not be limited to the items listed below. If unsure whether a purchase/ expense is an eligible use of funds, Grantee will contact City staff prior to making the purchase to obtain approval. The City of Sacramento reserves sole discretion to determine what is an ineligible use of funds.

- (a) Supplanting, displacing, and/or replacing services that are already being provided by the City, its grantees, school districts, or other public entities.
- (b) Activities closed to the public, including restricted programs or projects such as social clubs, individual or private schools, or membership groups.
- (c) Advancement of certain sectarian, politically partisan, or religious projects (grant funds should be used to support an organization's direct youth services operations and not to advance the causes of any of the stated groups).
- (d) Political campaigning or lobbying.
- (e) Purchase of land, buildings, and construction (capital expenditures), renovation.
- (f) Any expenses incurred outside of the grant period.
- (g) If the City (including the Accounting Manager or City Auditor) determines that the City Funds were expended by Grantee for uses in violation of the terms of this Agreement, Grantee shall reimburse City for the amount of the unauthorized expenditures. Reimbursement shall be made by check payable to the City and delivered to the City Representative at the address set forth in Section 10 within 30 days from the date of the demand for repayment, unless the City approves in writing an alternative repayment plan.
- (h) This Section 4 will survive the expiration or termination of this Agreement.

## **5. Accounting.**

- (a) Grantee shall keep all City Funds received under this Agreement separate from all other funds under its control.
- (b) During the term of this Agreement and for five years after its termination or expiration, the Grantee shall maintain records of all matters related to this Agreement in accordance with generally accepted accounting practices, including, but not limited to, the following: ledgers, budget records, books, financial records, supporting documents, statistical records, personnel and payroll records, property records, and all other pertinent records sufficient to reflect properly all direct and indirect costs of whatever nature claimed to have been incurred and anticipated to be incurred in performance of this Agreement and all other matters covered by this Agreement. The records shall document all financial transactions, including but not limited to contracts, invoices, timecards, cash receipts, vouchers, canceled checks, bank statements and/or other official documentation evidencing in proper detail the nature and propriety of all charges paid with the City Funds. Grantee shall submit to the City, at such times and in such forms as the City may require, such records pertaining to matters covered by this Agreement.
- (c) Grantee shall make its records and employees related to Mandatory Grant Activities completed under this Agreement available for inspection and audit by City. At City's election, the City Accounting Manager or City Auditor, at all reasonable times, may audit Grantee's books, records, and accounts to determine whether the Grantee has complied with the terms of this Agreement. Grantee acknowledges and agrees that the Director may use the City's Accounting Manager, City Auditor, or other authorized representatives to conduct an audit and review of the records. This section 5(c) will survive the termination of this Agreement.

## **6. Invoice and Reporting Requirements.**

- (a) Grantee shall provide City with a Midterm Report that includes both narrative and financial information – describing program accomplishments and financial health for the first half of the grant term. For the purpose of this report and the Final Report, Grantees will be required to collect information specified by the City that demonstrates the progress of resiliency building goals outlined in the Action Plan, and expenses. A reporting template will be provided. Expenditure reporting must include a Statement of Financial Activities (i.e., Profit & Loss) and a Statement of Financial Position (i.e., Balance Sheet). Should the City find the documentation submitted to be insufficient or the Grantee used City funds for ineligible costs, the City reserves the right to terminate the Agreement, withhold future payments and/or seek reimbursement, as well as all available legal remedies.
- (b) Final Report. Within 60 calendar days after completion of the grant period, Grantee shall provide City with a Final Report that includes both narrative and financial information – describing program accomplishments and financial health for the second half of the grant term. Grantee's failure to provide the Final Report and required attachments or Grantee's unauthorized use of City Funds may result in the Grantee being barred from being eligible for City grant funding in future years.

- 7. Non-Discrimination.** Grantee shall not discriminate against any program participant on the grounds of sex which includes gender identity and gender expression, race, color, religion, ancestry, national origin, disability, medical condition, genetic information, marital status, sexual orientation, citizenship, primary language or immigration status. The foregoing is based on Section

51 of the CA Civil Code, which is incorporated herein by reference as if set forth herein in full, and includes any other applicable federal, state, or local law prohibiting discrimination.

If Grantee is a religious organization, Grantee may not require program participants to engage in any activity or ceremony associated with education or advocacy of that organization's religious beliefs or creed. However, the program offered by Grantee under this Agreement may be held within a church building or a building that may include religious statutes or displays associated with that organization's beliefs or creed.

**8. Fingerprinting/Criminal Background/Tuberculosis Checks** The Grantee shall not employ a person, whether as an employee, contractor, or volunteer ("Personnel"), in a position with supervisory or disciplinary authority over a minor in connection with this Agreement if the person has been convicted of an offense identified in Public Resources Code section 5164, subdivision (a)(2).

- (a) Grantee shall require all of its Personnel interacting with minors or individuals with developmental disabilities during the term of this Agreement to submit to being fingerprinted and background checked by the California Department of Justice, prior to receiving City Funds or providing services. A background check includes a valid criminal history summary. A conviction for a violation or attempted violation of an offense committed outside the State of California shall be included in this review if the offense would have been a crime if committed in California.
- (b) If at any time, Grantee or any of its Personnel are arrested for, or convicted of a felony or misdemeanor involving a sex offense, violent offense or offense involving moral turpitude, Grantee shall immediately notify the City Representative identified in Section 10 of this Agreement.
- (c) Grantee shall likewise be responsible for ensuring that its Personnel are tested for Tuberculosis prior to providing services under this Agreement.
- (d) Results of the background check and TB testing will be provided to the City prior to initiation of any Scope of Work activities under this Agreement. City may require Grantee to submit evidence of Grantee's compliance with these requirements at any time.
- (e) Grantee agrees that all subcontracts and/or subawards shall contain the provisions of this Section.

**9. Suspension and Termination.**

- (a) City shall have the right, at any time, to temporarily suspend Grantee's performance hereunder, in whole or in part, by giving a written notice of suspension to Grantee. If City gives such notice of suspension, Grantee shall immediately suspend its activities under this Agreement, as specified in such notice.

- (b) The City shall have the right to terminate this Agreement at any time by giving a written notice of termination to Grantee. Upon receipt of such notice, Grantee shall immediately cease performance under this Agreement as specified in the notice. If the City terminates this Agreement, the City shall reimburse the Grantee for costs incurred and services performed prior to the date of the termination notice; provided, however, City shall not in any manner be liable for special, incidental, indirect, punitive, or consequential damages. Grantee shall furnish to the City any financial information requested by the City to determine the costs incurred and/or reasonable value of any services provided by Grantee. The foregoing does not affect any right or remedy that City may have in law or equity.

**10. Representatives and Notices.** Grantee shall assign a single program coordinator who shall have overall responsibility for the performance of this Agreement by Grantee. Should circumstances or conditions require a substitute Grantee coordinator, Grantee shall notify the City Representative identified below.

Any notice under this Agreement must be in writing and will be considered properly given and effective only when mailed or delivered in the manner provided by this Section 10 to the persons identified below or their successors. If mailed, the notice will be effective on the second calendar day from the date it is deposited in the United States Mail addressed as set forth below with postage prepaid. A notice sent in any other manner (e.g., e-mailed or hand-delivered) will be effective or will be considered properly given when actually delivered.

If to Grantee:                    [Name]  
                                         [Title]  
                                         [Mailing Address]  
                                         [City, State Zip]  
                                         [Email]

If to City:                        Rene Kausin  
                                         Youth Development Program Manager  
                                         City of Sacramento  
                                         915 I Street, 3rd floor  
                                         Sacramento CA 95814

Any party may change its address for these purposes by giving written notice of the change to the other parties in the manner provided in this Section 10.

**11. Indemnity.** Grantee shall defend, hold harmless, and indemnify City, its officers, employees, and agents from and against any and all actions, damages, costs, liabilities, claims, demands, losses, judgments, penalties, costs and expenses of every type and description, including, but not limited to, any fees and/or costs reasonably incurred by the City's staff attorneys or outside attorneys and any fees and expenses incurred in enforcing this provision (collectively, "Liabilities"), including Liabilities arising from personal injury or death, damage to personal, real or intellectual property or the environment, contractual or other economic damages, or regulatory penalties, arising out of or in any way related to Grantee's acts or omissions under this Agreement, whether or not (i)

such Liabilities are caused in part by a party indemnified hereunder or (ii) such Liabilities are litigated, settled or reduced to judgment, except that the foregoing indemnity does not apply to liability for any damage or expense for death or bodily injury to persons or damage to property to the extent arising from the sole negligence or willful misconduct of the City, its officers, employees, agents, or independent contractors who are directly responsible to City. The provisions of this Section 11 will survive the expiration or termination of this Agreement.

**12. Insurance.** During the term of this Agreement, Grantee) shall maintain at its sole expense insurance coverage as follows:

- (a) Commercial General Liability Insurance providing coverage at least as broad as ISO CGL Form 00 01 on an occurrence basis for bodily injury, including death, of one or more persons, property damage, and personal injury, arising out of activities performed by or on behalf of Grantee, products and completed operations of Grantee, and premises owned, leased, or used by Grantee, with limits of not less than one million dollars (\$1,000,000) per occurrence. The policy must provide contractual liability and products and completed operations coverage for the term of the policy. **The policy must not exclude coverage for sexual abuse, physical abuse, or molestation.**
- (b) Automobile Liability Insurance is required if Grantee provides transportation for program participants providing coverage at least as broad as ISO Form CA 00 01 for bodily injury, including death, of one or more persons, property damage and personal injury, with limits of not less than one million dollars (\$1,000,000) per occurrence. The policy shall provide coverage for owned, non-owned and/or hired autos as appropriate to the operations of Grantee.

No automobile liability insurance is required if Grantee certifies as follows:

“Grantee certifies that a motor vehicle will not be used in the performance of any work or services under this Agreement. If, however, Grantee requires any employees of Grantee to use a vehicle to perform services under this Agreement, Grantee understands that it must maintain and provide evidence of Automobile Liability Insurance providing coverage at least as broad as ISO Form CA 00 01 for bodily injury, including death, of one or more persons, property damage and personal injury, with limits of not less than one million dollars (\$1,000,000) per occurrence. The policy shall provide coverage for owned, non-owned and/or hired autos as appropriate to the operations of the Grantee.”

\_\_\_\_\_(Grantee initials)

- (c) Workers’ Compensation Insurance with statutory limits, and Employers’ Liability Insurance with limits of not less than one million dollars (\$1,000,000). No Workers’ Compensation insurance shall be required if Grantee completes the following certification:

“I certify that my business has no employees, and that I do not employ anyone. I am exempt from the legal requirements to provide Workers' Compensation insurance.”

\_\_\_\_\_(Grantee initials)

- (d) The Commercial General Liability and Automobile Liability policies must contain, or be endorsed to contain, the following provisions:
- (1) The City, its officials, employees, and agents must be covered by policy terms or endorsement as additional insureds.
  - (2) Grantee's insurance coverage is primary insurance as respects the City, its officials, employees, and agents. Any insurance or self-insurance maintained by the City, its officials, employees, or agents is in excess of Grantee's insurance and does not contribute with it.
  - (3) The City must be provided with 30 days' written notice of cancellation or material change in the policy language or terms.
  - (4) Any failure to comply with reporting provisions of the policies does not affect coverage provided to the City, its officials, employees, or volunteers.
  - (5) Coverage must state that Grantee's insurance applies separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.
- (e) Insurance must be placed with insurers with a Bests' rating of not less than A:VI. Self-insured retentions, policy terms, or other variations that do not comply with the requirements of this Section 12 must be declared to and approved by City in writing prior to execution of this Agreement.
- (f) Grantee shall furnish City with certificates and required endorsements evidencing the insurance required. The certificates and endorsements must be forwarded to the City Representative named in Section 10. Copies of policies must be delivered to City on demand. Certificates of insurance must be signed by an authorized representative of the insurance carrier.
- (g) For all insurance policy renewals during the term of this Agreement, Grantee shall send insurance certificates reflecting the policy renewals directly to:

City of Sacramento  
c/o Exigis LLC  
PO Box 947  
Murrieta, CA 92564

Insurance certificates also may be faxed to (888) 355-3599, or e-mailed to:  
[certificates-sacramento@riskworks.com](mailto:certificates-sacramento@riskworks.com)

- (h) The City may withhold payments to Grantee or terminate the Agreement if the insurance is canceled or is not renewed as required by this Section 12.
  - (i) Grantee's liability to the City is not in any way be limited to or affected by the amount of insurance coverage required or carried by Grantee in connection with this Agreement.
  - (j) Any available insurance proceeds in excess of the specified minimum limits and coverages must be made available to the City.
- 13. Labor Peace Agreement.** Grantee shall not engage in conduct that would disrupt or interfere with a labor organization's activities or otherwise prohibit or discourage employee unionization.
- 14. Conflicts of Interest.** The Grantee, its officers, directors, employees, and agents shall not have or acquire any interest, directly or indirectly, that creates an actual or apparent conflict with the interests of City or that in any way hinders Grantee's performance under this Agreement.
- 15. Miscellaneous.**
- (a) *Compliance with Applicable Laws.* Grantee shall conduct its affairs and carry on its operations in compliance with all applicable federal, state, and local laws. Grantee must be registered and in good standing with the Registry of Charitable Trusts maintained by the California Attorney General and the corporation must be registered, active, and in good standing with the Secretary of State corporation filings.
  - (b) *Assignment.* Grantee may not assign or otherwise transfer this Agreement or any interest in it without City's written consent, which the City may grant or deny in its sole discretion. An assignment or other transfer made contrary to this Section 15(b) is void.
  - (c) *Independent Contractors.* Grantee may assign employees and volunteers or contract with third parties to perform the Scope of Work at its exclusive discretion and the services of such assigned employees, volunteers and third parties shall be at the sole expense of Grantee and they shall not be entitled to any benefits payable to employees of City.
  - (d) *Third Parties.* This Agreement is for the sole benefit of Grantee and City and no other person or entity shall be entitled to rely upon, enforce, or receive any direct benefit from this Agreement.
  - (e) *No Joint Venture.* It is understood and agreed that each party is an independent person, entity or government agency and that this Agreement shall not create a relationship between City and Grantee of employer-employee, joint venture, partnership, or any other relationship of association. Except as expressly provided in this Agreement or as the parties may specify in writing, neither party shall have authority, express or implied, to act on behalf of the other party in any capacity whatsoever as an agent.
  - (f) *Interpretation and Exhibits.* This Agreement is to be interpreted and applied in accordance with California law. **Attachments 1 and 2**, and **Exhibit D**, are part of this Agreement.



- (g) *Waiver of Breach.* A party's failure to insist on strict performance of this Agreement or to exercise any right or remedy upon the other party's breach of this Agreement will not constitute a waiver of the performance, right, or remedy. A party's waiver of the other party's breach of any term or provision in this Agreement is not a continuing waiver or a waiver of any subsequent breach of the same or any other term or provision. A waiver is binding only if set forth in writing and signed by the waiving party.
- (h) *Severability.* If a court with jurisdiction rules that any nonmaterial part of this Agreement is invalid, unenforceable, or contrary to law or public policy, then the rest of this Agreement remains valid and fully enforceable.
- (i) *Counterparts.* The parties may sign this Agreement in counterparts, each of which is considered an original, but all of which constitute the same Agreement. Facsimiles, pdfs, and photocopies of signature pages of the Agreement have the same binding effect as originals.
- (j) *Time of Essence.* Time is of the essence in performing this Agreement.
- (k) *Integration and Modification.* This Agreement sets forth the parties' entire understanding regarding the matters set forth above and is intended to be their final, complete, and exclusive expression of those matters. It supersedes all prior or contemporaneous agreements, representations, and negotiations—written, oral, express, or implied—and may be modified only by another written agreement signed by both parties.
- (l) *Authority.* Each of the signatories to this Agreement represents that he/she is authorized to sign the Agreement on behalf of such party and that all approvals, resolutions and consents which must be obtained to bind such party have been obtained that no further approvals, acts or consents are required to bind such party to this Agreement.
- (m) *Tax Implications and Consequences.* The City makes no representations as to the tax consequences associated with the payment of funds related to this Agreement, and any determination related to this issue is the sole responsibility of the Grantee. Grantee acknowledges consulting with its own tax advisors regarding this transaction or having had an opportunity to do so prior to signing this Agreement. Grantee acknowledges the City cannot provide advice regarding the tax consequences or implications of funding provided to Grantee under the terms of this Agreement.

[signature page follows]

IN WITNESS WHEREOF, this Agreement has been entered into as of the day and year first stated above.

**City of Sacramento**

By: \_\_\_\_\_  
Ryan Moore  
Assistant City Manager  
For: City Manager

Approved as to Form:

By: \_\_\_\_\_  
Harveen Gill  
Senior Deputy City Attorney

Attest:

By: \_\_\_\_\_  
Wendy Klock-Johnson  
Assistant City Clerk

**[Organization Name]**

By: \_\_\_\_\_  
Name: [Name of Signer]  
Title: [Title]

**EXHIBIT A**  
**MANDATORY GRANT ACTIVITIES**

**Grantee Name:**

**Grant Term:** June 1, 2026-December 1, 2028

**The following are mandatory Resiliency Fund Grant Activities:**

1. **Develop Grantee Action Plan (“Action Plan”).** Grantees will develop a Grantee Action Plan (Action Plan) that identifies the best use of their general operating support funds, as well as targeted resiliency building activities intended to increase organizational resiliency into the future. The Action Plan will identify and outline:
  - A. Grantee objectives for using the monetary and non-monetary resources available under this grant;
  - B. What success would look like at the end of the grant period;
  - C. Potential obstacles and strategies for addressing them;
  - D. Available and needed resources to maximize Grantee participation and implementation of organizational changes;
  - E. Plan for how Grantee will engage young people in the overall grant activities and;
  - F. Site visit requests for support

If the Grantee makes changes to their Action Plan, they must submit the new version to the City or its designee, with an explanation of changes made. City reserves the right to approve or disapprove any such changes. Should the City disapprove of any changes to Grantee’s Action Plan, Grantee shall be prohibited from implementing such proposed changes.

2. **Participation Requirements.** Grantee must be confident about its current level of readiness and ability to commit the time and resources necessary to get the most out of the organizational development journey associated with this grant program. The time commitment for Community of Practice meetings is 90 minutes every three months. The time commitment for site visits is one hour per site visit.

ACTIVITY TIMELINE	
MANDATORY GRANT ACTIVITY	TIMELINE/FREQUENCY
<b>Develop Grantee Action Plan</b>	Within first 3 months of grant term
<b>One-on-One Resiliency Building</b> While completion of certain resiliency building milestones is required (e.g., all grantees must complete an Action Plan), the frequency and intensity of customized resiliency building supports will be determined jointly by each grantee and City staff.	Throughout the grant period. (Frequency and intensity of customized capacity building support hours will be determined and agreed upon by the Grantee and the City.)
<b>Cohort-Based Resiliency Building</b> All grantees are required to participate in the Resiliency Fund Community of Practice. Grantees will participate in meetings framed around peer-to-peer learning and training on topics tailored to the group, such as youth voice, leadership development, fundraising, strategic planning, management skills compliance, and using data, evaluation and continuous quality improvement. Dates of these quarterly meetings will be determined collaboratively amongst grantees.  Peer-Led Community of Practice Opportunity: City staff recognizes that Sacramento youth developers bring a wealth of knowledge and expertise to the community and wish to uplift this strength. Moreover, it is the City's hope that much of the content explored over the course of the two-year resiliency building journey is grantee-driven to best suit the needs and interests of the cohort. Grantees are invited to facilitate one of the quarterly Community of Practice meetings. Note that participation as a grantee facilitator is optional.	Quarterly, beginning Fall 2026
<b>Training Series</b> A series of at least six trainings lasting no more than half a day will be offered to the cohort throughout the grant period. Attendance will be required of each grantee for at least three of these trainings. Training topics will be determined by CBO input as well as availability of qualified presenters. Each training will	Throughout the grant period

be followed by a three-month check-in to share progress, successes and challenges in implementation of training takeaways. For example, if a training happens on April 1, a check-in would be scheduled around July 1.	
<b>Administrative Site Visits</b> City staff will conduct site visits at least once per year. These site visits will be opportunities for personalized technical assistance as well as checkpoints in the administration of the grant.	At least once per year of grant period

## EXHIBIT B: GRANTEE NONCOMPLIANCE PROCEDURES

This Exhibit B is incorporated into and made part of the Grant Agreement between the CITY and the GRANTEE. The terms and conditions set forth herein establish the standards, procedures, and consequences that govern GRANTEE noncompliance with the Grant Agreement and applicable CITY policies.

**1. Purpose.** This Exhibit defines the CITY's rights and the GRANTEE's obligations in the event of noncompliance with the Grant Agreement. The purpose is to ensure accountability, safeguard public funds, and preserve the integrity of CITY-funded programs.

**2. Definition of Noncompliance.** GRANTEE noncompliance shall include, but is not limited to, the following:

- I. Reporting or Documentation Noncompliance: Late or missing reports, poor documentation practices, or minor invoicing errors.
- J. Financial Mismanagement: Misuse or abuse of funds, weak internal controls, unauthorized spending, unsupported costs, budget deviations without approval, or bankruptcy.
- K. Performance Failures: Failure to meet grant terms, deliverables, timelines, or performance outcomes, failure to address participant eligibility, or program quality issues.
- L. Repeated or Unresolved Audit Findings: Pattern of adverse findings, failure to implement corrective actions, or disregard for prior audit or monitoring recommendations.
- M. Legal or Regulatory Violations: Violations of grant-related laws or requirements (e.g., OMB Uniform Guidance, civil rights, environmental laws, drug-free workplace rules, etc.).
- N. Fraud and Criminal Conduct: Submitting false information, willful misrepresentation, forgery, bribery, falsification of records, procurement fraud, embezzlement, or criminal convictions related to public funds.
- O. Ethics Violations or Conflicts of Interest: Kickbacks, having an interest that conflicts with the interests of the City or that may impair the grantee's ability to perform obligations under the grant agreement, or violations of public trust.
- P. Suspension, Debarment, or Bankruptcy: Active debarment/suspension by any government entity, or bankruptcy affecting the ability to perform grant obligations.

**3. Classification of Noncompliance Severity.** The CITY shall classify noncompliance into four (4) severity levels:

- E. Level 1 – Minor: Isolated administrative errors with limited impact, including:
  - (2) Reporting or Documentation Noncompliance.
- F. Level 2 – Moderate: Repeated issues or risks to performance or compliance, including:
  - (6) Reporting or Documentation Noncompliance;
  - (7) Financial Mismanagement;
  - (8) Performance Failures;
  - (9) Repeated or Unresolved Audit Findings; or
  - (10) Legal or Regulatory Violation.

G. Level 3 – Major: Serious misconduct or operational breakdowns, including:

- (7) Financial Mismanagement;
- (8) Performance Failures;
- (9) Repeated or Unresolved Audit Findings;
- (10) Legal or Regulatory Violations;
- (11) Ethics Violations or Conflicts of Interest; or
- (12) Suspension, Debarment, or Bankruptcy.

H. Level 4 – Severe: Fraud, criminal conduct, or violations of public trust, including:

- (5) Legal or Regulatory Violations;
- (6) Fraud and Criminal Conduct;
- (7) Ethics Violations or Conflicts of Interest; or
- (8) Suspension, Debarment, or Bankruptcy.

**4. Letter of Noncompliance.** Upon identifying noncompliance, the CITY may issue a Letter of Noncompliance, which shall include:

- E. A description of the violation(s);
- F. The specific corrective actions required;
- G. A deadline for submission of a written Corrective Action Response Plan (not to exceed thirty (30) calendar days); and,
- H. A notice that failure to respond may result in suspension or termination of funding.

For Level 3 and 4 violations, the CITY may, in its sole discretion, initiate immediate suspension without offering an opportunity to cure.

**5. Corrective Action Process.**

D. Upon receipt of a Letter of Noncompliance, the GRANTEE shall respond in writing with a Corrective Action Response Plan within thirty (30) calendar days that includes:

- (4) Specific actions taken or proposed to achieve compliance;
- (5) A timeline for implementation; and,
- (6) A designated point of contact for follow-up.

E. The CITY shall review the GRANTEE's response within fifteen (15) business days and, in its sole discretion, may:

- (4) Approve the plan;
- (5) Request revisions; or
- (6) Reject the plan and impose additional sanctions.

F. The CITY shall not disburse any new payments to GRANTEE until it approves the Corrective Action Response Plan.

**6. Sanctions and Suspension.** If the GRANTEE fails to cure the violation, or if the violation is sufficiently serious, the CITY may impose any of the following sanctions, proportionate to the severity level:

- E. Level 1 – Minor: Enhanced oversight or monitoring, CITY-provided technical assistance.
- F. Level 2 – Moderate: Enhanced oversight or monitoring, CITY-provided technical assistance and repayment of any grant funds used for unauthorized expenditures.
- G. Level 3 – Major: GRANTEE-provided technical assistance, suspension of all active grant agreements with CITY, repayment of any grant funds used for unauthorized expenditures, audit by a third-party at Grantee's expense, two-year suspension from future CITY grant eligibility.
- H. Level 4 – Severe: Immediate termination of grant agreement, repayment of all grant funds disbursed by CITY, audit by a third-party at Grantee's expense, and five-year suspension from future CITY grant eligibility.

**7. Suspension Notice and Consequences.**

- C. The CITY shall issue a written Suspension Notice to the GRANTEE when, in the City's sole discretion:
  - (6) The GRANTEE has failed to respond to a Letter of Noncompliance within the required timeframe;
  - (7) The GRANTEE has submitted a Corrective Action Response Plan that is determined to be incomplete or insufficient, or Grantee fails to implement a Corrective Action Response Plan in a timely manner;
  - (8) The GRANTEE has engaged in conduct classified as a Level 3 (Major) or Level 4 (Severe) violation;
  - (9) The violation cannot be reasonably remedied through corrective action (e.g., repeated or willful misuse of funds, fraudulent reporting, or failure to deliver core services); or
  - (10) The GRANTEE's continued participation in City-funded programs would pose a significant risk to public funds or program integrity.
- D. The Suspension Notice shall include:
  - (5) The nature and severity level of the violation.
  - (6) The duration of the suspension.
  - (7) Any conditions required for reinstatement.
  - (8) The GRANTEE's right to appeal within fifteen (15) business days.
- E. During the suspension period, the GRANTEE:
  - (4) Shall not be eligible to apply for or receive CITY grant funds.
  - (5) Shall have any pending or in-progress grant applications withdrawn.
  - (6) Shall be listed as ineligible in the CITY's Grants Management System.

**8. Appeals and Reinstatement**

- C. A GRANTEE may appeal a suspension or request for reinstatement after the suspension period or upon satisfying reinstatement conditions.
- D. Appeals shall be in writing and directed to the City Manager, and must include:
  - (4) A written statement of appeal grounds;
  - (5) Supporting documentation; and



(6) Any evidence of corrective measures taken.

The CITY shall review appeals within thirty (30) calendar days. All determinations are final and not subject to further administrative review.

**9. Incorporation by Reference.** The GRANTEE acknowledges that compliance with this Exhibit is a material term of the Grant Agreement. Failure to comply may result in termination of the Grant Agreement and recovery of funds.

## 15. APPENDIX G: STATEMENT OF FISCAL SPONSOR'S RESPONSIBILITY FORM



Should the City of Sacramento select [INSERT GRANTEE NAME] to receive a grant from the ORGANIZATIONAL RESILIENCY FUND. [INSERT FISCAL SPONSOR NAME] shall serve as fiscal sponsor. [INSERT FISCAL SPONSOR NAME] shall accept the following responsibilities:

- Serve as the legal representative for the program;
- Enter into an agreement with the City of Sacramento to provide the specified program or services in accordance with all City conditions;
- Receive payments from the City of Sacramento;
- Maintain adequate accounting records for the funded program; and
- Submit reports to the City of Sacramento as required.

FISCAL SPONSOR'S NAME		TAX IDENTIFICATION #	
NAME OF AUTHORIZED SIGNATORY		TITLE	
EMAIL		PHONE	
STREET ADDRESS	CITY	STATE	ZIP CODE
APPLICANT'S SIGNATURE		DATE	

# 16. APPENDIX H: SEED TOOL PRIORITY NEIGHBORHOODS WITH SACRAMENTO EQUITY INDEX OF 0-40)<sup>15</sup>

Census Tract (GEOID)	Council District	District Note	Zip Code	Add'l Zip Codes	Neighborhood
06067006703	1		95838		Glenwood Meadows, Pell/Main Industrial Park
06067006902	2		95815		Old North Sacramento, Noralto
06067006801	2		95815		Richardson Village, Noralto
06067006600	2		95815	95838	Hagginwood, South Hagginwood, Old North Sacramento
06067006300	2		95815	95838	Cannon Industrial Park, Hagginwood, South Hagginwood
06067006901	2		95815		Woodlake, Johnson Business Park, American River Parkway, Erikson Industrial Park
06067006802	2		95815		Noralto, Old North Sacramento, South Hagginwood
06067006202	2		95815	95821	Ben Ali, Swanston Estates
06067006803	2		95815		Willis Acres, Noralto
06067005502	2		95815	95825	Swanston Estates, Ben Ali, Arden Fair, Erikson Industrial Park
06067007413	2		95821	95660	Del Paso Park
06067006501	2		95838		Del Paso Heights
06067006704	2		95838		Robla
06067006400	2		95838		East Del Paso Heights, Village Green, Parker Homes, Raley Industrial Park
06067006705	2		95838		Norwood Tech, Oak Knoll, Johnston Heights, Strawberry Manor
06067007001	3	Part in D1 and D2	95833	95384	Gardenland, South Natomas, American River Parkway
06067007022	3		95834		South Natomas
06067005301	4		95811	95814, 95816	Southern Pacific / Richards, Dos Rios Triangle, East Sacramento
06067001102	4		95811	95814	Boulevard Park, Midtown / Winn Park / Capital Avenue
06067000700	4		95814		Downtown, Old Sacramento
06067000600	4		95814		Alkali Flat
06067001103	4		95814		Downtown, Mansion Flats
06067000800	4		95814		Downtown, Old Sacramento
06067002800	5		95817	95820	Central Oak Park
06067002700	5		95817		Curtis Park, North Oak Park, Central Oak Park
06067003700	5		95820		South Oak Park, North City Farms, Central Oak Park

<sup>15</sup> In consultation with the Office of Diversity & Equity and the GIS teams, YDA staff opted for a 40% equity index threshold to ensure that the majority of ORF funds honor the intent of the Citywide Youth Plan to “promote equity, justice and accountability with a concerted application of resources toward those youth in greatest need.”

Census Tract (GEOID)	Council District	District Note	Zip Code	Add'l Zip Codes	Neighborhood
06067004402	5		95820		South Oak Park
06067003600	5		95820		North City Farms
06067004100	5		95822		Woodbine, Brentwood
06067005002	5		95823	95828	Parkway
06067004907	5		95823		Parkway
06067004502	5		95823		Parkway
06067004906	5		95823		Parkway
06067004909	5		95823		Parkway
06067009634	5		95823		Valley Hi / North Laguna
06067004908	5		95823		Parkway
06067004910	5		95823		Parkway
06067004501	5		95824		South City Farms
06067001702	6	Part in D5	95817	95816, 95819, 95820	Elmhurst, Med Center, Fairgrounds, Tahoe Park, East Sacramento
06067005201	6		95819	95826	CSUS, College Town
06067004401	6		95820		Lawrence Park
06067003102	6		95820		Tallac Village, Fruitridge Manor, Colonial Heights, Tahoe Park South
06067003101	6		95820		Colonial Village, Colonial Manor
06067003001	6		95820		Colonial Manor
06067004702	6		95823		N/A
06067004701	6		95823		N/A
06067004604	6		95824		N/A
06067003204	6		95824		Avondale, Fruitridge Manor
06067003202	6		95824		Fruitridge Manor
06067003203	6		95824		Southeast Village, Glen Elder
06067004603	6		95824		Fruitridge Manor
06067005205	6		95826		Power Ridge, New Brighton, Belvedere, Granite Regional Park, Colonial Manor, Ramona Village, College Town, College/Glen
06067004802	6		95828		Glen Elder
06067004801	6		95828		Southeast Village, Glen Elder
06067004202	8		95822	95832	Meadowview
06067004203	8		95822	95832	Meadowview

Census Tract (GEOID)	Council District	District Note	Zip Code	Add'l Zip Codes	Neighborhood
06067009640	8		95823		Valley Hi / North Laguna
06067009641	8		95823		Valley Hi / North Laguna
06067004302	8	Small part in D7	95832		Meadowview
06067009601	8	Small part in D5	95832	95823	Meadowview, Valley Hi / North Laguna