

**KITSAP COUNTY COMMISSION ON
CHILDREN AND YOUTH**

REQUEST FOR PROPOSAL

2010-109

**Kitsap Cares About Kids Positive Youth Development
Out of School Programs or Services**

May 1, 2010 through December 31, 2010

February 8, 2010

REVISED 02/08/10

**KITSAP COUNTY COMMISSION ON CHILDREN AND YOUTH
REQUEST FOR PROPOSAL SUMMARY**

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Out of School Programs or Services**

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KITSAP COUNTY COMMISSION ON CHILDREN AND YOUTH REQUEST FOR PROPOSAL SUMMARY

Kitsap Cares About Kids Positive Youth Development Out of School Programs or Services

The Kitsap County Commission on Children and Youth is requesting proposals for public matching dollars from Organizations and/or Youth Serving Agencies who are **working to increase developmental assets** among children and youth ages birth to eighteen in Kitsap County. Proposals must be for projects or program services that focus on funding Out-of-School programs with a positive youth development approach and be able to document a 100% cash match in private funds. Private matching funds would include private individual, civic group, non-profit organization, foundation or corporate donations, and fees or earned income. Federal, tribal, state, or local government funds will not be accepted as matching funds. In-kind donations will not be accepted as match. Up to \$18,000 will be awarded for projects or program services delivered between May 1, 2010 and December 31, 2010. **Proposal Deadline: Thursday, March 18, 2010 at 1:00 p.m.**

Background: The Commission on Children and Youth has initiated the formation of **Kitsap Cares About Kids Campaign**, designed to broaden the base of financial support for positive youth development projects or program services that focus on building assets in children and youth. **Kitsap Cares About Kids** joins the public sector with the private sector in pursuit of increasing developmental assets among children and youth and leveraging funding for asset building projects or program services.

Kitsap Cares About Kids funding priorities for 2010: Out-of-School programming has been identified as the priority for this funding period. Out-of-School time refers to the time children and youth spend outside the classroom; including before school, after school, during the weekend, holidays, and summertime. Examples of Out-of-School programs include, but are not limited to:

- Programs offered Out-of-School time at child care centers;
- Programs offered Out-of-School time at pre-schools;
- Programs offered Out-of-School time through school districts;
- Programs offered Out-of-School time by faith-based organizations;
- Programs offered Out-of-School time by non-profit organizations;
- Programs offered Out-of-School time by public organizations;
- Programs offered for youth who are suspended or expelled from school.

Matching funds are designed to improve the quality of Kitsap County Out-of-School programs. These funds are intended to be used to match private individual, civic group, foundation or corporate donations made to the organization within the last six months of the Request for Proposal due date. Priority will be given to proposals that are collaborative efforts and involve more than one organization in the project delivery. Priority will also be given to proposals that involve youth in the planning, implementation and delivery of services.

This Request For Proposal is available on the Internet at <http://www.kitsapgov.com/hr/wsolympic/ccy.htm> or by contacting R'Lene Orr at: Kitsap County Purchasing Department, 614 Division Street, MS-7, Port Orchard, Washington 98366, 360.337.4410, fax 360.337.4638, email: rorr@co.kitsap.wa.us. The Kitsap County Commission on Children and Youth reserves the right to make unilateral modifications to this RFP to address changes on the state and/or local level. Questions about the RFP and related issues should be directed to R'Lene Orr at the address and phone number above.

REQUEST FOR PROPOSAL PLANNING SCHEDULE – Matching fund awards for use during Grant Cycle VI between May 1, 2010 – December 31, 2010

<u>DATE</u>	<u>ACTIVITY</u>
February 4, 2010	Kitsap County Commission on Children and Youth meet and approve RFP.
February 8, 2010	Letter of Notification sent to organizations.
February 8, 2010	RFP Packet Available.
February 17, 2010 1:30 p.m. – 3:00 p.m.	Bidder's Conference Kitsap County Public Works Building 507 Austin Avenue, Port Orchard, WA 98336 Third Floor Conference Room
March 18, 2010 1:00 p.m. deadline	Proposals Received by the Kitsap County Commission on Children and Youth.
March 18, 2010	Staff technical review and proposals sent to Kitsap Cares About Kids Grant Review Committee.
March 19 – March 29, 2010	Kitsap Cares About Kids Grant Review Committee Members receive and rank proposals.
March 29, 2010	Kitsap Cares About Kids Grant Review Committee meets and develops recommendations for funding.
April 1, 2010	Kitsap County Commission on Children & Youth meet to select proposals for funding.
April 2, 2010	Awards announced and contracts initiated.
May 1, 2010	Matching funds available for selected youth projects or program services between May 1, 2010 and December 31, 2010.
December 31, 2010	Matching funds must be spent.
January 15, 2011	Final report due.

II. PURPOSE AND SCOPE OF PROJECT

The Commission on Children and Youth is an appointed body of the Kitsap County Board of Commissioners, with up to 24 representatives from education and schools, health and social service providers, juvenile justice and law enforcement, community leaders and non-profit organizations. Established in 1988, the Youth Commission's charge is to:

- Advise County Commissioners and residents on the needs of children, youth and families based on periodic assessments;
- Facilitate coordination of information among agencies to maximize resources; and to
- Advocate for an environment that fosters healthy, self-sufficient, responsible and productive children, youth and families.

In 2000, The Commission on Children and Youth launched their Developmental Asset Initiative, which is dedicated to envisioning a community where all young people know they are valued, have hope for the future, and possess the resources to achieve their goals. This initiative is based on the Search Institute's developmental asset model of positive youth development. Search Institute's research using 200,000 youth subjects indicates that assets help protect youth from risk taking behavior including the use of alcohol, tobacco, marijuana, and other drugs, as well as reducing antisocial behavior and youth violence. The more assets a young person has, the more likely they are to do well in school and have a positive outlook on their future.

Nearly forty organizations in Kitsap County - including all five school districts - have embraced the concept of a positive youth development approach using the developmental asset framework. Over 10,000 individuals in Kitsap County have been trained in asset building and its strength based approach to supporting healthy youth, healthy homes, healthy schools, and healthy communities. The Youth Commission has adopted "It's Time for Kitsap Kids" as a vehicle for long-term community mobilization for a healthy community.

In 2007, the Commission on Children and Youth initiated the formation of ***Kitsap Cares About Kids Campaign***, designed to broaden the base of financial support for positive youth development projects or program services that focus on building assets in children and youth. ***Kitsap Cares About Kids*** joins the public sector (federal, tribal, state, and local government and public agencies) with the private sector (employers, philanthropists, civic groups, citizens, parents, and youth) in pursuit of increasing developmental assets among children and youth and leveraging funding for asset building projects or program services in Kitsap County.

Nearly 200 individuals, businesses, organizations, and elected officials throughout Kitsap County are participating in this partnership.

Kitsap Cares About Kids funding priorities for year 2010 will focus on Out-of-School programs. Matching public funds for these youth projects or program services is available through local county general funds and funds under the Washington State Community Public Health and Safety Network. These funds are intended to be used to match private individual, non-profit organization, civic group, foundation or corporate donations and fees or earned income made to the organization within the last six months of the Request for Proposal due

date. Examples of private funds allowable for match include, but are not limited to:

- Individual donations of cash to the organization;
- Donations from civic groups like Rotary, Kiwanis, Lions;
- Grant awards from foundations like the Kitsap Community Foundation, Paul Allen Foundation, Bill and Melinda Gates Foundation;
- Grant awards from non-profit organizations like the United Way;
- Grant awards from private corporations like Starbucks, Boeing, Fred Meyer;
- Funds generated by Indian Casino's – Appendix X Funds; and
- Fees collected for projects or program services or earned income. **This would not include fees that were paid by federal, state, local government tax dollars.**

III. ANTICIPATED SCOPE OF WORK

The Commission on Children and Youth, in support and alignment with the Kitsap Cares About Kids Campaign, is requesting proposals from organizations working to increase developmental assets among children and youth in Kitsap County and are providing positive youth development projects or program services for children and youth in Out-of-School programs.

Out-of-School time refers to the time children and youth spend outside the classroom; including before school, after school, during the weekend, holidays, and summertime. Examples of Out-of-School programs include, but are not limited to:

- Programs offered Out-of-School time at child care centers;
- Programs offered Out-of-School time at pre-schools;
- Programs offered Out-of-School time through school districts;
- Programs offered Out-of-School time by faith-based organizations;
- Programs offered Out-of-School time by non-profit organizations;
- Programs offered Out-of-School time by public organizations;
- Programs offered for youth who are suspended or expelled from school.

Elements targeted for funding include, but are not limited to:

- Staff training;
- Culturally relevant/anti-bias materials;
- Curriculum;
- Field trips and transportation;
- Service-learning projects;
- Academic enrichment activities;
- Workforce and career development;
- Parent involvement activities;
- Alcohol and other drug prevention strategies training;
- Conflict resolution and violence prevention programming;
- Counseling and mental health programs;
- Tutoring and homework assistance;
- Recreational activities;

- Equipment and materials for educational and recreational activities;
- Art and music education;
- Character education programs; and
- Food or regularly offered snacks.

Matching funds are designed to improve the quality of Kitsap County Out-of-School programs, as well as expand and improve existing programs. Priority will be given to proposals that are collaborative efforts and involve more than one organization in the project delivery. Priority will also be given to proposals that involve youth in the planning, implementation and delivery of services. New projects or program services must show evidence of sustainability beyond the funding period. Services must be provided before school, after school, during the weekend, holidays, and/or summertime.

If the program services are delivered in partnership with a school district or at a school site, and if services are offered at the 6th grade level or higher, the school district must agree in writing to:

1. Have the building the services are offered in participate in the Healthy Youth Survey in 2010 and 2012;
2. Allow the use of school district data from the Healthy Youth Survey to be used in prevention planning and programming in the community.

Organizations selected for funding will be required to comply with data collection requirements and complete a final report on the outcomes of their project.

IV. PROPOSAL SUBMISSION

All responses to this Request for Proposals (RFP) must be complete and meet the following minimum technical requirements to be further reviewed for program design elements. All proposals shall be on plain white bond paper (8.5 x 11 inches) and stapled once in the upper left corner. No binding or folders will be accepted. Binder clips may be used to keep pages together. Also, an electronic version of the proposal will be made available on a floppy disk or as a file attachment to an email to Gay Neal, gneal@co.kitsap.wa.us. The electronic version can be in any format that is readable by Microsoft Word 2000 (includes Word 97, WordPerfect 2000, ACSII text). **The original response and six (6) additional copies, including all supporting material**, must be sealed in an envelope or box and submitted to:

Kitsap County Purchasing Department
614 Division Street, MS-21
Port Orchard, WA 98366
ATTENTION: Kitsap County Commission on Children and Youth
Kitsap Cares About Kids Request for Proposal

Please ensure that the box or envelope has this address clearly marked on it.

Applications must be **received BY 1:00 p.m., March 18, 2010.**

Your application must be received by the application deadline or it will not be considered for review. If an application is mailed to a location or office that is not designated for receipt of the application and, as a result, the designated office does not receive your application by the deadline, your application will be considered late and ineligible for review.

The proposals will be screened and rated based on the following Narrative information.

A. Narrative

Limit your response to the following items to no more than four pages, not including the required grant summary page.

1. Applicant Organizational Background

Include organizational mission statement and purpose, organizational qualifications, history of accomplishments, governance, area and population served, role of volunteers. If this is a collaboration, describe the lead agency and its relation to others involved.

2. Needs and Strengths

Identify the needs and strengths of the community or groups you serve and how this proposal will address them. Acknowledge similar existing projects or agencies, if any, and explain how your agency or proposal differs, and what effort will be made to work cooperatively.

3. Project Description

- a. Identify which of the 40 developmental assets your project or program will address. Describe in detail at least one activity you will conduct that will build these assets.
- b. Project goals, objectives, timeline, and anticipated impact.
- c. Partners involved in the project. Roles and responsibilities of each partner.
- d. Cultural competency of the staff, volunteers and youth.
- e. Expected role of staff, volunteers and youth.
- f. Number and types of people who will benefit from your proposal.
- g. How will you monitor your work and how will you measure success or effectiveness?
- h. Identify the source, amount and date of receipt of your 100% private matching dollars. Provide a letter of commitment or documentation from the private donor specifying the use of the 100% matching funds for your proposal. What

are your other potential and actual sources of support for this proposal? Where do you expect to find future support?

4. **Additional Information**

Please address anything else about your organization or project you think is relevant to this proposal.

B. **Grant Proposal Checklist**

Seven (ONE ORIGINAL AND SIX COPIES) COMPLETE COPIES OF THE APPLICATION PACKET ARE REQUIRED. (Note: only one copy of most recent audited financial statement needs to be included.)

1. **Grant Summary Page – Attachment A**
2. **Four page narrative** on how Kitsap Cares About Kids funds will be used to increase developmental assets among youth through Out-of-School programs.
3. **Letter of commitment** or documentation from the private donor specifying the use of the 100% matching funds for your proposal.
4. Using **Attachment B – Line Item Budget Detail**, identify the budget categories for the private funds that will be used for this project and the public matching dollars requested.
5. **School District Assurance – Attachment C.** If the program services are delivered in partnership with a school district or at a school site, and if services are offered at the 6th grade level or higher, the school district superintendent must sign an assurance to participate in the Healthy Youth Survey.
6. Provide an **organizational chart** and explain the relationship of your agency to any parent or sponsoring agency.
7. **List of key organizational staff**, including titles and main functions.
8. Describe your basic **managerial and fiscal structure** including program management, accounting, internal controls, program monitoring and evaluation, and any outside contractors to be utilized in the administration of the program.
9. A **one-page summary of actual operating revenue and expenses** for the past two complete fiscal years, including a listing of funding sources and amounts received over the past two years. (Group sources in broad categories, please do not include individual donor names or amount of donations.) Programs who have not provided services for at least two years may request an exemption.

10. If the project for which you are seeking funds is a collaboration with other agencies, include **letters of commitment** or other documentation of support from the collaborating agencies.
11. Summarize the **results of your Agency's last audit**. Include description of any disallowed costs, questioned costs and administrative findings. The Commission may request a complete copy of the Audit Report prior to contract award.

V. REVIEW AND SELECTION CRITERIA

The proposals must meet the minimum technical requirements in Section VI. to be further reviewed for program design elements. Proposals will then be rated for program design based on responses to Section VI. of the Request for Proposal. Each of the criteria has equal weight. In addition, proposals will be evaluated for cost/price reasonableness. The price will be judged based on a comparison of prices per placement among competing proposals. Price will also be compared to past prices offered by similar services.

All proposers will be notified in writing of the acceptance or rejection of their proposals. If a proposal is not selected for funding, the organization may resubmit an updated proposal at the next grant cycle. Organizations that have been selected for funding during a grant cycle may reapply for funding during the next cycle. Priority will be given to programs that have not received funding during the previous twelve (12) months.

VI. PROPOSAL GENERAL TERMS AND CONDITIONS

A. Authorship

Proposals developed with the assistance of organizations or individuals outside the bidders own organization should be identified. No contingent fees for such assistance will be allowed to be paid under any contract or grant resulting from this RFP. All proposals submitted become the property of the Youth Commission, and it is understood and agreed that the bidder claims no proprietary rights to the ideas contained therein.

B. Independent Price Determination

The proposer guarantees that in connection with this proposal the prices and/or cost data have been arrived at independently, without consultation, communication or agreement for the purpose of restricting competition.

C. Subcontracting

Proposers must include any plans for subcontracting of services or activities of the programs. It is understood that the contractor(s) is held responsible for the satisfactory accomplishment of the service or activities included in such subcontract. The Youth Commission reserves the right to approve all subcontractors.

D. Rejection of Proposal

No applications (Proposals) submitted under this Request for Proposals (RFP) will be returned for correction or clarification. If the application is incomplete, it will be rejected. Verbal, alternative, and late proposals will not be considered for selection. The Youth Commission reserves the right to accept or reject any or all proposals received as a result of this RFP, to negotiate with all qualified sources, or to cancel in part, or in its entirety, this RFP if it is in the best interest of the Youth Commission to do so.

E. Appeal Process

Any consulting firm or individual may appeal the selection of proposals by filing a complaint under the Youth Commission's Complaint & Grievance System. System procedures may be obtained from the Youth Commission upon request.

F. Cancellation of Award

The Youth Commission reserves the right to cancel an award immediately if new State Laws or policy determinations make it necessary to substantially change the project purpose or content, or prohibit such a project, or if the funds became unavailable.

G. Price Warranty

The proposer warrants that the rates quoted for services in response to this RFP are not unreasonably greater than the rates for the same services performed by the same individuals under any other existing contracts or grants.

H. Waivers

The right is reserved by the Youth Commission to waive specific terms and conditions contained in this Request for Proposals. It shall be understood that any proposal is predicated upon the acceptance of all terms and conditions in the RFP unless the proposer has obtained such a waiver.

I. Nondiscrimination in Programs and Employment

It is the policy of Kitsap County to encourage and support equal opportunity in employment.

No person shall, on the grounds of race, color, religion, sex, handicap, sexual orientation, national origin, age, citizenship, political affiliation or belief, be denied employment or benefits, or be discriminated against as a participant, administrator, or staff person under any program or activity receiving funds under Kitsap County.

In compliance with Department of Labor Regulations implementing Section 504 of the Rehabilitation Act of 1973, as amended, no qualified handicapped individual shall be discriminated against in the admission, access, treatment, or employment in any program or activity.

The proposer agrees to comply with all provisions of the Americans with Disabilities Act and regulations interpreting or enforcing such Act.

The proposer agrees to provide equal opportunity in the administration of the contract, and its subcontracts, purchase orders or other agreements, and in the delivery of services to applicants/participants.

The proposer agrees to make every feasible effort to remove artificial barriers to employment, including, but not limited to, the elimination of sex stereotyping in employment and architectural barriers for the handicapped. Every effort shall be made to employ members of the eligible population in the staffing and administration of the project.

J. Addenda to the Request for Proposals

In the event it becomes necessary to revise any part of this RFP, addenda will be provided to all proposers who received the RFP.

K. Publicity

No informational pamphlets, notices, press releases, research reports, or similar public notices concerning this proposal will be released by the proposer without obtaining prior written approval of the Kitsap County Commission on Children and Youth.

L. Limitation

This Request for Proposals does not commit the Kitsap County Commission on Children and Youth to award a contract, to pay any costs incurred in the preparation of a proposal to this request, or to procure or contract for services or supplies.

M. Signature

The proposal shall be signed by an official authorized to bind the bidder and shall provide the following information: name, title, address, and telephone number of individual(s) with authority to negotiate and contractually bind the bidder, and who may be contacted during the period of proposal evaluation.

N. Contract Award

The Kitsap County Commission on Children and Youth may award a contract based on proposals received; therefore, each proposal should be submitted in the most favorable terms from a budgetary, technical, and programmatic standpoint. The Youth Commission reserves the right to request additional data, discussion or presentation in support of written proposals.

VII. CONTRACT GENERAL TERMS AND CONDITIONS

This contract for Human Services (the Contract) is entered into by Kitsap County, a municipal corporation, having its principal offices at 614 Division Street, Port Orchard, Washington, 98366 (the County) and _____ having its principal office at _____ (the Contractor).

SECTION 1. EFFECTIVE DATE OF CONTRACT

The Contract will become effective on May 1, 2010 and terminate on December 31, 2010. In no event will the Contract become effective unless and until it is approved and executed by the duly authorized representative of Kitsap County.

SECTION 2. SERVICES TO BE PROVIDED

- 2.1 A description of the services to be performed by the Contractor will be set forth in Attachment B: Statement of Work, which is attached to the Contract.
- 2.2 The Contractor agrees to provide its own labor and materials. Unless otherwise provided for in the Contract, no material, labor or facilities will be furnished by the County.
- 2.3 The Contractor will perform the work specified in the Contract according to standard industry practice.
- 2.4 The Contractor will complete its work in a timely manner and in accordance with the schedule agreed to by the parties.
- 2.5 The Contractor will confer with the County from time to time during the progress of the work. The Contractor will prepare and present status reports and other information that may be pertinent and necessary, or as may be requested by the County.

SECTION 3. CONTRACT REPRESENTATIVES

The County and the Contractor will each have a contract representative. A party may change its representative upon providing written notice to the other party. The parties' representatives are as follows.

County's Contract Representative

Gay Neal, Coordinator
Commission on Children and Youth
Kitsap County Courthouse
614 Division Street, MS-23
Port Orchard, WA 98366

Contractor's Contract Representative: _____

SECTION 4. COMPENSATION

- 4.1 A description of the compensation to be paid to the Contractor will be set forth in Attachment C: Budget Summary, which is attached to the Contract.
- 4.2 The total amount payable under the Contract by the County to the Contractor in no event will exceed \$ _____. Any cost incurred by Contractor over and above the year-end sums set out in the budgets shall be at the Contractor's sole risk and expense.
- 4.3 Unless otherwise provided in the Contract, the Contractor may submit an invoice to the County once a month for payment of work actually completed to date. Contractor shall use the Department of Personnel and Human Services Contractor Invoice Form, available from the County. Subject to the other provisions of the Contract, the County generally will pay such an invoice within 30 days of receiving it.
- 4.4 The County will submit payments for work performed to; _____
- 4.5 The Contractor will be paid only for work expressly authorized in the Contract.
- 4.6 Payments shall not be construed as a waiver of the County's right to challenge the level of the Contractor's performance under this Contract and to seek appropriate legal remedies.
- 4.7 The Contractor will not be entitled to payment for any services that were performed prior to the effective date of the Contract or after its termination, unless a provision of the Contract expressly provides otherwise.
- 4.8 If the Contractor fails to perform any substantial obligation and the failure has not been cured within 10 days following notice from the County, the County may, in its sole discretion and upon written notice to the Contractor, withhold all monies due the Contractor, without penalty, until such failure to perform is cured.
- 4.9 The Contractor shall pay no wages in excess of the usual and accustomed wages for personnel of similar background, qualifications and experience.
- 4.10 The Contractor shall pay no more than reasonable market value for equipment and/or supplies.

SECTION 5. AMENDMENTS AND CHANGES IN WORK

- 5.1 In the event of any errors or omissions by the Contractor in the performance of any work required under the Contract, the Contractor will make all necessary corrections without additional compensation. All work submitted by the Contractor will be certified and checked by the Contractor for errors and omissions. The Contractor will continue to be responsible for the accuracy of work even after the work is accepted by the County.
- 5.2 In order to be effective, any contract renewal, amendment or modification must be in writing, be signed by both parties and be attached to the Contract. Work under a

renewal, amendment or modification may not commence until the renewal, amendment or modification has been approved by the County and has become effective.

- 5.3 Either party may request that the Contract terms be renegotiated when circumstances, which were neither foreseen nor reasonably foreseeable by the parties at the time of contracting, arise during the period of performance of the Contract. Such circumstances must have a substantial and material impact upon the performance projected under this Contract and must be outside the control of either party.

SECTION 6. HOLD HARMLESS AND INDEMNIFICATION

To the fullest extent permitted by law, Contractor shall indemnify, defend and hold harmless the County and its elected and appointed officials, officers, employees and agents from and against all claims resulting from or arising out of the performance of this Contract, whether such claims arise from the acts, errors or omissions of Contractor, its subcontractors, third parties or the County, or anyone directly or indirectly employed by any of them or anyone for whose acts, errors or omissions any of them may be liable. "Claim" means any loss, claim, suit, action, liability, damage or expense of any kind or nature whatsoever, including but not limited to attorneys' fees and costs, attributable to personal or bodily injury, sickness, disease or death, or to injury to or destruction of property, including the loss of use resulting therefrom. Contractor's duty to indemnify, defend and hold harmless includes but is not limited to claims by Contractor's or any subcontractor's officers, employees or agents. Contractor's duty, however, does not extend to claims arising from the sole negligence or willful misconduct of the County or its elected or appointed officials, officers or employees. For the purposes of this indemnification provision, Contractor expressly waives its immunity under Title 51 of the Revised Code of Washington and acknowledges that this waiver was mutually negotiated by the parties.

SECTION 7. INSURANCE

- 7.1 **Professional Legal Liability.** The Contractor, if it is a licensed professional, will maintain professional legal liability or professional errors and omissions coverage appropriate to the Contractor's profession. The coverage will have a limit of not less than \$1 million per occurrence. The coverage will apply to liability for a professional error, act or omission arising out of the Contractor's services under the Contract. The coverage will not exclude bodily injury or property damage. The coverage will not exclude hazards related to the work rendered as part of the Contract or within the scope of the Contractor's services under the Contract, including testing, monitoring, measuring operations or laboratory analysis where such services are rendered under the Contract.
- 7.2 **Workers' Compensation and Employer Liability.** The Contractor will maintain workers' compensation insurance as required by Title 51, Revised Code of Washington, and will provide evidence of coverage to the Kitsap County Risk Management Division. If the Contract is for over \$50,000, then the Contractor will also maintain employer liability coverage with a limit of not less than \$1 million.

Any additional workers' compensation requirements can be found in Attachment A, Special Terms and Conditions.

7.3 Commercial General Liability. The Contractor will maintain commercial general liability coverage for bodily injury, personal injury and property damage, subject to a limit of not less than \$1 million per occurrence. The general aggregate limit will apply separately to the Contract and be no less than \$2 million. The Contractor will provide commercial general liability coverage that does not exclude any activity to be performed in fulfillment of the Contract. Specialized forms specific to the industry of the Contractor will be deemed equivalent provided coverage is no more restrictive than would be provided under a standard commercial general liability policy, including contractual liability coverage.

7.4 Automobile Liability. The Contractor will maintain automobile liability insurance as follows (check ONE of the following options):

Not Applicable.

The Contractor will maintain commercial automobile liability insurance with a limit of not less than \$1 million each accident combined bodily injury and property damage. The aggregate limit will be at least \$2 million. Coverage will include owned, hired and non-owned automobiles.

The Contractor will maintain automobile liability insurance or equivalent form with a limit of not less than \$100,000 each accident combined bodily injury and property damage. The aggregate limit will be at least \$300,000. If a personal lines automobile liability policy is used to meet this requirement, it must include a business rider and must cover each vehicle to be used in the performance of the Contract and the certificates of insurance must evidence that these conditions have been met. If the Contractor will use non-owned vehicles in performance of the Contract, the coverage will include owned, hired and non-owned automobiles.

7.5 Miscellaneous Insurance Provisions

- A. The Contractor's liability insurance provision will be primary with respect to any insurance or self-insurance programs covering the County, its elected and appointed officers, officials, employees and agents.
- B. The Contractor's commercial general liability insurance and automobile liability insurance (if applicable) will include the County, its officers, officials, employees and agents as additional insureds with respect to performance of services.
- C. The Contractor's commercial general liability insurance and automobile liability insurance (if applicable) will contain no special limitations on the scope of protection afforded to the County as an additional insured.
- D. Any failure to comply with reporting provisions of the policies will not affect the coverage provided to the County, its officers, officials, employees or agents.

- E. The Contractor's insurance will apply separately to each insured against whom claim is made or suit is brought subject to the limits of the insurer's liability.
- F. The Contractor will include all subcontractors as insureds under its policies or will furnish separate certificates and endorsements for each subcontractor. All coverage for subcontractors will be subject to all of the requirements stated in these provisions.
- G. The insurance limits mandated for any insurance coverage required by the Contract are not intended to be an indication of exposure, nor are they limitations on indemnification.
- H. The Contractor will maintain all required policies in force from the time services commence until services are completed. Certificates, policies and endorsements scheduled to expire before completion of services will be renewed before expiration. If the Contractor's liability coverage is written as claims-made-policy, then the Contractor must evidence the purchase of an extended-reporting period or "tail" coverage for a three-year period after completion of the services.

7.6 Verification of Coverage and Acceptability of Insurers.

- A. The Contractor will place insurance with insurers licensed to do business in the State of Washington and having A.M. Best Company ratings of no less than A-VII, with the exception that excess and umbrella coverage used to meet the requirements for limits of liability or gaps in coverage need not be placed with insurers or re-insurers licensed in the State of Washington.
- B. The Contractor will furnish the County with properly executed certificates of insurance or a signed policy endorsement which will clearly evidence all insurance required in this Section before work under this Contract shall commence. The certificate will, at a minimum, list limits of liability and coverage. The certificate will provide that the underlying insurance contract may not be canceled, or allowed to expire, except on 30-days' prior written notice to the County. Any certificate or endorsement limiting or negating the insurer's obligation to notify the County of cancellation or changes must be amended so as not to negate the intent of this provision.
- C. The Contractor will furnish the County with evidence that the additional-insured provision required above has been met. Acceptable forms of evidence are the endorsement pages of the policy showing the County as an additional insured.
- D. Certificates of insurance will show the certificate holder as Kitsap County and indicate "care of" the appropriate County office or department. The address of the certificate holder will be shown as the current address of the appropriate County office or department.

- E. The Contractor will request that the Washington State Department of Labor and Industries, Workers Compensation Representative, send verification to the County that the Contractor is currently paying workers' compensation.
- F. Evidence of such insurance, as required above, shall be provided to the County at the following address:

Risk Management Division
Kitsap County Department of Administrative Services
614 Division Street, MS-7
Port Orchard, WA 98366
- G. Written notice of cancellation or change will be mailed to the County Risk Management Division as provided above.
- H. The Contractor or its broker will provide a copy of all insurance policies specified in the Contract upon request of the Kitsap County Risk Manager.

SECTION 8. TERMINATION

- 8.1 The County may terminate the Contract in whole or in part whenever the County determines, in its sole discretion, that such termination is in the best interests of the County. The County may terminate the Contract upon giving the Contractor 10-days' written notice. In that event, the County will pay the Contractor for all costs incurred by the Contractor in performing the Contract up to the date of such notice, subject to the other provisions of the Contract.
- 8.2 If funding for the underlying project or matter is withdrawn, reduced or limited in any way after the Contract is signed or becomes effective, the County may summarily terminate the Contract notwithstanding any other termination provision in the Contract. Termination under this provision will be effective upon the date specified in the written notice of termination sent by the County to the Contractor. No costs incurred after the effective date of termination will be paid.
- 8.3 If the Contractor breaches any of its obligations under the Contract, and fails to cure the breach within 10 days of written notice to do so by the County, the County may terminate the Contract. In that event, the County will pay the Contractor only for the costs of services accepted by the County. Upon such termination, the County, at its discretion, may obtain performance of the work elsewhere, and the Contractor will bear all costs and expenses incurred by the County in completing the work and all damages sustained by the County by reason of the Contractor's breach.

SECTION 9. ASSIGNMENT, DELEGATION AND SUBCONTRACTING

- 9.1 The Contractor will perform under the Contract using only its bona fide employees or agents, and the obligations and duties of the Contractor under the Contract will not be assigned, delegated or subcontracted to any other person or firm without the prior express written consent of the County.

- 9.2 If permitted to use subcontractors, the Contractor is responsible for subcontractor compliance with applicable terms and conditions of this Contract and all applicable laws.
- 9.3 The Contractor warrants that it has not paid, nor has it agreed to pay, any company, person, partnership or firm, other than a bona fide employee working exclusively for the Contractor, any fee, commission percentage, brokerage fee, gift or other consideration contingent upon or resulting from the award or making of the Contract.

SECTION 10. INDEPENDENT CONTRACTOR

- 10.1 The Contractor's services will be furnished by the Contractor as an independent contractor and not as an employee, agent or servant of the County. The Contractor will perform the services in strict accordance with the provisions of the Contract, but will be free from control or direction over the performance of the services.
- 10.2 At least one of the following applies: (a) the services to be provided are outside the usual course of business for which the services are performed; (b) the services to be provided will be performed outside all of the places of business of the Contractor; or (c) the Contractor is responsible for the costs of the principal place of business from which the services will be performed.
- 10.3 The Contractor warrants that it either: (a) is customarily engaged in an independently established trade, occupation, profession or business of the same nature as that involved in the Contract; or (b) has a principal place of business for the business it is conducting that is eligible for a business deduction for federal income tax purposes.
- 10.4 The Contractor acknowledges or warrants that it: (a) is responsible for filing at the next applicable filing period a schedule of expenses with the Internal Revenue Service for the type of business the Contractor is conducting; (b) has established an account with the State of Washington Department of Revenue and any other applicable state agencies for the business the Contractor is conducting for the payment of all state taxes normally paid by employers and businesses; and (c) has registered for and received a unified business identifier number from the State of Washington.
- 10.5 The Contractor warrants that it maintains a separate set of books or records that reflect all items of income and expenses of the business that the Contractor is conducting.
- 10.6 The Contractor acknowledges that the entire compensation for the Contract is set forth in the compensation provisions of the Contract and that the Contractor is not entitled to any County benefits, including, but not limited to: vacation pay; holiday pay; sick leave pay; medical, dental or other insurance benefits; fringe benefits; or any other rights or privileges afforded to County employees or agents.
- 10.7 In the event that any of the Contractor's employees, agents, servants or subcontractors, carry on activities or conduct themselves in any manner which may

either jeopardize the funding of this Contract or indicates that they are unfit to provide those services as set forth within, the Contractor shall be responsible for taking adequate measure to prevent said employee, agent or servant from performing or providing any such services.

- 10.8 The Contractor will hold harmless, indemnify and defend the County, its officers, officials, employees and agents from and against any loss or expense, including, but not limited to, settlements, judgments, set-offs, attorneys' fees or costs, incurred or suffered by reason of claims or demands arising in connection with the provisions of this Section.

SECTION 11. COMPLIANCE WITH LAWS

- 11.1 The Contractor, its employees, assignees, delegates or subcontractors will not discriminate against any person in performance of any of its obligations under the Contract on the basis of race, color, creed, religion, national origin, age, sex, marital status, veteran status or the presence of disability.
- 11.2 The Contractor, its employees, assignees, delegates and subcontractors will comply with all applicable provisions of the Americans With Disabilities Act and all regulations interpreting and enforcing such act.
- 11.3 The Contractor and its subcontractors, employees, agents, assignees and representatives will comply with all applicable federal, state and local laws, rules and regulations in their performance under the Contract.

SECTION 12. DOCUMENTATION AND OWNERSHIP OF MATERIALS

- 12.1 The Contractor will maintain readily accessible records and documents sufficient to provide an audit trail needed by the County to identify the receipt and expenditure of funds under this Contract, and to keep on record all source documents such as time and payroll records, mileage reports, supplies and material receipts, purchased equipment receipts, and other receipts for goods and services.
- 12.2 The Contractor will maintain property record cards and property identification tabs as may be directed by County codes and changes thereto. This applies only to property purchased from funds under this Contract specifically designated for such purposes. Ownership of equipment purchased with funds under this Contract so designated for purchase shall rest in the County and such equipment shall be so identified.
- 12.3 The Contractor will provide a detailed record of all sources of income for any programs it operates pursuant to this Contract, including state grants, fees, donations, federal funds and others funds outlined in this Contract or any amendments or modifications to this Contract. Expenditure of all funds payable under this Contract must be in accordance with the attached statement of work.
- 12.4 All reports, drawings, plans, specifications, all forms of electronic media, and data and documents produced in the performance of the work under the Contract will be "works

for hire” as defined by the U.S. Copyright Act of 1976 and will be owned by the County. Ownership includes the right to copyright, patent, and register, and the ability to transfer these rights.

- 12.5 All property and patent rights, including publication rights, and other documentation, including, machine-readable media, produced by the Contractor in connection with the work provided for under this Contract shall vest in the County and such materials will be provided to the County upon request.
- 12.6 An electronic copy of all word processing documents will be submitted to the County upon request or at the end of the job using the word processing program and version specified by the County.

SECTION 13. PATENT/COPYRIGHT INFRINGEMENT

The Contractor will hold harmless, indemnify and defend the County, its officers, officials, employees and agents, from and against any claimed action, cause or demand brought against the County, where such action is based on the claim that information supplied by the Contractor or subcontractor infringes any patent or copyright. The Contractor will be notified promptly in writing by the County of any notice of such claim.

SECTION 14. DISPUTES

Differences, disputes and disagreements between the Contractor and the County arising under or out of the Contract will be brought to the attention of the County at the earliest possible time so that the matter may be settled or other appropriate action promptly taken. Any dispute relating to the quality or acceptability of performance or compensation due the Contractor will be decided by the County’s contract representative or designee. All rulings, orders, instructions and decisions of the County’s contract representative will be final and conclusive.

SECTION 15. CONFIDENTIALITY

The Contractor, its employees, subcontractors and their employees will maintain the confidentiality of all information provided by the County or acquired by the Contractor in performance of the Contract, except upon the prior express written consent of the County or an order entered by a court of competent jurisdiction. The Contractor will promptly give the County written notice of any judicial proceeding seeking disclosure of such information.

SECTION 16. CHOICE OF LAW, JURISDICTION AND VENUE

- 16.1 The Contract will be construed as having been made and delivered within the State of Washington, and it is agreed by each party that the Contract will be governed by the laws of the State of Washington, both as to its interpretation and performance.
- 16.2 Any action at law, suit in equity or other judicial proceeding arising under or out of the Contract may be instituted and maintained only in a court of competent jurisdiction in

Kitsap County, Washington.

- 16.3 If the Contractor is a federally recognized Indian tribe, the following provision applies: Each party hereby grants a limited waiver of sovereign immunity to suit solely with respect to claims made against it by the other party relating to, or arising under, this Contract. Each party hereby voluntarily consents to the personal jurisdiction of the Superior Court of the State of Washington, County of Kitsap, solely for this purpose.

SECTION 17. MISCELLANEOUS

- 17.1 **Authority.** The Contractor certifies that it has the legal authority to apply for the funds covered under this Contract.
- 17.2 **No Waiver.** The parties agree that the excuse or forgiveness of performance, or waiver of any provisions of the Contract, does not constitute a waiver of such provision or future performance, or prejudice the right of the waiving party to enforce any of the provisions of the Contract at a later time.
- 17.3 **Remedies.** All remedies provided for in this Contract will be construed as cumulative and will be in addition to any other remedies provided by law.
- 17.4 **Tax Payments.** The Contractor will pay all applicable federal, state and local taxes, fees (including licensing fees) and other amounts.
- 17.5 **Conflict of Interest.** The Contractor will avoid organizational conflicts of interest or the appearance of a conflict of interest in disbursing contract funds for any purpose and in the conduct of procurement activities. The Contractor will ensure that its subcontractors, employees, agents or representatives avoid conflicts of interest or the appearance of a conflict of interest in disbursing contract funds for any purpose and in the conduct of procurement activities.
- 17.6 **Personnel Removal.** The Contractor agrees to remove immediately any of its subcontractors, employees, agents or representative from assignment to perform services under the Contract upon receipt of a written request to do so from the County's contract representative or designee.
- 17.7 **Records Inspection and Retention.** The County may, at reasonable times, inspect the books and records of the Contractor relating to the performance of the Contract. The Contractor will retain for audit purposes all Contract-related records for at least six years after termination of the Contract.
- 17.8 **Publication.** The Contractor will not publish any results of the works performed under this Contract without the advance written permission of the County.
- 17.9 **County Review.** The County may, at reasonable times, review and monitor the financial and service components of the program as established by the Contractor by whatever means are deemed expedient by the Board of County Commissioners, or its respective delegates. Such review may include, but is not limited to, with reasonable

notice, on-site inspection by County agents or employees, inspection of all records or other materials which the County deems pertinent to the Contract and its performance, except those deemed confidential by law.

17.10 **Successors and Assigns.** The County, to the extent permitted by law, and the Contractor each bind themselves, their partners, successors, executors, administrators and assigns to the other party to the Contract and to the partners, successors, administrators and assigns of such other party in respect to all covenants to the Contract.

17.11 **Severability.** If a court of competent jurisdiction holds any provision of the Contract to be illegal, invalid or unenforceable, in whole or in part, the validity of the remaining provisions will not be affected and the parties' rights and obligations will be construed and enforced as if the Contract did not contain the particular provision held to be invalid. If any provision of the Contract conflicts with any statutory provision of the State of Washington, the provision will be deemed inoperative to the extent of the conflict or modified to conform to statutory requirements.

17.12 **Attachments.** The parties acknowledge that the following attachments, which will be attached to this Contract, are expressly incorporated by this reference:

Attachment A – Special Terms and Conditions

Attachment B – Statement of Work

Attachment C – Budget Summary/Estimated Expenditures

In the event of an inconsistency between these General Terms and Conditions and the attachments, precedence shall be given in the following order: (1) General Terms and Conditions; (2) Special Terms and Conditions; (3) Statement of Work; (4) Budget Summary/Estimated Expenditures.

17.13 **Whole Agreement.** The parties acknowledge that the Contract is the complete expression of their agreement regarding the subject matter of the Contract. Any oral or written representations or understandings not incorporated in the Contract are specifically excluded.

17.14 **Notices.** Any notice will be effective if personally served upon the other party or if mailed by registered or certified mail, return receipt requested, to the addresses set out in the contract representatives provision of the Contract. Notice may also be given by facsimile with the original to follow by regular mail. Notice will be deemed to be given three days following the date of mailing, or immediately if personally served. For service by facsimile, service will be effective at the beginning of the next working day.

ATTACHMENT A

**Kitsap Cares About Kids Positive Youth Development
Out of School Programs or Services**

Grant Summary Page

Applicant: _____ Phone: _____

Organization: _____ Number of FTEs: _____

Mailing Address: _____ City _____ State _____ Zip _____

Email address: _____ Web: _____

Physical Address: _____ City _____ State _____ Zip _____

Contact Person: _____ Title: _____

Type of Request: (operating, project, capital, etc.) _____

Amount Requested: \$ _____

Number of people and geographic area to be served: _____

Purpose of this grant request: _____

Organizational description: _____

12-month Program Goals: _____

Financial Information:

Current year operating budget: _____ revenue; _____ expenses;
_____ surplus/(deficit)

Prior year operating actuals: _____ revenue; _____ expenses; _____ surplus/(deficit)

In percentages, what is the breakdown of support for your organization or project?

_____ % Government _____ % Private Foundations _____ % Fees/Earned Income

_____ % Corporations _____ % Individuals _____ % Other (explain) _____

Identify the source, amount and date of receipt of your 100% private matching dollars _____

Does your organization currently have an endowment? _____

**Kitsap Cares About Kids Positive Youth Development
Out of School Programs or Services**

Line Item Budget Detail

Organization:		Project Title:		
Cost Category: Expense Item		Private Funds	Public Matching Funds	Grand Total
1.	Staff Salaries			
2.	Staff Benefits			
	a) Percent of Salaries (%)			
3.	Travel or Transportation			
4.	Communications			
5.	Facilities			
6.	Office Supplies			
7.	Materials or Curriculum			
8.	Equipment or supplies			
9.	Training			
10.	Subcontracts*			
11.	Miscellaneous**			
	a)			
	b)			
	c)			
	d)			
	e)			
	f)			
13.	Indirect Costs			
14.	Other			
15.	TOTAL			
<p>* Subcontracts must be in accordance with the statement of work and approved by the Kitsap County Representative. ** Miscellaneous expenses must be listed in more detail in the space provided</p>				

**Kitsap Cares About Kids Positive Youth Development
Out of School Programs or Services**

School District Assurance
Participation in Healthy Youth Survey

Please complete this form for each school building providing Out of School Services offered through this proposal and have authorized persons sign for the district.

The _____ School District agrees to the following conditions with regard to receiving funds and/or participation in the Kitsap Cares About Kids Project for periods May 1, 2010 through December 31, 2010.

- 1. The district will ensure that all buildings where Out of School Services are offered through this proposal will participate in the Healthy Youth Survey in 2010 and 2012.**
- 2. Community planners associated with the project can use the youth alcohol use and related risk and protective factor indicators information from the district and _____ School Building reports for community planning and prevention programming purposes. Examples would include applications for state, federal and/or foundation funding.**

Signature of Superintendent: _____

Date: _____

Printed name of Superintendent

Signature of Building Principle: _____

Date: _____

Printed name of Building Principle

**Kitsap Cares About Kids Positive Youth Development
Out of School Programs or Services**

Definitions

Assets - Factors promoting positive adolescent development. These assets may result from "external" factors such as positive relationships in families, friendship groups, schools, and the community, or they may result from "internal" factors reflecting the youth's personal convictions, values, and attitudes.

40 Developmental Assets – Specific assets identified by the Search Institute, include external and internal assets. External asset types are support, empowerment, boundaries and expectations, and time use. Internal asset types are educational commitment, positive values, social competencies and positive identity. Under each asset type there are specific asset names and definitions, totaling 40 asset names.

Cultural Competency - The process of becoming aware of your own assumptions about human behavior, values, biases, preconceived notions, and personal limitations. Actively attempting to understand the world-view of culturally diverse populations. Understanding the values and human behavior of the individual's you serve. A culturally competent helping professional is one who is in the process of actively developing and practicing appropriate, relevant, and sensitive intervention strategies and skills in working with clients from different cultures.

In-Kind Donations – Donations of time, materials, space, transportation or other gifts that are not cash.

Out-of-School programs – Programs provided for children and youth outside the classroom; including before school, after school, during the weekend, holidays, and summertime.

Private Funds – Funding that is given to the organization by a private individual, civic group, foundation non-profit organization or corporate donor, fees or earned income. Funds that are not derived through public tax dollars.

Public Funds – Funding that is given to an organization from federal, Tribal, State or Local governments. These funds are derived from public tax dollars.

Youth – Children and Youth ages birth to eighteen years.

Youth Development - The ongoing process in which all young people are engaged and invested. Through youth development, young people attempt to meet their basic personal and social needs and to build competencies necessary for successful adolescent and adult life. It is an approach, framework, a way to think about young people that focuses on their capacities, strengths, and developmental needs.

Youth Development Approach - Approach that acknowledges both youth as resources in rebuilding communities and that helping young people requires strengthening families and communities.

It has three components:

- Viewing young people and families as partners, rather than as clients, and involving them in designing and delivering programs and services;
- Giving all youth access to both prevention and intervention services and programs that meet their developmental needs;
- Offering youth opportunities to develop relationships with caring, supportive adults.

Youth Development Strategies - Strategies that focus on giving young people the chance to build skills, exercise leadership, form relationships with caring adults, and help their communities.

Youth Development Programs - Programs that prepare young people to meet the challenges of adolescence and adulthood through a structured, progressive series of activities and experiences which help them obtain social, emotional, ethical, physical, and cognitive competencies. They address the broader developmental assets all children and youth need (such as caring relationships, safe places and activities, health and mental health, marketable skills, and opportunities for service and civic participation), in contrast to deficit-based approaches that focus solely on youth problems.

What Kids Deserve *Out-of-School*

ATTACHMENT E

Program Principles

Elementary Ages 5-10

Characteristics of this age-group:

- ▼ High energy and need lots of activity
- ▼ Practicing large muscle and fine motor skills
- ▼ Developing physical flexibility
- ▼ Growing attention span
- ▼ Respond to simple rules and limits
- ▼ Eager to Learn
- ▼ Creative
- ▼ Beginning to reason
- ▼ Feel their ideas count
- ▼ Easily hurt and insulted
- ▼ Identify with the family
- ▼ Eager to please
- ▼ Enjoy small groups
- ▼ Emphasize fairness

What Out-of-School should offer this age-group:

- ▼ Wide variety of activities and choices, but offered under a set routine
- ▼ Frequent individual interaction with adults
- ▼ Games with simple rules
- ▼ Quiet areas as well as noisy areas
- ▼ Outside experiences
- ▼ Imaginative play opportunities
- ▼ Some clear opportunities like clean-up
- ▼ Projects that apply school day lessons to family and community
- ▼ Opportunities to read aloud and silently, and to talk about books and ideas
- ▼ Matching, ordering and sorting activities
- ▼ Opportunities to apply arithmetic problems in real-world ways
- ▼ Small experiments with everyday products
- ▼ Nature walks and talks
- ▼ Opportunities to work with a variety of materials for projects
- ▼ Physical activities that do not emphasize competition, such as jump rope, marbles, jacks and kites
- ▼ Music, dance and drama opportunities
- ▼ Opportunities to try experiences from diverse cultures

Preadolescents & Teens: Ages 10 - 14

Characteristics of this age-group:

- ▼ High Energy and need lots of activity
- ▼ Like to achieve and be seen as competent
- ▼ Seem inconsistent in ideas and moods
- ▼ Use logic and reasoning
- ▼ Think beyond the immediate experience
- ▼ Can exchange ideas
- ▼ Seek independence
- ▼ Want voice in decisions
- ▼ Feel awkward and embarrassed in some situations
- ▼ Need praise and approval
- ▼ Identify strongly with peers
- ▼ Interested in experimentations

What Out-of-School should offer this age-group:

- ▼ Wide variety of options
- ▼ Connections to real-world experiences
- ▼ Opportunities to interact in large and small groups as well as individual recognition
- ▼ Experiences that explore ethics and values with respected adults
- ▼ Opportunities to serve others
- ▼ Physical activity
- ▼ Opportunities for decision-making and leadership
- ▼ Opportunities to apply school day lessons through performances and projects
- ▼ Experiences emphasizing reasoning and problem-solving in art, science, mathematics
- ▼ Quiet times for homework with adult help and peer help when needed
- ▼ Games that provide opportunities to practice basic skills, such as chess, checkers, puzzles, word games
- ▼ Wide range of reasoning activities with discussion of the ideas found in the books
- ▼ Experiences built on a wide diversity of cultures and ethnic groups
- ▼ Opportunities to learn and practice critical thinking through dialog with peers and adults.

What Kids Deserve *Out-of-School*

Program Principles

Teens Ages 14-18

Characteristics of this age-group

- ▼ Concerned about body and appearance
- ▼ Highly developed motor skills
- ▼ Worry about clumsiness, illness and diet
- ▼ Think abstractly
- ▼ Learn by doing
- ▼ Less influenced by parents, more influenced by peers
- ▼ Need and demand more freedom and privacy
- ▼ Mask true feelings
- ▼ Need praise and adult recognition
- ▼ Admire heroes that demonstrate characteristics of friendship and romance
- ▼ Recognize diversity of ideas

What Out-of-School should offer this age-group:

- ▼ Presentations and projects that involve appearance
- ▼ Opportunities to discuss and address physical risk, including smoking, drugs, drinking, and sexual activity
- ▼ Opportunities to tutor younger children
- ▼ Opportunities to show competence in a public setting
- ▼ Individual projects as well as teamwork in small and large groups
- ▼ Substantial choice with clear limits
- ▼ Opportunities to express feelings through projects and activities
- ▼ One-on-one opportunities to talk with adults
- ▼ Loud and quiet areas and activities
- ▼ Discussions of diverse ideas and opinions with adults and peers
- ▼ Specific help with skill areas that are causing problems
- ▼ Opportunities to catch up or move ahead with academic interests
- ▼ Opportunities to work on school day projects and papers with library and internet support
- ▼ Problem-solving and reasoning skills practice
- ▼ Opportunities to learn and practice critical thinking through dialog with peers and adults.