



Families Forward Virginia

Thriving Families Safer Children Initiative
Family Resource Centers Demonstration Sites
Fiscal Year 2023

REQUEST FOR APPLICATIONS (RFA)
FFV-2022-TFSC-01

Application Due Date: 10/28/2022
Late Applications Will Not Be Accepted

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Families Forward Virginia
Thriving Families Safer Children - Family Resource Centers Demonstration Sites

I. OVERVIEW

Funding Opportunity Title:	Family Resource Centers
Announcement Type:	Initial
Funding Opportunity Number:	FFV-2022-TFSC-01
RFA Release Date:	09/06/2022
Information Meeting:	09/16/2022
Due Date for Applications:	10/28/2022
Notice of Awards:	12/02/2022
Project Start Date:	01/01/2023

NOTICE: Applicants are strongly encouraged to read the entire request for application (RFA) carefully before submitting a proposal.

II. EXECUTIVE SUMMARY

The purpose of this request for applications (RFA) is to provide 3-year funding to selected (five to seven) sites in Virginia who are committed to building protective factors for children and their families within their communities. These sites will utilize the Family Resource Center – FRC model [National Family Support Network NFSN](#) as a strategy to strengthen family resiliency in order to reduce the likelihood of child abuse and neglect, advance racial equity and support for underserved communities in prevention programs, and speak to the complex issues that often contribute to families becoming involved in the child welfare system. The project will demonstrate a statewide significance with the implementation and evaluation of FRCs through integrating, cross-system approaches to developing comprehensive child and family well-being systems that are co-designed with families and communities. Sites will demonstrate a process for incorporating [primary prevention](#) and public health approaches to improve overall community well-being consistent with the social and environmental determinants of health and to create the conditions necessary for all families to thrive.

During the project period, selected sites will design and implement highly coordinated and comprehensive family support systems in traditionally underserved areas to mitigate the causes of family vulnerability by enhancing community protective factors and parental protective capacities in racially and culturally appropriate ways. Sites will partner directly with families, including youth and parents who have experienced the child welfare system first-hand; communities; and a broad array of stakeholders across the public, private, faith-based, and philanthropic sectors to create more just and equitable family support systems and improve overall community well-being. Sites will be informed by primary prevention approaches articulated in [Essentials for Childhood](#) as well as the Child Welfare Information Gateway’s [Protective Factors Approaches in Child Welfare](#). Selected sites will be required to participate in site-specific process and outcome evaluations to better understand the factors associated with the ongoing implementation of primary prevention efforts to reduce unnecessary contact with the formal child welfare system.

III. PROJECT DESCRIPTION

Background

There is an emerging consensus among child welfare leaders, community stakeholders, service providers, researchers, advocacy groups, and parents and youth with lived expertise that the child welfare system can be transformed to have an explicit focus on strengthening families through primary prevention strategies that create the conditions necessary for all families to thrive.

In the 2020 Appropriations Act, the Virginia General Assembly recognized an opportunity to make a bold, unprecedented, and coordinated commitment to prevent child abuse and neglect across the Commonwealth. Knowing the fragmentation and complexity among existing prevention services focused on primary, secondary, and tertiary efforts in Virginia, the General Assembly directed Virginia Department of Social Services, in partnership with numerous state agencies and non-governmental organizations, to establish a five-year child welfare Prevention Plan targeting resources and services to prevent abuse and neglect. This plan was developed in conjunction with the Department of Behavioral Health and Developmental Services, Virginia Department of Health, Department of Education, Family and Children's Trust, Families Forward Virginia, Voices for Virginia's Children, and the Virginia Poverty Law Center. By direction from the General Assembly, the plan is focused on primary prevention and "referenced and coordinated with other state plans and programs" connected to child abuse and neglect prevention, such as programs include those focused on preventing teen pregnancy, youth substance use, school dropout, domestic violence/family violence, and foster care placement. Other requirements of the plan include that it be "trauma-informed, include a public health framework on abuse prevention, promote positive youth development and be asset and strength based" (*Virginia Plan to Prevent Child Abuse and Neglect, 2021, pg. 5*). The Prevention Plan goal approved by the collective is that "All families, youth and children in the Commonwealth are safe, healthy, and nurtured, and have equitable access to resources and opportunities to thrive in their communities." To learn more about the Virginia Plan to Prevent Child Abuse and Neglect (Phase 1), read [here](#).

In June 2021 the above partnership recognized an opportunity to further develop and ready the Prevention Plan for implementation, Families Forward Virginia was given the lead for Phase 2; to coordinate the creation of a plan of action to support each objective and strategy in the plan. The objectives and strategies of the Prevention Plan focused on creating circumstances defined to keep families stable in order to prevent child abuse and neglect and promoted upstream approaches to lessen the immediate and long-term harms of child abuse and neglect. Strategies included in the Implementation Plan range from a focus on individuals, families, and relationships to broader community, equity, and societal change. This range of strategies recognized the connectivity between individual-family behavior and broader neighborhood, community, and cultural contexts. Activities were designed by local level representatives with local level implementation in mind (*Addendum to Virginia Plan to Prevent Child Abuse and Neglect- Implementation Plan, 2021, pg. 5*). To learn more about the Implementation Plan (Phase 2), read [here](#).

On a national level, the Children's Bureau - Administration of Children and Families, Annie E. Casey Foundation, Casey Family Programs and Prevent Child Abuse America formed a first-of-

its-kind partnership articulated in a September 20, 2020 [Press Release](#), *Thriving Families, Safer Children: A National Commitment to Well-Being*. **This initiative will work across community sectors to reallocate resources and assist jurisdictions in moving from traditional, reactive child protection approaches to systems designed to support child and family well-being proactively and prevent child maltreatment and unnecessary family separation.**

While the challenges and barriers that many face at the individual, family, or community-level can become risk factors for [Adverse Childhood Experiences](#) (ACEs), including child maltreatment, many of the root causes of these challenges are preventable when services and concrete supports are offered early at the community-level to strengthen and support families proactively before they experience crisis. [Primary prevention](#) activities may include a wide range of efforts and supports to increase protective factors, promote social connection, and build knowledge, skills, and capacities. These activities include ensuring basic needs are met, such as housing stability, food security, access to health care, and other key necessities. This population-based approach to child maltreatment prevention relies on a public health framework of prevention that includes the [Social Determinants of Health \(SDOH\)](#), which are the conditions in which people live, learn, work, and play that affect a wide range of health and well-being outcomes. The SDOH commonly includes the following five key areas: access to quality health care, education, the social and community context, economic stability, and the neighborhood and housing environment. Another key component of primary prevention efforts aims to strengthen and build protective factors, which are the conditions or attributes in individuals, families, and communities that can mitigate or eliminate risk and increase health and well-being. Protective factors often include aspects of parental resilience; nurturing and attachment, knowledge of parenting and child development, concrete support in times of need, social connections, and the social-emotional competence of children.

Transformation from a reactive child protection system into a proactive child and family wellbeing system that will integrate equitable family supports that reduce disparities in outcomes for children and families and break harmful intergenerational cycles of trauma and poverty will depend upon destigmatizing asking for help and establishing collective responsibility for common well-being outcomes. Committing to this kind of broader continuum of community-based family support is contingent upon a deep understanding of community context, building upon family and community strengths, and a reorientation among service providers and families about the role of child welfare and what it is intended to accomplish. Within this continuum, there will always be a need for child protection and intervention, when necessary, but the system can and should be designed to protect children by keeping families safe, healthy, and together whenever possible. This requires engaging families early and actively listening to what they say they need for themselves and their community.

Project Goals

The purpose of this RFA is to fund up to seven Family Resource Centers (FRC) for 3-year projects of statewide significance to demonstrate integrating cross-system approaches to developing comprehensive child and family well-being systems: co-designing and developing with communities and families with lived expertise either in child welfare or other family support services: establishing robust networks of community and/or neighborhood based supports that address the social determinants of health and demonstrate measurable

transformation in cross-system values and norms, and changing infrastructure to promote primary prevention and improvements in families' experience of the systems intended to serve them.

Selected FRC sites will focus on meeting the following project goals:

1. **Design and implement an integrated, cross-system approach to supporting children and families within their communities.** Sites will build or enhance existing integrated efforts across the community and/or neighborhood-based supports for families within a targeted census tract. Sites will undertake system infrastructure, practice, and/or policy changes that promote primary prevention.
2. **Design and implement an integrated approach to engage individuals with lived expertise (LEx Leaders).** Sites will be required to integrate authentic and equitable engagement with individuals with lived expertise either in child welfare or other family support services in all phases of design, implementation, evaluation, and continuous quality improvement efforts. Sites will partner with LEx Leaders that will co-design solutions to community-identified strengths and needs and help shape implementations of FRCs. Sites will work with families and community members, to ensure well-being measures reflect what communities identify as important, and that efforts are thoughtfully designed, offered in inclusive and culturally appropriate ways, and build upon the community's identified strengths and needs.
3. **Develop a robust, cross-system network of collaborative partnerships.** Sites will establish or build upon a common vision, shared goals, and accountability for improving child and family well-being outcomes with a broad array of stakeholders across the public, private, legal and judicial, faith-based, philanthropic sectors, and non-traditional partners (parks and recreation, after-school programs, housing property managers, gas stations, food marts, convenience stores, laundromats, etc.) among others. Sites will demonstrate a commitment between community-based organizations (large and small) to design and implement a coordinated and comprehensive child and family well-being approach. Sites will leverage and proactively seek to expand innovative partnerships and flexible funding structures to ensure a full continuum of prevention supports.
4. **Decide on well-being measures that cut across human services programs.** Sites will prioritize social determinants of health and parental protective factors to identify or establish common well-being measures that cut across human service programs. Sites will identify and collect primary and/or secondary qualitative and quantitative data necessary to identify community needs, service gaps, system inefficiencies, and systemic inequities to inform the development of comprehensive and integrated strategies that will address barriers, mitigate the causes of family vulnerability, and enhance community protective factors and parental protective capacities in traditionally underserved communities.
5. **Evaluate family support systems and the primary prevention activities and strategies implemented.** Through the support and guidance from the Families Forward Virginia's Project Evaluator(s) sites will conduct site-specific process and outcome evaluations to understand what core activities and strategies are most effective in developing a network of cross-system supports to mitigate family vulnerability and

strengthen overall community well-being. To support building a knowledge and evidence base around primary prevention, sites will measure participant well-being, systems-level outcomes, and changes in system norms and values. Well-being measures will reflect what families and communities have identified as important and cut across human service programs.

Project Requirements

This section highlights project requirements in the following areas:

- ***Target Area and Population***

Primary prevention is a population-based approach to supporting and strengthening communities and families. The target area and population for project implementation will be a specific low-opportunity census tract that would benefit from or could build upon existing cross-system, integrated networks of community-based primary prevention services and supports with a focus on traditionally underserved, marginalized, limited access to resource communities and populations. In establishing a continuum of community-based services and supports, sites will also target partners across the public, private, faith-based, and philanthropic sectors and families and youth with lived experience.

Virginia’s Family Resource Centers will be using the [Child Opportunity Index from Diversity Data Kids](#) as a common lens for understanding Virginia’s census tracts and exploring disparities on a variety of indicators that impact children. As Diversity Data Kids explains it, “The Child Opportunity Index (COI) 2.0 measures neighborhood resources and conditions that matter for children’s healthy development.” The COI uses 29 measures from a wide range of education, health, environment, social and economic indicators to rate individual census tracts on a 5-point scale ranging from very low opportunity to very high opportunity when compared with other census tracts within Virginia or the nation as a whole.

For purposes of this RFP, only Virginia Census tracts that have an overall Child Opportunity Index rating as “very low” or “low” when compared to other Virginia census tracts will be eligible for funding. Explore the Child Opportunity Index maps [here](#).

Family Resource Center services should be tailored to and most responsive to the needs of families living within the target census tract, but no family should be denied Family Resource Center services based on their address. (In other words, it is not the intention that families living outside of the target census tract would be turned away from any Family Resource Center funded under this initiative.) Data collection and evaluation efforts will focus on changes over time within the target census tract, but consideration will also be given to spillover effects and influences that the Family Resource Center may have on nearby areas.

Additional Virginia 2020 Census tract map information can be found here:
[Index of /geo/maps.VA/censustract_maps](#)
[Virginia 2020 Census Tracts \(arcgis.com\)](#)

- ***Collaboration***

Sites will demonstrate an awareness and recognition that child and family well-being is not solely the responsibility of any one sector, system or agency. A major key component and requirement of this effort is community ownership and a plan that includes working with community members as equal partners toward improving outcomes for children and families. Sites will establish and cultivate a shared vision, strategic coordination, and a willingness to equally share power and responsibility for jointly-owned outcomes across a multi-system and cross-system collaborative in order to meet project goals.

Sites will be required to meaningfully integrate primary preventions services and supports informed by community-identified strengths and needs. To meet project goals synergistic partnerships are encouraged among, but not limited to, the following:

- Families with lived expertise (LEx Leaders) ****Required Partner***
- Non-traditional Partners e.g. parks and recreation, after-school programs, apartment property managers, gas stations, food marts, convenience stores, laundromats, etc. ****Required Partner***
- Smaller non-profit agencies
- Civic groups
- Child welfare and Benefit programs agency (Local Departments of Social Services)
- Children’s Services Act
- Public health agency (state or county) and/or Federally Qualified Healthcare Centers (FQHCs)
- School systems
- Community-based and faith-based organizations
- Mental health and substance use disorder treatment providers
- Civil legal aid, law enforcement, local court systems and correctional facilities
- Early childhood education and child care agencies
- Housing authorities and Continuums of Care (CoC) programs
- Maternal and child health
- Home visiting programs
- Business and labor organizations
- Philanthropic organizations

Collaboration activities may include, but are not limited to, the following: defining the strengths and needs of the target area/community; developing common well-being measures and jointly-owned outcomes; coordinating and consulting with Families Forward in an ongoing manner; a willingness and responsibility to share information; meaningfully coordinating programming and reporting requirements, with a focus on primary prevention; establishing regular processes for communication; co-branding, marketing, and communication strategies; cross-training staff; co-locating services and supports; and committing to share data.

- ***Project Activities and Strategies***

Project activities and strategies will be based on and informed by community-identified needs of the target area and population in addition to addressing social determinants of health to enhance community protective factors and parental protective capacities. Sites will establish cross-system networks of culturally responsive, community-based services and supports for families located in communities where families live and promote overall child and family wellbeing. Strategies and activities will be informed by LEx Leaders, and will be designed to promote resiliency and parenting capacity and to reduce social isolation, disparity, and racial inequity.

Sites will fully establish the role and activities of supporting prevention efforts as part of a comprehensive child and family wellbeing system. Sites will describe their plans for supporting primary prevention efforts, including meaningful cross-system coordination and partnership, and for improving families' experiences of the systems intended to serve them.

Examples of opportunities to support primary prevention efforts may include, but are not limited to, the following:

- Providing concrete support in times of need to prevent food insecurity or housing instability (e.g., transportation, utilities, legal services, healthcare, stipends, food, and/or other essential supplies).
- Providing increased access to job training and placement services
- Enhancing community-based support systems for families.
- Promoting parental resilience.
- Promoting social connections and reduce social isolation.
- Enhancing parental knowledge of child development.
- Supporting social and emotional competence of children.
- Promoting racial equity and culturally appropriate supports and connections.
- Improving families' experience of help-seeking and the systems intended to serve them.

- ***Technical Assistance (TA)***

Sites will receive technical assistance from Families Forward's Prevention Director, Community Engagement Manager and LEx Leader Specialist. The purpose of TA is to support sites in developing and designing project activities, sites implementation plan, and data collection points for evaluation during the 6-month collaborative planning period. TA team member(s) will also be providing ongoing TA, continuous quality improvements and monitoring throughout the life of the project.

- ***Collaborative Planning Period***

The project period will include an initial 6-month collaborative planning period to further develop and refine the proposed project and target area(s) and population for project implementation in collaboration with TA team member(s). During the planning period, sites will engage with their community LEx Leader's and integrate their expertise throughout the planning period and beyond. Sites will also identify and collaborate with complementary prevention initiatives within the child welfare agency, courts, community agencies, and/or

other partners to ensure that the proposed strategies build upon current efforts and lessons learned. At the end of the 6-month collaborative planning period, sites will submit an implementation plan, updated budget and data collection points for evaluation for review. Continuation of funding will be contingent upon final approval.

Sites activities that will be completed with the assistance of TA team member(s) during the planning period include, but are not limited to, the following:

- Continuing to co-design solutions to identified community strengths and needs with LEx Leaders
- Engaging additional partners as needed and finalizing all partnership agreements (including data sharing agreements) necessary to support successful implementation.
- Engaging additional LEx Leaders in the co-design process and refining the implementation plan; formalizing plan for ongoing LEx Leader input and oversight
- Reassessing the strengths, needs, barriers, and gaps specific to the target area or communities.
- Continuing identification and collection of reliable primary or secondary data for baseline and follow-up comparison data.
- Refining well-being measures that cut across human service programs and reflect what communities identify as important.
- Reassessing the planned strategies, practices, activities, proposed timeline and budget to ensure the appropriateness and fit for the target area and population.

- ***Program Performance Evaluation***

Sites will be required to work with the Families Forward's TA team and evaluation partner, William and Mary University, to collaboratively develop and refine network evaluation activities during the 6-month collaborative planning period. It is expected that the evaluation be inclusive of a process evaluation (evaluation of how well the program is implemented) and an outcomes or impact evaluation (evaluation of how effective the program/service is).

Sites will include site-specific process and outcome evaluations that measure participant- and systems-level outcomes to support the intent of this project and build the knowledge and evidence base around effective primary prevention activities and strategies. The process evaluation will examine how the project has integrated public health and primary prevention approaches to improve overall well-being outcomes consistent with the social determinants of health. It will also describe the process for implementation, including policies, and procedures that have been put in place or changed; the types and quantity of strategies and activities delivered; the characteristics of the population served, and the number of families served.

Outcome evaluations will examine the extent to which the child and family well-being system strategies and activities were successful in establishing and improving common well-being outcomes, enhancing norms and values around primary prevention, and improving families' view of help-seeking and the systems intended to serve them. Sites will document and track intermediate outcomes linked to the intended outcomes (e.g., measuring changes in risk and protective factors, measuring changes in norms and values, establishing well-being measures,

and identifying data collection/linkages) and specifically assess changes in cross-agency collaboration and coordination, and family engagement and experience.

Sites are required to actively engage with and be supported by the Evaluation TA team member(s). The Evaluation TA team member(s) will be identified by Families Forward and will assume primary responsibility for providing evaluation TA that will range from the design of the network evaluation and measurement selection to data analysis and reporting. By identifying the core components of the proposed project and looking at the implementation of the strategies and activities, Families Forward expects to better understand the core components and factors associated with developing a comprehensive child and family well-being system and effective implementation of primary preventions efforts.

- ***Project Sustainability***

Families Forward is interested in the specific strategies, practices, and activities that will move Virginia from a child welfare system toward a child and family well-being system. Sites will prepare for project sustainability after the 3-year period of funding ends to sustain key elements of their grant (e.g., strategies or services, funding flexibilities, practice changes) that have been effective in improving primary prevention efforts and community well-being outcomes. Sites will also plan for maintaining the momentum and collaboration with key project partners after the end funding.

- ***Dissemination Plan***

It is the intent of Families Forward that the knowledge gained, lessons learned, and evidence generated from this RFA will help support the learning, innovation, and development of effective interventions, practices, and programs across family serving systems. Sites will work with Families Forward Virginia’s Communications Director to do the following:

- Identify and engage with relevant target audiences to share project information and learning through selected channels.
- Coordinate, develop, and help disseminate summarized/synthesized cross-cutting information about the project.
- Provide necessary information and materials to produce a high-quality, comprehensive final report.

Sub-Awards

Recipients under this grant program may opt to transfer a portion of substantive programmatic work to other organizations through sub-award(s). The prime recipient must maintain a substantive role in the project. Families Forward defines a substantive role as conducting activities and/or providing services funded under the award that are necessary and integral to the completion of the project. Sub-recipient monitoring activities alone do not constitute a substantive role. Sub-recipient(s) must meet the eligibility requirements identified in the *Section V. Eligible Applicants*.

IV. AWARD INFORMATION

Funding Instrument Type:	Cooperative Agreement
Estimated Total Funding:	\$1,686,400

Expected Number of Awards:	7
Award Ceiling:	\$250,000 Per 12-month Budget Period, including no more than \$50,000 to be expended in the initial 6-month planning period
Award Floor:	\$50,000 Per 12-month Budget Period
Average Projected Award Amount:	\$250,000 Per 12-month Budget Period
Anticipated Project Start Date:	01/01/2023
Length of Project Periods:	12-months (includes 6-month planning period in first year); 36-month total project period with three 12-month budget periods. (Funding levels for years 2 and 3 are anticipated to be capped at \$250,000 per year as well.)

Additional Information on Awards:

NOTICE: Awards made under this announcement are subject to the availability of Families Forward funds.

Applications requesting an award amount that exceeds the *Award Ceiling* per budget period, or per project period, as stated in this section, will be disqualified from competitive review and from funding under this announcement.

The initial award will be for a 12-month budget period. The award continuation beyond each 12-month budget period will be subject to the availability of funds, satisfactory progress on the part of the grantee (i.e. demonstrating a commitment to achieving expected outcomes and collaborating with Families Forward to overcome any barriers), and a determination that continued funding would be in the best interest of Families Forward.

V. ELIGIBILITY INFORMATION

Eligible Applicants

Eligibility is open to public and non-profit organizations. Faith-based organizations that segregate public funds into separate accounts and meet audit and reporting requirements on those funds are eligible to apply. If an award is made to an organization, the organization shall not discriminate against any recipient of goods, services or disbursements on the basis of the recipient's religion, religious belief, refusal to participate in a religious practice, or on the basis of race, age, color, gender sexual orientation, gender identity, or national origin. Any funded faith-based organization will be subject to the same rules as other organizations to account for the use of the funds provided. Individuals, for-profit corporations and foreign entities are not eligible to apply.

While services must be targeted to a specific low or very low opportunity census tract as identified using the Child Opportunity Index, the applicant organization does not have to be headquartered within that census tract. (See *Section III, Target Area* on page 8 for more information about eligible census tracts.)

Please see *Section VIII. Funding Restrictions* for any limitations on the use of grant funds that could affect the eligibility of an applicant or project.

Cost Sharing or Matching

Cost Sharing / Matching Requirement: No

Application Disqualification Factors

Applications from individuals (including sole proprietorships) and foreign entities are not eligible and will be disqualified from competitive review and from funding under this announcement.

Exceeding Award Ceiling

Applications that request an award amount that exceeds the *Award Ceiling* per budget period or per project period ("per project period" refers only to fully funded awards), as stated in *Section IV. Award Information*, will be disqualified from competitive review and from funding under this announcement.

Adherence to RFA Formatting Requirements

Applications that fail to adhere to Families Forward's RFA formatting, font, and page limitation requirements will be disqualified.

Electronic Application Submission

Families Forward requires electronic submission of applications at VAFRCS@familiesforwardva.org. Paper applications will be disqualified from competitive review and from funding under this announcement.

Missing Application Deadline (Late Applications)

The deadline for electronic application submission is 11:59 p.m., ET, on the due date listed in the *Section I. Overview*. Electronic applications submitted to VAFRCS@familiesforwardva.org after 11:59 p.m., ET, on the due date, will be disqualified from competitive review and from funding under this announcement. That is, applications submitted to VAFRCS@familiesforwardva.org, on or after 12:00 a.m., ET, on the day after the due date will be disqualified from competitive review and from funding under this announcement.

VI. APPLICATION AND SUBMISSION INFORMATION

Instructions for All Submissions

Each applicant applying is required to email **ONLY** three electronic files. No more than three files will be accepted for the review, and additional files will be removed.

- **FILE ONE:** Must contain the entire *Project Description*.
- **FILE TWO:** Must contain all documents required in the *Appendices*.
- **FILE THREE:** *Project Budget* (Excel Workbook) – which includes line-item budget and narrative justifications

Designated Representatives

Authorized Organizational Representative (AOR)

AOR is the designated representative of the applicant/recipient organization with authority to act on the organization's behalf in matters related to the award and administration of the grant. In signing the grant application, this individual agrees that the organization will assume the obligations imposed by applicable state statutes and regulations and other terms and conditions of the award if a grant is awarded.

Point of Contact

In addition to the AOR, a point of contact on matters involving the application must also be identified. The point of contact, known as the Project Director or Project Lead, should not be identical to the person identified as the AOR. The point of contact must be available to answer any questions pertaining to the application.

Application Formatting

Accepted Font Style

Applications must be in Times New Roman (TNR), 12-point font, except for footnotes, which may be TNR 10-point font. Pages that contain text that is too small to read comfortably will be removed and will affect application rating.

English Language

Applications must be submitted in the English language and must be in the terms of United States (U.S.) dollars.

Page Limitations

The application submission is **limited to 40 pages** in its entirety.

The Project Description (excluding the Signed Profile Sheet (Attachment B) and Table of Contents) cannot exceed 20 pages.

Appendix items #1-3 (combined) may not exceed 20 pages.

Corrections/Updates to Submitted Applications

Applicants will be allowed **ONLY** one grant submission. Application corrections and updates are not permitted even if submitted before the application due date.

Accepted Application Format

All application materials must be formatted so that they are 8 ½" x 11" white paper with 1-inch margins all around. Applicants are encouraged to include page numbers for each page within the application. Subheadings are encouraged to make the application as easy-to-read as possible.

Application Content

The application submission will require three files for submission; the *Project Description* file (**limited to no more than 20 pages**), required *Appendices* file, and the *Project Budget* (Excel workbook) file.

The *Project Description* file must include the following items in this order:

1. Signed Site Profile Sheet (Attachment B, not included in page count)
2. Table of Contents (not included in page count)
3. Community Characteristics and Demonstration of Need
4. Family Engagement and Community Partnerships
5. Project Strategies and Expected Outcomes
6. Organization Capacity and Experience
7. Data Collection and Evaluation Capacity
8. Project Budget form (Excel Workbook Attachment C, not included in page count)

NOTICE: The *Project Budget Form* file must include the Excel workbook with the budget template that contains the budget for the initial 6-month planning period, as well as a preliminary budget for the first 6 months of implementation. Both Excel worksheets must be completed within the workbook.

The *Appendices* file must include the following items in this order:

1. Copy or description of the applicant organization's fiscal control and accountability procedures
2. Staff and position information (e.g., resumes, job descriptions, organizational charts)
3. Letters of Support (minimum of two letters of support required)
 - *Letters of Support*
Provide statements from community, public, and/or commercial leaders that support the project proposed for funding. All submissions must be included in the application package **and** counts toward 20 page max limit. At minimum, each letter of support must identify the individual writing the letter, the organization they represent, the date, and reason(s) for supporting the project.

(Appendix Items #1-3 are subject to a 20-page limit.)

4. Third Party Agreements (minimum of three required, e.g. written agreements, letters of commitment or MOUs) related to collaboration
 - *Third Party Agreements*
Third-party agreements include Memoranda of Understanding (MOU) and Letters of

Commitment. Applicants must provide Letters of Commitment and MOUs that clearly describes the roles and responsibilities for project activities and the support and/or resources that the third-party (i.e., subrecipient, contractor, or another cooperating partner) is committing. The Letters of Commitment and MOUs must be signed by the person in the third-party organization with the authority to make such commitments on behalf of their organization. All agreements must be included in the application package and **not** counted towards 20-page max limit. Letters of support are **not** considered to be third-party agreements.

5. Proof of Legal Status

- Non-profit organizations applying for funding are required to submit proof of their non-profit status, preferably in the form of an IRS Determination Letter.

6. Indirect Cost Rate Letter (if applicable)

7. Most recent Form 990

8. Most recent audited financial statements

9. Current certificate of commercial liability insurance

Application Upload Requirements

NOTICE: Families Forward *strongly recommends that electronic applications be uploaded as Portable Document Files (PDFs)*. It is critical that applicants submit applications using only the supported file formats listed here.

- Adobe PDF – Portable Document Format (.pdf)
- Microsoft Word (.doc or .docx)
- Microsoft Excel (.xls or .xlsx)

Documents in formats that are not supported by Families Forward will be removed from the application and will not be used in the competitive review.

Do Not Encrypt or Password-Protect the Electronic Application Files. If Families Forward cannot access submitted electronic files because they are encrypted or password protected, Families Forward application will not be reviewed and considered incomplete.

VII. PROJECT DESCRIPTION AND RATING CRITERIA

Project Description

The Project Description must be clear, concise, and complete. The Project Description provides the majority of information by which an application is evaluated and ranked. Applications should follow the structure outlined on the following pages, and each section should include the titles listed below in bold. Be sure to stay within the page limits listed for each section. Project Descriptions will be evaluated on the basis of substance and measurable outcomes, not length. Cross-referencing should be used rather than repetition.

Applicant Review Panel

All grant applications will be reviewed by a panel comprised of internal Families Forward staff and external community stakeholders. The review panel will be comprised of qualified professionals who have been selected for their expertise and knowledge of the child protection

system, primary prevention, knowledge of the landscape and needs of focus areas, and lived experience expertise. The review panels will review, score and rank each applicant's proposal. Upon completion of its review, the panel shall make recommendations for awards based on the scoring process.

PROJECT DESCRIPTION NARRATIVE:

TABLE OF CONTENTS: (1 page max. not included in page count)

The Table of Contents should list major sections of the application with quick reference page indexing.

COMMUNITY CHARACTERISTICS AND DEMONSTRATION OF NEED: MAXIMUM POINTS: 15

1. Identify target census tract and its Child Opportunity Index rating (when compared to Virginia as a whole.) Define the reach, boundaries, zip codes, history and/or geography of the target population(s) within chosen area.
2. Describe the social, health and economic characteristics and experiences of the target population(s) you intend to serve. Identify their strengths, assets, challenges, and concerns including any COVID related information.

RATING CRITERIA - A strong application meets all of the criteria listed below.

- Presents a sound rationale for choosing the identified target population(s) for project implementation;
- Shows a strong understanding of the area and the residents' unique characteristics, experiences, strengths, needs, and concerns, and with input from community(ies) and families with lived expertise;
- Presents relevant cross-system local- and/or regional-level data; and
- Describes the health, social and COVID related disparities of the community(ies) related to population health and family well-being.

FAMILY ENGAGEMENT AND COMMUNITY PARTNERSHIPS MAXIMUM POINTS: 20

1. Describe the key partnerships your organization maintains that are needed for the successful implementation of the FRC. Also describe any new partnerships necessary and how your agency will ensure continued commitment and shared responsibility of these partnerships. Partnerships are encouraged among, but not limited to, the following:
 - Families with lived expertise (LEx Leaders) ****Required Partner***
 - Non-traditional Partners e.g. parks and recreation, after-school programs, apartment property managers, gas stations, food marts, convenience stores, laundromats, etc. ****Required Partner***
 - Smaller non-profit agencies
 - Civic groups
 - Child welfare and Benefit programs agency (Local Departments of Social Services)
 - Children's Services Act
 - Public health agency (state or county) and/or Federally Qualified Healthcare Centers (FQHCs)

- School systems
 - Community-based and faith-based organizations
 - Mental health and substance use disorder treatment providers
 - Civil legal aid, law enforcement, local court systems and correctional facilities
 - Early childhood education and child care agencies
 - Housing authorities and Continuums of Care (CoC) programs
 - Maternal and child health
 - Home visiting programs
 - Business and labor organizations
 - Philanthropic organizations
2. Describe how you will partner with families with lived child welfare/family support services expertise from the populations you have indicated. Provide specific examples of how these partnerships will co-design, co-implement, and share accountability of project success.

RATING CRITERIA - A strong application meets all of the criteria listed below.

- Clearly describes cross-system partnerships and plans to leverage and/or build a multi-system collaborative among additional recommended partners;
- Describes a deep understanding of community context, mutual trust, open communication, and collective responsibility for common well-being outcomes;
- Clearly articulates a process to meaningfully engage and involve community members and LEx Leaders throughout the planning and implementation phase of the project; and
- Provides signed letters of partners providing significant resources and a clear description of the resources the partners will provide.

PROJECT STRATEGIES AND EXPECTED OUTCOMES

MAXIMUM POINTS: 25

1. Present a clear description of how the FRC used as a primary prevention strategy will build or enhance existing integrated efforts across agencies, private/non-profit organizations, community leaders and families that is based on and informed by community-identified strengths and needs.
2. Describe how your project fits the needs of, including but not limited to multiple generations, kinship families, marginalized populations and areas with limited community resources.
3. Describe any additional services your project proposes to initiate including innovative and creative strategies unique to your agency.
4. Detail your vision for how the Family Resource Center looks. How do families feel when they experience or interact with your services?

RATING CRITERIA - A strong application meets all of the criteria listed below.

- Demonstrates clear understanding of family resource centers and how they can be used as a primary prevention strategy to best fit the needs of the community;
- Presents an approach and process for cultivating a common vision, strategic coordination, and a willingness to share power and responsibility for jointly-owned outcomes across a multi-system and cross-system collaborative to meet project goals;

- Includes creative and innovative strategies they plan to implement, and how and why those strategies were selected; and
- Describes clearly how they will meet the needs of multiple generations, diverse and marginalized populations/communities.

ORGANIZATION CAPACITY AND EXPERIENCE

MAXIMUM POINTS: 20

1. Describe your accounting structure. The structure should demonstrate your organization’s ability to maintain effective internal controls and demonstrate the ability to provide accurate and complete information about all financial transactions related to this project.
2. Describe your organization’s experience engaging communities to improve community capacity by supporting improved social determinants of health and family well-being outcomes.
3. List the job duties/descriptions for each staff position needed to coordinate or implement activities under this RFA, including new staff and positions.
4. State the staff person(s) responsible for implementation and oversight of the program and/or whether implementation is a direct staff responsibility or collaboratively provided by a partner or subcontractor.

RATING CRITERIA - A strong application meets all of the criteria listed below.

- Presents evidence that their fiscal controls and accounting procedures would ensure prudent use, proper and timely disbursement, and accurate accounting of funds;
- Provides evidence of leadership, staff capacity, partner commitment, and infrastructure needed to design/enhance efforts to support an integrated system for families; and
- Details a sound organizational chart and oversight that clearly describes the management and coordination of activities carried out by the applicant, key partners, subcontractors, and consultants, if applicable, to ensure achievement of objectives.

DATA COLLECTION AND EVALUATION CAPACITY:

MAXIMUM POINTS: 15

1. Describe your organization’s experience with data collection and management. What is your capacity for tracking and ensuring the protection and confidentiality of client and program information and producing reports? If your experience is more limited, describe resources that will be available to assist your agency in this area.
2. Describe who (e.g., assign skilled staff) will be responsible for managing and collecting data, (e.g., data management software) in a way that allows for accurate and timely reporting to Families Forward TA team member(s) and Project Evaluator(s).
3. Affirm your agency’s commitment and readiness to participate in; (1) required processes for measuring the quantity, quality and impact of services provided; (2) developing how data will be used to inform project improvements and shape future activities. Specifically including how LEx Leaders and other stakeholders will equally participate in the evaluation, reflection, and continuous quality improvement process; and (3) accepting technical assistance from Families Forward TA team member(s) and Project Evaluator(s).

RATING CRITERIA - A strong application meets all of the criteria listed below.

- Clearly describes the systems and processes that will support effective tracking of outcomes, including a description of how the selected FRC site will collect and manage data in a way that allows for accurate and timely reporting of outcomes;
- Applicant demonstrates staffing capacity and resources for data management and reporting; and
- Accepts and agrees to work with Families Forward TA team member(s) and Project Evaluator(s) to develop and report on a common set of measures for the site-specific process and outcome evaluation, and cultivate approaches that share power in the evaluation, reflection, and continuous quality improvement process.

Line Item Budget and Justification

MAXIMUM POINTS: 5 points

The application should include a project budget using the *Project Budget Form – Attachment C* provided. The project budget and budget justification should be directly aligned with the work plan and project description. Two budget worksheets must be submitted for the first 12-month period: one budget for the 6-month collaborative planning period and a second budget the first 6-months of implementation. The proposed budget for the initial 6-month planning period cannot exceed \$50,000 and the total proposed budget for the first full 12 months cannot exceed \$250,000.

The budget for this application shall contain detailed, itemized cost information that shows personnel and other direct and indirect costs. The detailed budget narrative shall contain a justification for each category listed in the budget. The narrative should clearly state how the site arrived at the budget figures.

For applicants proposing to use subaward(s); if the total amount budgeted for sub-awards exceeds 50 percent of total direct costs for the budget period, the applicant must provide a justification for sub awarding that portion of the project and must explain how the prime recipient plans to maintain a substantive role in the project. Applicants must explain why the participation of the subrecipient is necessary and why the applicant cannot achieve the objectives without the subrecipient(s)' participation.

PERSONNEL

Description: Costs of employee salaries and wages. Do not include the personnel costs of consultants, contractors and subrecipients under this category.

Justification: For each position, provide: the name of the individual (if known), their title; time commitment to the project in months; time commitment to the project as a percentage or fulltime equivalent; annual salary; grant salary; wage rates; etc. Identify the project director or Project Lead, if known at the time of application.

FRINGE BENEFITS

Description: Costs of employee fringe benefits are allowances and services provided by employers to their employees in addition to regular salaries and wages. Do not include the fringe benefits of consultants, contractors, and subrecipients.

Justification: Provide a breakdown of the amounts and percentages that comprise fringe benefit costs such as health insurance, Federal Insurance Contributions Act (FICA) taxes, retirement, taxes, etc.

PERSONNEL SUPPORTS

Description: Costs of staff development and training, Lived Experience Leader (LEx Leader,) Youth and/or Parent Stipends and Background Check expenses.

Justification: Describe anticipated staff training needs. Outline your plan for compensating LEx Leaders (or your plan for developing that plan.) Ensure that you have sufficient funds allocated for background checks on personnel and/or volunteers who may be working directly with the community.

CONTRACTUAL AND SUB-AWARDS

Description: Cost of all contracts and Sub-awards except for those that belong under other categories such as equipment, supplies, construction, etc. Include third-party evaluation contracts, if applicable, and contract or Sub-awards with secondary recipient organizations (with budget detail), including delegate agencies and specific project(s) and/or businesses to be financed by the applicant. Costs related to individual consultants should be listed on the Other line.

Justification: Indicate whether the proposed agreement qualified as a subaward or contract. Provide the name of the contractor/subrecipient (if known), a description of anticipated services, a justification for why they are necessary, a breakdown of estimated costs, and an explanation of the selection process.

In addition, for Sub-awards, the applicant must provide a detailed budget and budget narrative for each subaward, by entity name, along with the same justifications referred to in these budget and budget justification instructions.

OPERATIONS

Description: Costs of FRC-related operations, which could include rent, telephone, internet, travel, supplies, software, printing, postage, equipment lease and general insurance. Travel costs should be developed in accordance with the applicant's travel policies. (Travel by non-employees such as consultants, contractors or subrecipients should be included under the Contractual line item.)

Justification: Show computations and provide other information that supports the amount requested. For travel, describe the names of anticipated travelers and their destinations.

EQUIPMENT

Description: "Equipment" means an article of nonexpendable, tangible personal property (including information technology systems) having a useful life of more than one year and a per-unit acquisition cost that equals or exceeds the lesser of: (a) the capitalization level established by the organization for the financial statement purposes, or (b) \$5,000. (Note: Acquisition cost means the net invoice unit price of an item of equipment, including the cost of any modifications, attachments, accessories, or auxiliary apparatus necessary to make it usable for the purpose for which it is acquired. Ancillary charges, such as taxes, duty, protective in transit insurance, freight, and installation, shall be included in, or excluded from, acquisition cost in accordance with the organization's regular written accounting practices.)

Justification: For each type of equipment requested provide: a description of the equipment; the cost per unit; the number of units; the total cost; and a plan for use on the project; as well as use and/or disposition of the equipment after the project ends.

MAJOR EQUIPMENT PURCHASE AND/OR RENOVATION

Description: Major equipment purchase(s) and/or renovation(s) not exceeding \$10,000 are allowable under this award. Request under this line item will be closely scrutinized and must have a strong justification showing how the purchase(s)/renovation(s) will be for the benefit of families served under this award.

Justification: For each type of equipment/renovation requested provide: a description of the equipment/renovation; the cost per unit; the number of units; the total cost; and a plan for use on the project; as well as use and/or disposition of the equipment after the project ends.

OTHER

Description: Enter the total of all other costs. Such costs, where applicable and appropriate, may include, but are not limited to: food, medical and dental costs (non-personnel), professional service costs (including audit charges), space and equipment rentals, and other administrative costs not identified in categories provided.

Justification: Provide a breakdown of costs, computations, a narrative description, and a justification for each cost under this category.

INDIRECT CHARGES

Description: Total amount of indirect costs. This category has one of two methods that an applicant can select. An applicant may only select one.

1. The applicant currently has an indirect cost rate approved by the Department of Health and Human Services (HHS) or another cognizant federal agency.

Justification: An applicant must enclose a copy of the current approved rate agreement. If the applicant is requesting a rate that is less than what is allowed under the program,

the authorized representative of the applicant organization must submit a signed acknowledgement that the applicant is accepting a lower rate than allowed. Choosing to charge a lower rate will not be considered during the objective review or award selection process.

2. The applicant may elect to charge a *de minimis* rate of 10% of modified total direct costs (MTDC) which may be used indefinitely. Costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for the award until such time the applicant chooses to negotiate for a rate, which the applicant may apply to do at any time.

Justification: This method only applies to applicants that have never received an approved negotiated indirect cost rate from HHS or another cognizant federal agency. Applicants awaiting approval of their indirect cost proposal may request the 10 percent *de minimis* rate. When the applicant chooses this method, costs included in the indirect cost pool must not be charged as direct costs to the grant.

RATING CRITERIA - A strong application meets all of the criteria listed below.

- Describes plans to leverage existing federal and local primary prevention efforts or initiatives, and proactively seeks to expand innovative partnerships and flexible funding structures to ensure a full continuum of prevention supports.
- Presents a detailed budget justification for each year of the project. The costs of the proposed project are reasonable in view of the activities to be conducted and the expected results.
- The extent to which key personnel have adequate time devoted to the project to achieve project objective.
- Demonstrates that the proposed plan provides a foundation for sustainability of efforts beyond the projected funding period.

APPENDICES

The *Appendices* file must include the following items in this order:

1. Copy or description of the applicant organization's fiscal control and accountability procedures
2. Staff and position information (e.g., resumes, job descriptions, organizational charts)
3. Letters of Support (minimum of two letters of support required)
 - *Letters of Support*
Provide statements from community, public, and/or commercial leaders that support the project proposed for funding. All submissions must be included in the application package **and** counts toward 20 page max limit. At minimum, each letter of support must identify the individual writing the letter, the organization they represent, the date, and reason(s) for supporting the project.

(Appendix Items #1-3 are subject to a 20-page limit.)

4. Third Party Agreements (minimum of three required, e.g. written agreements, letters of commitment and MOUs) related to collaboration
 - *Third Party Agreements*
Third-party agreements include Memoranda of Understanding (MOU) and Letters of Commitment. Applicants must provide Letters of Commitment and MOUs that clearly describes the roles and responsibilities for project activities and the support and/or resources that the third-party (i.e., subrecipient, contractor, or another cooperating partner) is committing. The Letters of Commitment and MOUs must be signed by the person in the third-party organization with the authority to make such commitments on behalf of their organization. All agreements must be included in the application package and **not** counted towards 20 page max limit. Letters of support are **not** considered to be third-party agreements.
5. Proof of Legal Status
 - Non-profit organizations applying for funding are required to submit proof of their non-profit status preferably in the form of an IRS Determination Letter.
6. Indirect Cost Rate Letter (if applicable)
7. Most recent Form 990
8. Most recent audited financial statements
9. Current certificate of commercial liability insurance

VIII. FUNDING RESTRICTIONS

Costs of organized fund raising, including financial campaigns, endowment drives, solicitation of gifts and bequests, and similar expenses incurred to raise capital or obtain contributions are unallowable. Also costs associated with building campaigns are unallowable.

Organizations funded under this initiative shall not use these program funds, provide services, or employ or assign personnel, in a manner supporting or resulting in the identification of such programs with any partisan political activity or any political activity associated with a candidate, or contending faction or group, in an election for public or party office.

Organizations funded under this initiative shall not discriminate against any recipient of goods, services or disbursements on the basis of the recipient's religion, religious belief, refusal to participate in a religious practice, or on the basis of race, age, color, gender sexual orientation, gender identity, or national origin.

IX. SUBMISSION DATES AND TIMES

Due Date for Applications: **10/28/2022**

No appeals will be considered for applications classified as late under the following circumstances:

Acknowledgement from FAMILIES FORWARD of an electronic application's submission: Applicants will be sent an email acknowledging that the application has been received from VAFRCs@familiesforwardva.org by Families Forward Virginia. Receipt of this email is not an indication that the application is accepted for competition or will be automatically awarded.

X. ANTICIPATED ANNOUNCEMENT AND AWARD DATES

Announcement of awards and the disposition of applications will be provided to applicants on 12/02/2022 date. Families Forward staff cannot respond to requests for information regarding funding decisions prior to the official applicant notification.

The Notice of Award (NoA) that sets forth the amount of funds awarded, the terms and conditions of the award, the effective date of the award, the budget period for which initial support will be given, and the total project period for which support is contemplated will be signed by the Chief Executive Officer of Families Forward and the Prevention Director and communicated via email. Following the finalization of funding decisions, organizations whose applications will not be funded will also be notified via email.

XI. REPORTING

Recipients under this RFA will be required to submit performance progress and financial reports periodically throughout the project period. For planning purposes, the frequency of required reporting for awards made under this announcement are as follows:

Performance Progress Reports:	Monthly
Financial Reports:	Monthly

XII. REQUEST FOR APPLICATION CONTACT

Ronald Brown
Prevention Director
8100 Three Chopt Road
Suite 212
Richmond, VA 23229
Email: VAFRCs@familiesforwardva.org

NOTICE: Support and responses to questions will be available via email through Monday, 10/17/2022 by 5:00pm. Questions after this time will not be received. All questions and answers will be posted on Families Forward Virginia website familiesforwardva.org.

ATTACHMENT A. APPLICATION SUBMISSION CHECKLIST

Applicants may use this checklist as a guide when preparing an application package. Please do not submit this form with your application.

_____ **Signed Profile Sheet:** Attachment B

_____ **Project Description Narrative:** *FILE ONE*

- Table of Contents
- Community Characteristics and Demonstration of Need
- Family Engagement and Community Partnerships
- Project Strategies and Expected Outcomes
- Organization Capacity and Experience
- Data Collection and Evaluation Capacity

_____ **Appendices:** *FILE TWO* **must include the following items in this order:*

- Copy or description of organization's fiscal control and accountability procedures
- Staff and position information
- Letters of Support (minimum of two letters of support required)
- Third Party Agreements
- Proof of Legal Status
- Indirect Cost Rate Letter (if applicable)
- Most recent Form 990
- Most recent audited financial statements
- Current certificate of commercial liability insurance

_____ **Project Budget Form** (Excel Workbook): *FILE THREE*

- Line Item Budget and Budget Narrative Justification

NOTICE: Do not include any materials or attachments other than those listed above. Additional materials will not be provided to the proposal review panel.

ATTACHMENT B. PROFILE SHEET

Organization Legal Information
Full Name of Organization:
Acronym or Doing Business As (DBA) (if applicable):
Federal ID#:
Project Service Area (city/county and targeted census tract):
Organization Contact Information
Street Address:
City:
Postal Zip Code:
Telephone Number:
URL Website:
Point Of Contact (POC)
Name:
Position Title:
Street Address:
City:
Postal Zip Code:
Telephone Number:
Email Address:
Authorized Organizational Representative (AOR)
Authorized Signature: The person signing below is authorized by the organization to do so, and to the best of their knowledge and belief, all information in this application are true and correct. The document has been duly authorized by the governing body of the organization who will comply with all contractual obligations if the applicant is awarded funding.
Print Name:
Signature:
Title:
Date: