

UPLIFT FOR UPGRADE
CAPACITY BUILDING GRANTS
REQUEST FOR PROPOSALS
from
FAITH/COMMUNITY BASED ORGANIZATIONS

Provided by
The Howard University Center for Urban Progress
in partnership with
The Washington Regional Association of Grantmakers

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THE PURPOSE OF THE SUB-AWARDS:

Up to ten grants ranging in amounts from \$10,000 to \$30,000 will be awarded through a competitive RFP process with each application evaluated on its own merits.

Your application will be assessed for relevance to *Upgrade for Uplift* capacity building objectives. Therefore, the activities being proposed should address outcome measures or changes in at least one of four critical capacity building areas; those being, leadership development, program development, organizational development, and community engagement. Applicants are expected to propose how the activities to be supported by the sub-awards will help the organization address organizational needs identified in the individual workplan that has been developed for your organization, or organizational needs that have been highlighted and discussed in site visits and organizational needs assessments, or that have been identified in your organizations strategic planning or business planning process.

Your application will be judged on how clearly the applicant articulates: (1) the goals and objectives for the sub-award, (2) how the capacity building activities that are being proposed will be implemented so that the organization can reach and serve target populations more effectively and efficiently, (3) identifiable outcomes and impact that will be accomplished; and (4) how those outcomes will be documented.

Single sub-awards will be made directly to nonprofit faith- and community-based organizations in one round of grantmaking. The awards cannot be made as cluster grants to a group of nonprofit organizations. There are no requirements for sub-award applicants to provide matching funds, and no applicant will be given preference in the selection process if they offer matching funds in their applications. Grant awards cannot be used for reimbursement of pre-award costs. Organizations that deliver technical assistance, or provide cost-share funds or in-kind support for this project are not eligible to apply for sub-awards. An application will not be considered that proposes to pay costs of direct fund raising activities such as actual solicitations of grants or gifts, or the launching of financial campaigns, endowment drives, or direct mail activities.

Organizations will not be discriminated against in the selection of sub-awards on the basis of religious character or affiliation. Sub-awardees and their activities are governed by all applicable federal laws and regulations. Regulations pertaining to the Equal Treatment for Faith-Based Organizations, which includes the prohibition against Federal funding of inherently religious activities, can be found at 45 Code of Federal Regulations (CFR) 87.1. Federal regulation 45 CFR 87.1 states that direct federal grants and sub-award funds shall not be used to support inherently religious activities such as religious instruction, worship, or proselytization. Therefore, while a faith-based organization (FBO) receiving a sub-award retains its authority over its internal governance, and it may retain religious terms in its organization's name, select its board members on a religious basis, and include religious references in its organization's mission statements and other governing documents, the activities supported by the sub-award must be secular in nature. A FBO receiving a sub-award must take steps to separate, in time or place, their inherently religious activities from the *UPGRADE FOR UPLIFT* funded services. Participation in the services or activities supported by the federal funds must also be voluntary.

More information regarding federal regulations pertaining to equal treatment of faith-based organizations may be found on the HHS website at <http://www.os.hhs.gov/fbci/waisgate21.pdf>.

WHO IS ELIGIBLE TO APPLY?

- Faith- or community based organizations selected for participation in the Upgrade for Uplift (UFU) project to receive training and technical assistance are invited to apply.
- You are not required to be a 501 (c) (3) organization.

SUB-AWARD TIMELINE:

- Applying organizations will be notified regarding the results of the RFP competitive process and award selection by no later than July 5, 2010.
- Activities proposed should be completed between July 5, and December 30, 2010.

SUB-AWARD FUNDS CANNOT BE USED TO PAY FOR:

- Direct services or program activities
- Direct fundraising or revenue solicitation
- Medical or health related services
- Construction or the purchase of property
- Religious instruction, worship activities, religious outreach or proselytizing

SUBAWARD DELIVERABLES AND PERFORMANCE CRITERIA:

- Organizations not receiving the full amount of their request will be required to submit a revised project description and budget prior to the disbursement of funds.
- Participating organizations must provide monthly reports to UFU staff outlining progress toward performance benchmarks that are outlined in your sub-award workplan which is a required part of this application.
- The sub-awards will be issued in three disbursements. Sub-award payments will be awarded after organizations have submitted the required monthly reports and final reports on time.
- Organizations must submit a final budget report by no later than 15 days after the project end date verifying that grant funds were expended.
- Organizations must submit a final narrative report by no later than 15 days after the project end date providing documentation of accomplishments and outcomes.
- Organizations receiving UFU sub-awards must participate in the monitoring and evaluation of the UFU project and will be required to complete interviews with research staff and provide data and feedback to track progress against your organization's work plan and project objectives.
- UFU project and sub-award activities are governed by all applicable Federal laws and regulations, including those which state that sub-award funds cannot be used to support religious activities, instruction, worship, or religious proselytization.

GRANT APPLICATION PROCESS

- The sub-award application process is open and is not subject to pre-selection, prejudice or advantage given to any UFU participating organization.
- Priority will be given to organizations that have never received federal funds, and whose annual operating budgets are less than \$500,000. Please indicate if either of these conditions applies to you.
- Sub-award amounts requested cannot exceed \$30,000.
- All organizations must complete the grant application form and the budget form that are attached, as well as a budget narrative.
- All organizations must complete the sub-award workplan form that is attached.
- To ensure that the award amount is appropriate for the stated grant purposes, each applicant is required to provide documentation of the costs cited in the budget. All applying organizations must supply supporting documentation such as formal estimates and/or written quotes from vendors or consultants to substantiate the costs of purchases of goods or services included in your budget and budget narrative.
- A review and evaluation of these documents will inform decisions regarding the level of funding for each sub-award.
- In the budget narrative, applicants should provide some description of organization's competitive bidding process and conflict of interest policies that ensure that decisions about the payments that are proposed will be fair and unbiased.
- If another organization serves as your fiscal agent, please provide a letter of authorization from the governing board, and signed by an officer of the board, expressing support for your application.
- All sub-awardees will sign an agreement that incorporates all HHS Compassion Capital Fund application requirements, including that their activities are governed by all applicable Federal laws and regulations including those in 45 CFR 87.1 barring the use of funds for inherently religious activities such as religious instruction or worship.

THE DEADLINE:

The original and five (5) copies of all requested materials must be received by no later than Monday, June 28, 2010 at 6:00 pm at the Center for Urban Progress – 1840 7th Street, NW; Washington DC 20001, Room 311. Because of connectivity problems experienced previously, please do not submit your application by email. We are only accepting hard copies that are mailed or hand-delivered. You can access a copy of the application materials electronically at www.coas.howard/hucup/upgraderuplift

QUESTIONS?

A pre-application orientation meeting will be held at the Center for Urban Progress on June 21, 2010 at 3:00pm. Contact Tiera Williams at 202-865-8588 if you plan to attend. If you have questions or want more information about the application or application process, contact Project Director, Sandy Rattley at 202-865-8587.

The Howard University Center for Urban Progress
Upgrade for Uplift
Selection Criteria for Sub-awards

Up to ten capacity-building grants of \$10,000 to \$30,000 will be dispensed in 2010. The Selection Committee will consider the following criteria in its evaluation and ranking of applications.

1. Analysis of the capacity-building needs of the applying organization
As part of this application, applying faith- community-based organizations are being asked to provide an analysis of your organizational challenges in at least one of the four critical capacity-building areas of: leadership development, organizational development, program development, and community engagement. In response to whatever capacity-building organizational need and area you identify, you must also articulate a plan about how to address it. Please describe how what you are proposing relates to your workplan for *Upgrade for Uplift* training and technical assistance. Organizations that can articulate how their request fits into a comprehensive plan for capacity building will be considered more competitive than organizations that ask for funding for a discreet activity that does not appear to have strategic impact. The activities, services, equipment or intervention identified for funding must be completed by December 30, 2010.

2. Clarity and Organization of the application; has the applicant clearly articulated:
 - (1) The goals and objectives for the sub-award
 - (2) How the capacity building activities that are being proposed will be implemented so that the organization can reach and serve target populations more effectively and efficiently
 - (3) Identifiable outcomes and impact that can be accomplished
 - (4) How those outcomes will be measured
 - (5) Provided a realistic budget
 - (6) Provided appropriate documentation to support the costs in the budget

3. Readiness and Commitment to Capacity Building
Please describe your organization's readiness for, and investment in capacity building. Has your organization accomplished buy-in from staff, management and board members to pursue capacity building? How does what you propose fit into your organization's strategic plan, vision, mission and future focus? Have staff or consultants been identified to implement the activities proposed? What systems does the F/CBO already have in place to support what is being proposed? Please describe any recent capacity building activities in which your organization has participated and related capacity building accomplishments.

Selection Criteria for Sub-awards (continued)

4. Target Population/Community Impact

Has the F/CBO articulated how its target service population will benefit from the capacity-building activities that are being proposed? Will the capacity-building activities, services or equipment purchases that are being proposed result in your organization's ability to better serve low-income individuals seeking State and Federal benefits and tax credits; clients seeking to secure or retain housing, employment, higher wages and better-quality jobs; those in need of financial education, credit counseling, and other asset building strategies; as well as the homeless, elders in need, at-risk youth, including Native American youth, families in transition from welfare to work, immigrant populations, ex-offenders, substance users, residents with a positive HIV/AIDS status and their families, and any other communities of service in Washington, DC that are disproportionately affected by poverty or unemployment.

The funding that is being made available cannot be used in support of any activities or services that are discriminatory. If the applying organization is faith-based, its services that will be impacted by the capacity building activities proposed must be available to local residents and community residents at risk who are not church members. If the applying organization is faith-based, its application must clearly state that the capacity building activities that are proposed will in no way support activities that are religious in nature, such as instruction, worship, or religious proselytization.

The Howard University Center for Urban Progress
Uplift for Upgrade
Acceptable Uses for Capacity Building Sub-Awards

Leadership Development Activities:

Pay for training for existing staff or hire a consultant or content expert to:

- * Provide training to staff
- * Recruit board members
- * Create board policies
- * Provide training/written protocols for board of directors
- * Provide executive coaching
- * Create executive succession plan
- * Create a volunteer recruitment plan
- * Recruit volunteers (non-board)
- * Create and/or implement a volunteer management plan

Organizational Development Activities:

Pay for training for existing staff or hire a consultant or content expert to:

- * Incorporate as a legally recognized organization
- * Obtain 501(c) (3) status with the IRS
- * Create a strategic or scenario plan
- * Create and/or implement new financial management procedures/ improve internal controls
- * Implement a new budgeting process
- * Implement a new accounting system
- * Create a revenue development plan
- * Identify potential funding sources
- * Implement donor tracking software
- * Provide revenue development training to staff
- * Create job descriptions
- * Create and/or implement a staff performance review process
- * Create marketing materials
- * Create/revise organizational identity
- * Create/update an annual report
- * Install IT infrastructure (hardware, software or training)

Program Development Activities:

Pay for training for existing staff or hire a consultant or content expert to:

- * Create an outcome measurement plan
- * Implement systems to collect and maintain information related to client needs, referral sources, and services provided
- * Implement systems to keep records on service recipient satisfaction and/or service recipient outcomes
- * Collect information related to client outcomes
- * Collect information related to client/service recipient satisfaction
- * Collect information related to community assets
- * Analyze outcome data /evaluate effectiveness of current services
- * Research and develop new programs or services
- * Take steps to expand current services to new geographic area
- * Take steps to increase the effectiveness of existing services
- * Take steps to increase the number of clients served in existing geographic area
- * Take steps to increase the number or scope of services
- * Take steps to reach an underserved population in existing geographic area

Community Engagement Activities:

Pay for training for existing staff or hire a consultant or content expert to:

- * Create or update a brochure
- * Create or update a Web site
- * Create a plan and/or implement a campaign for community outreach or engagement
- * Create presentational materials and/or make presentations to community groups
- * Conduct assessment of community needs
- * Create a map/inventory of community assets
- * Create action plan for coordinating/collaborating and/or implement processes for collaborating with partners
- * Develop new strategic partnerships and establish partnership agreements
- * Assess effectiveness of existing collaborative efforts

**This is a list of sample activities that constitute allowable uses of Compassion Capital Funds.
 If you want to know whether a specific activity can be included in your budget for an *Uplift for Upgrade*
 capacity building sub-award as an allowable expense, please consult UFU project staff.**

WHAT EXPENSES ARE ELIGIBLE USES OF UPGRADE FOR UPLIFT SUB-AWARD FUNDS?

Sub-award funds can be used only for capacity building activities that further the sustainability of your organization and its efficiency and capacity to provide social services and generate positive outcomes for low-income clients and the most at-risk populations. Some examples of eligible uses of sub-award funds are outlined below.

<p>Equipment Purchases</p> <ul style="list-style-type: none"> • Office equipment • Supplies • Phones • Educational materials • Reproduction resources 	<p>Technology Purchases</p> <ul style="list-style-type: none"> • Computers • Internet Access • Networking • AV/Multi-media • Computer Software • Accounting Software • Project Management Software
<p>Training and Technical Assistance</p> <ul style="list-style-type: none"> • To develop written Policies and Procedures • Board Development • Management/Leadership Development • Staff Recruitment and Training/ Career Development/ Volunteer Recruitment and Training • Outsourcing • Succession Planning • Communications/Promotion/ Organizational Profile Development • Non-profit incorporation 	<p>Consultants</p> <ul style="list-style-type: none"> • Organizational Development • Finance (Resource Development/Grant Writing/ Fiscal Controls/Audit) • Legal • Human Resources • Evaluation/Research • Strategic Planning • Information Technologies (Systems/Software/Training) • Communications (Strategies/Messaging/ Campaigns/Presentational Materials)
<p>Programs and Activities</p> <ul style="list-style-type: none"> • Curriculum Development • Planning/development of new services (Such as housing location, job training and placement, financial education, money management, credit repair and debt counseling, tax preparation, etc.) • Program Monitoring and Evaluation 	<p>Marketing/Community Engagement</p> <ul style="list-style-type: none"> • Community Asset Mapping • Community Needs Assessment • Outreach Campaigns • Partnership Development/Collaborations
<p>Other</p> <ul style="list-style-type: none"> • Develop a resource directory • Establish a one stop center where clients can access free information • Build capacity to provide clients assistance accessing the Earned Income Tax Credit and other refundable credits, individual development accounts, and other asset-building services for low-income families and communities. 	