



The SafeHouse Learning Community

2010 Capacity Building Program and Grants for Organizations Request for Proposal (RFP)

Part I: Introduction

Background

SafeHouse Outreach (SHO) received a Compassion Capital Fund (CCF) grant from the Administration for Children and Families (ACF) of the United States Department of Health and Human Services (HHS) for the SHO Learning Community. The **SafeHouse Outreach Learning Community (SHOLC)** builds the capacity of grassroots faith and community-based nonprofit organizations serving most-in-need populations in the State of Georgia and especially those serving in the following priority areas of service.

- Homeless
- Elders in need
- At-risk youth
- Welfare to work families
- Ex-offender reentry & children of prisoners
- Substance abuse
- Healthy marriage education and preparation services

The **SHO Learning Community** consists of up to twenty-five (25) grassroots faith and community based Georgia nonprofit organizations. These organizations will meet monthly for group training and modeling, along with one-on-one coaching and sub-awards for capacity building. The **SHO Learning Community** begins in January and runs through September focusing on the following primary areas of capacity building:

Leadership Development

Organizational Development

Program Development

Community Engagement

Revenue Development Strategies

The sub-award funding will vary in amount based on the organizational need and capacity to make significant impact with their target population(s).

Definitions of Key Terms:

Capacity building – is a term that is broadly used to describe any action or activity that increases organizational effectiveness, enhances an organization's ability to provide services and promotes sustainability. ACF has identified five primary areas of capacity building – *leadership development, organizational development, program development, community engagement and revenue development strategies.*

Community-based Organizations (CBO) – CBO are usually local organizations or local chapters of national organizations that focus on any number of issues at local and community levels. Frequently they are located in the communities they serve.

Compassion Capital Fund (CCF) – a federal grant program begun in 2002 helps faith-based and community organizations increase their effectiveness and enhance their ability to provide social services by building their organizational capacity.

Coaching – Each organization in the **SHO Learning Community** will receive up to 24 hours of one-on-one coaching from one or more of the Project Team coaches. Coaching will address issues in the five primary areas of capacity building.

Department of Health and Human Services (HHS) – HHS is the United States government's principal agency for protecting the health of all Americans and providing essential human services, especially for those who are least able to help themselves.

Faith-based Organizations (FBO) - organizations that self-identify as being founded by religious institutions or individuals based on faith-inspired motivations (caring for those in need) or seeking to advance some type of faith-inspired mission or purpose. FBO include local congregations, national networks (denominations and their social service arms) like Salvation Army, Catholic Charities and Lutheran Social Services as well as independent organizations providing a broad range of services like food pantries, afterschool programming, housing, recovery services, etc.

Learning Community – refers to all of the **SHO Learning Community** activities and emphasizes that everyone (staff members, consultants and participants) contributes to the overall learning and benefits from participation in the Project. Our goal is to foster a community environment in which all participants are committed to every member's success.

Modeling - participants in the **SHO Learning Community** will receive 18 hours of modeling including a broad range of activities that may include observing board meetings, staff meetings, volunteer recruiting and management, participation in city and community leadership meetings.

Sub-award funding – is money awarded through the **SHO Learning Community** for approved capacity building projects.

Technical assistance (TA) - Technical assistance is a term used in many different ways in business and government. For our purposes, we mean providing information and support to another organization. Technical assistance is another word for help. In the SHO Learning Community, TA usually occurs in one-on-one or small group settings.

Application Process –

Five copies (including original) must be submitted to SafeHouse Outreach by 5:00 pm on Wednesday December 2, 2009. NO applications will be accepted by fax. Late or incomplete applications will not be considered. SafeHouse Outreach will retain all copies of the application. No applications will be returned so please make copies for your files.

Application review and scoring process

The selection and review process is designed to ensure the process will be a fair and open competitive process in which no organization will be pre-selected.

No consideration will be given regarding the religious identity nor the religious nature of the program it offers. Further, no matching funds will be required.

The RFP will be released on November 2, 2009 and proposals will be due on December 2, 2009. Proposals may be submitted in person, by mail or electronically and must be received no later than 5:00 pm on due date.

Applicants will be notified of their acceptance into the **SHO Learning Community** early January. At this point, applicants are admitted to the Learning Community. Training, coaching and modeling will begin in January. Each participating organization will complete an organizational capacity assessment with their assigned coach. Phase Two is the commitment of sub-award funding for capacity building projects. This process enables participants to complete the baseline organizational capacity assessment with their coach, attend at least two training sessions and two coaching sessions. This allows the applicant and their coach to review the sub-award request before final award and ensure the initial request is a high priority request and most beneficial to their organizational growth and capacity development.

Phase 1 of Review Process: Technical Review

The first step in the review process is the technical review. SHOLC staff and volunteers will conduct a preliminary review of each application for required elements listed below. The Technical Review does not evaluate proposal content. Staff will use a Technical Review Checklist to ensure all applications meet the following criteria:

- Received by due date
- Application is complete
- Follows page limit instructions of application
- Appropriate number of copies
- Is typed in 12 pt Times New Roman
- Signed by applicant organization Executive Director and Chairman of the Board
- Organization serves at least one of the priority need groups.
- Annual operating budget \$500,000 or less
- Organization is registered with the Secretary of State as a nonprofit corporation in Georgia or is a registered as a 501(c)(3) with the Internal Revenue Service

Only applications meeting the Technical Review checklist will be considered for review and funding.

Phase 2 of Review Process: External Review

The second phase in the review process is an external review by a team of peer reviewers. The external reviewers thoroughly evaluate the merits of proposals related to responsiveness to the criteria listed in the RFP. Each reviewer gives the application a numerical score along with written comments. The top ranked normalized scores of the applications are forwarded to the SHO Learning Community Team.

The numerical score is determined based on the relative ranking of the sections as described in the RFP. After assigning points to the individual sections on the External Review Score Sheet, reviewers rank the overall merit of a proposal assigning a total score based on a scale of 0 (low) to 100 (high). The total scores fall into one of the following three groups:

Level I - Excellent to outstanding. The application shows the organization will have significant benefits from participating in the SHOLC and will be prepared to make a large impact in the area they are serving. Scores in this level range from 80 to 100.

Level II - Good to very good. The application shows the organization has potential to greatly benefit from participating in the SHOLC and will make significant progress towards greater impact in the area they are serving. Scores in this level range from 60 to 79.

Level III - Poor to fair. The application shows the organization may have significant barriers in place that will keep them from progressing forward and building capacity through the SHOLC. Scores in this level range from 0 to 59.

Phase 3 of Review Process: Final Review

The third phase is a final review by the SHOLC Project Team (SPT), which examines the scores and comments of external reviewers and makes the final decision. The SPT consists of at least four individuals, including the Executive Director of SHO and the SHO Learning Community Director, the CEO of Prevent Child Abuse Georgia and the Training and Technical Assistance Director. In addition to the external reviewer scores and comments, the SPT also considers the need for and significance of the capacity building project. The SPT also ensures applicants are increasing capacity to meet a community need and are not funding religious programs or purposes that violate 45 CFR. The SPT will select sub-awardees based on external reviewer scores and factors mentioned.

The following will be used to select, score, and rank sub-awardees:

TOTAL POSSIBLE POINTS = 105

ORGANIZATION DESCRIPTION AND HISTORY (10 points)

NEED (20 points)

CAPACITY BUILDING PROJECT DESCRIPTION(30 points)

CURRENT ORGANIZATIONAL PROGRAM DESCRIPTION (30 points)

ORGANIZATIONAL MANAGEMENT/INFRASTRUCTURE DESCRIPTION(10 points)

BONUS POINTS – for applicants who have not previously received federal funds (5 points).

Bidders' Conference – A bidders' conference is scheduled for Monday, November 2, 2009. The bidders' conference introduces the RFP process to any interested parties. While all interested parties are encouraged to attend the bidders' conference, attendance is NOT a prerequisite for application.

Question period -- Questions from the bidders' conference and supplemental questions on the RFP will be accepted by email to ccf@xfactorllc.com through close-of-business on Friday November 13, 2009. Questions and answers will be posted on the www.empowergeorgia.com website.

Part II: PROGRAM OVERVIEW

Program Purpose

The primary purpose of the **SHO Learning Community** is to increase the capacity of grassroots non-profit organizations (including faith and community based) in order to expand their capacity to serve most-in-need populations by building, strengthening and developing their organization through the following primary areas: Leadership Development, Organizational Development, Program Development, Community Engagement, Revenue Development Strategies

Program Goals and Objectives

Participants in the **SHO Learning Community** will increase their knowledge of organizational and nonprofit management in several areas. This will occur through participation in training sessions in each of the five primary areas above. capacity building. Additionally, participants will receive up to 24 hours of coaching addressing these areas.

Target Populations

The **SHO Learning Community** builds the capacity of grassroots faith and community-based organizations serving most-in-need populations in the State of Georgia and especially those serving in the following priority areas of service.

- Homeless
- Elders in need
- At-risk youth
- Welfare to work families
- Ex-offender reentry & children of prisoners
- Substance abuse
- Healthy marriage education and preparation services

Mandatory Program Participation Requirements

The **SHO Learning Community** seeks to build the capacity of participants in several ways. Participants joining the **SHO Learning Community** will participate in training, coaching, modeling and sub-award funded projects. Participation in each of these elements is essential to receive maximum benefit from the program and to see maximum impact for your organization. Therefore, attendance at monthly training sessions and participation in coaching and modeling sessions are all mandatory. (The majority of these activities will occur during the normal weekday business hours.)

In addition to the first assessment (baseline) there will also be a post-term assessments after program completion. These assessments will provide the basis for outcomes tracking for the overall program.

Part III: ELIGIBILITY

Eligible Applicants

The **SHO Learning Community** seeks to engage up to **25** grassroots organizations (including faith and community based organizations) in this capacity building program.

- Organizations must provide services in at least one of the seven priority service areas.
 - Homeless
 - Elders in need
 - At-risk youth
 - Welfare to work families
 - Ex-offender reentry & children of prisoners
 - Substance abuse
 - Healthy marriage education and preparation services
- Participation is limited to organizations for which their current year's (2009) annual operating budget was \$500,000 or less.
- Participants can be emerging and established organizations.
- Priority will be given to those organizations that have not, in the past, received Federal funds. This will be accomplished by adding five (5) bonus points to the total application score (as determined by the External Review Teams) for those organizations.
- Organizations (both faith and community-based) **must** be registered with the Georgia Secretary of State as nonprofit organizations or be recognized by the Internal Revenue Service as a 501(c)(3).
- Prior SHO Learning Community members are not eligible to apply again.

Geographic Area

The Atlanta Metropolitan area is the primary service area with a focus on Fulton and Dekalb Counties. However, groups from other areas within the State of Georgia may apply. Organizations must be based in the State of Georgia and provide services to Georgians. ALL training sessions are held in downtown Atlanta and participants are responsible for travel and costs to and from ALL sessions.

Project Period

The project period is January 21, 2010 – September 30, 2010. Training and coaching will begin in January 2010. All sub-award funding must be spent no later than August 31, 2010 and **all reports** must be submitted no later than September 15, 2010.

Number and Types of Awards

The SHO Learning Community will issue up to 25 total capacity building sub-awards. The SHO Learning Community seeks to build, strengthen and grow grassroots faith-based and community nonprofit organizations. The sub-awards will complement training, coaching and modeling for each participant in the SHO Learning Community and enable them to take the next step or steps on their Development Continuum.

Examples of possible sub-award projects are listed in Appendix A located at the end of this document.

Funding Amounts

The sub-award program is designed to provide resources that will address the capacity building needs of participants in the **SHO Learning Community**. As is the case for the technical assistance plan, the sub-awards purpose will be determined and influenced by the results of a needs assessment for each organization.

Subawards will be awarded in amounts reflective of organization's current capacity to handle funds, strength of proposed project, and organizations evaluated needs.

Type of Grant	Number of Grants	Amount of Grants
Subaward Level C	10	\$1,000 to \$5,000
Subaward Level B	10	\$5,001 to \$10,000
Subaward Level A	5	\$10,001 to \$20,000

The SHO Learning Community considers the following as unallowable uses of sub-award funds. Therefore, **no** sub-award funds can be used for:

- Direct services or augmenting or supplanting of direct services
- Grant writing
- Direct fundraising activities
- Curriculum development or purchase
- Inherently religious activities or items
- Medical or health related activities or items
- Construction and/or purchase of real property
- Hiring of staff

Part IV: Responsibilities and Restrictions

Organizational Commitments

There are a number of conditions that organizations must abide by should they receive a sub-award. Specifically, **SHO Learning Community** participants:

- Executive Director must attend 80% of workshop training sessions.
- Board chair must attend training session on governance along with Executive Director.
- Must participate in at least 80% of monthly consultations with designated coach (24 hours of one-on-one coaching in grant period).
- Executive Director must participate in at least 80% of modeling activities (18 hours in grant period).
- Must allow for periodic site visits.
- Must use sub-award funds by August 31, 2010.
- Must comply with 45 CFR 74.27 and OMB A-122 that prohibits the use of funds for organized fund raising, including financial campaigns, endowment drives, solicitation of gifts and bequests, and similar expenses solely to raise capital to obtain contributions.
- Must certify reading of *Guidance to Faith-Based and Community Organizations on Partnering with the Federal Government*.
- Must attend a Partnering with the Federal Government workshop to ensure that their activities are governed by all applicable Federal laws and regulations including those in 45 CFR 87.1 which states that direct Federal grants, sub-award funds, or contracts under the Compassion Capital Demonstration Program shall not be used to support inherently religious activities such as religious instruction, worship, or proselytization.
- Must complete a Memorandum of Agreement (MOA) with SafeHouse Outreach.
- Must complete baseline and post-term organizational capacity assessments.
- Sub-award applicants will not be required to provide matching funds nor will they be given preference in the selection process if they offer matching funds in their applications.
- Any organization that partners with the **SHO Learning Community** to deliver technical assistance or provide cost-sharing funds for the proposed project is not be eligible for sub-awards.

Post-award Monitoring and Reporting

Post-Award Monitoring will be conducted on all SHOLC participants.

All sub-awardees will be monitored at two levels. First and foremost, the customized technical assistance centers on a TA plan with specific milestones and goals will be the focal point of monthly one-on-one coaching sessions. Because of the frequency and intentionality of these TA consultations, an organization's compliance with the sub-grantee requirements will be more easily identified and can be addressed immediately upon notification.

Secondly, all sub-grantees will only be funded on a cost reimbursement or purchase order basis. Sub-grantees must provide documentation reflecting the details of their purchases.

Finally, all project related reporting will solicit information that helps improve the quality of technical assistance.