

Spalding County Collaborative Authority for Families & Children, Inc.

Nonprofit Capacity Building Program

FFY 2010

Request for Proposals (RFP)



Application Guidelines

Release Date: February 1, 2010

Application Deadline: February 24, 2010

Available for download at www.spaldingcollaborative.com



Section I. General Information

The Spalding County Collaborative Authority for Families and Children (SCA), through the Nonprofit Capacity Building program is issuing this Request For Proposals (RFP) to build the capacity of nonprofit partners in order to address the broad economic recovery issues present in their communities, including helping low-income individuals 1) secure and retain employment, 2) earn higher wages, 3) obtain better-quality jobs, and 4) gain greater access to state and Federal benefits and tax credits.

The Nonprofit Capacity Building program of the Strengthening Communities Fund (SCF), established under Title VIII of the American Recovery and Reinvestment Act (ARRA) of 2009 Public Law (P.L.) 111-5, provides federal funding to experienced organizations to provide capacity building training, technical assistance, and competitive financial assistance to nonprofit organizations.

Timeline

Informational Meeting #1 – Spalding County January 19, 2010

Informational Meeting #2 – Meriwether County January 21, 2010

RFP Release Date February 1, 2010

Bidder's Conference February 2, 2010

RFP on-site Technical Assistance #1 – Meriwether County February 8, 2010

RFP on-site Technical Assistance #2 – Spalding County February 9, 2010

Proposals postmarked no later than February 24, 2010

Proposal Review March 1-17, 2010

Sub-award Announcement March 23, 2010

Sub-award Memorandum of Agreement Executed March 24-26, 2010

First of three payments March 31, 2010

Performance Period March 31, 2010 – September 30, 2011

Sub-awardee Orientation April 12, 2010; *attendance is mandatory for all sub-awardees*

A. Source of Funds

CFDA 93.711 The funds are being made available under Section 1110 of the Social Security Act, and Title VIII of the ARRA of 2009, P.L. 111-5, through the Department of Health and Human Services (HHS), Administration for Children and Families (ACF), Office of Community Services.

There is no requirement for financial assistance applicants to provide matching funds nor given a preference in the selection process if they offer matching funds in their applications.

B. Purpose

The purpose of this Request for Proposals (RFP) is to solicit proposals from nonprofit organizations working in distressed communities to engage in capacity building activities that support economic recovery. Specifically, grassroots organizations will be provided capacity building activities in five critical areas: 1) organizational development, 2) program development, 3) collaboration and community engagement, 4) leadership development, and 5) evaluation of effectiveness. Capacity building activities are designed to increase an organization's sustainability and effectiveness, enhance its ability to provide social services, and create collaborations to better serve those in need.

Successful applicants will be subject to reporting requirements consistent with the ARRA of 2009 Standard Terms and Conditions. In addition, successful applicants will use a web-based format compliant with Strengthening Communities Fund awards to report monthly performance progress.

C. Who May Apply

Secular and faith-based nonprofit organizations that help Butts, Carroll, Coweta, Fayette, Heard, Henry, Lamar, Meriwether, Pike, Spalding, Troup, and/or Upson County low income individuals 1) secure and retain employment, 2) earn higher wages, 3) obtain better-quality jobs, and/or 4) help low and moderate income individuals gain access to state and federal benefits and tax credits are eligible to apply for financial and technical assistance. Eligible organizations must have at least one substantial secular social service program that will benefit as a result of financial and technical assistance.

Foreign entities are not eligible under this announcement.

While an applicant must be a nonprofit organization, there is no requirement that applicants have 501(c)3 status or identify a sponsoring organization with 501(c)3 status. Nonprofit organizations applying for funding are required to submit proof of their non-profit status. Proof of non-profit status is any one of the following:

- A copy of a currently valid IRS tax-exemption certificate.
- A copy of the organization's certificate of incorporation or similar document that clearly establishes nonprofit status.
- Any of the items in the subparagraphs immediately above for a State or national parent organization and a statement signed by the parent organization on their letterhead that the applicant organization is a local nonprofit affiliate.

Organizations that document they serve Spalding County shall receive 15 bonus points.

Organizations whose annual budgets do not exceed \$500,000 shall receive 10 bonus points.

Organizations who document they are working with agencies responsible for administering the ACF Temporary Assistance for Needy Families (TANF) program shall receive 5 bonus points.

Organizations that have never received Federal awards shall receive 5 bonus points.

D. Program Purpose And Objectives

The goal of the SCF Nonprofit Capacity Building program is to stimulate grassroots organizations, whether secular or faith based, to maximize their social impact as they provide services to address economic recovery issues present in their communities. Organizations receiving assistance from lead organizations, hereinafter referred to as intermediaries, will be better equipped as a result of this project to help low-income individuals 1) secure and retain employment, 2) earn higher wages, 3) obtain better-quality jobs, and 4) gain greater access to State and Federal benefits and tax credits. SCF funds intermediaries with a proven track record of community involvement and experience in providing training and technical assistance to smaller grassroots organizations within a well-defined geographic community.

The SCF Nonprofit Capacity Building program does not fund direct social service provision. Rather, this new program funds capacity building activities that produce measurable effects that result in more sustainable organizations. By addressing issues that are critical to the long-term viability of nonprofit organizations, these organizations are better prepared and positioned to understand and meet the needs of their communities.

SCF Nonprofit Capacity Building funds may not be used to build organizational capacity to provide programs or services that include inherently religious activities such as religious instruction, worship, or proselytization. If a financial assistance or technical assistance recipient provides programs or services that include inherently religious activities then such activities must be separate, in time or location, from the programs or services that the organization is seeking to improve through this program. Organizations receiving financial assistance must take steps to assure that their activities are governed by all applicable Federal laws and regulations including 45 CFR 87.1, which states that direct grants, financial assistance funds, or contracts under HHS shall not be used to support inherently religious activities such as religious instruction, worship, or proselytization.

Some of the ways organizations may accomplish this include, but are not limited to, promoting only the Federally funded program in materials or websites created with any portion of the Federal funds. Participation in such religious activity by individuals receiving services must be voluntary.

A faith-based organization receiving HHS funds retains its independence from Federal, State, and

local governments, and may continue to carry out its mission, including the definition, practice, and expression of its religious beliefs. For example, a faith-based organization may use space in its facilities to provide secular programs or services funded with Federal funds without removing religious art, icons, scriptures, or other religious symbols. In addition, a faith-based organization that receives Federal funds 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 in accordance with all SCF Nonprofit Capacity Building program requirements, statutes, and other applicable requirements governing the conduct of HHS-funded activities. Regulations pertaining to the equal treatment for Faith-Based Organizations, which include the prohibition against Federal funding of inherently religious activities, can be found on the HHS website at <http://www.os.hhs.gov/fbci/waisgate21.pdf>.

SCF Nonprofit Capacity Building program cooperative agreements with intermediaries are intended to expand the capacity of nonprofit organizations to deliver social services in a secular manner. However, funds cannot be used to provide direct client services. SCF Nonprofit Capacity Building program funds can pay for capacity building activities that result in improved social service programs and activities. For example, funds may be used for trainings such as workshops on developing collaborations or strategic partnerships or workshops on program development or to improve basic functions, such as attaining 501(c)3 status, developing sound financial systems, or purchasing insurance. Additionally, SCF Nonprofit Capacity Building program funds may purchase equipment or supplies such as computers or computer software that can improve program services. Under this announcement, funds may not pay for capacity building activities that support the provision of direct medical and/or health care, or for items such as medical equipment or supplies or medically-oriented trainings, certifications, or licensures. However, capacity building activities designed to prepare individuals for work in the health care field are allowable. Construction costs are not allowable expenses. Funds are intended to improve organizational efficiency and capacity.

An awarded application and release of funds does not constitute or imply compliance with Federal regulations. Funded organizations are responsible for ensuring that their activities comply with Federal regulations.

It is expected that approved applicants will participate in both training and technical assistance. Training and technical assistance activities are provided under this program at no cost to interested grassroots organizations. Technical assistance shall be provided on a long-term, ongoing basis. Technical assistance must be in the form of direct and individualized technical assistance to address the identified priority needs of the nonprofit organization.

Approved applicants must be willing to work closely and cooperate with SCA and any SCF funded agents in respect to organizational assessment, planning, implementation and evaluation as well as participate in 100% of the capacity building training and technical assistance sessions. Approved applicants, hereinafter referred to as sub-awardees, must agree to complete pre- and post-

assessments used to determine the measurable impact of training, technical assistance and competitive financial assistance activities provided.

E. Number & Amount of Sub-awards

Forty (40) qualifying nonprofit organizations will be sub-awarded financial assistance. Funding under this announcement should be considered one-time funding rather than funding that is anticipated to continue. (See Standard Terms and Conditions, ARRA of 2009, Division A Funds in Section II of this announcement). Financial assistance will be made in amounts manageable for a small organization. The total of the one-time sub-award (minimum \$15,000 and maximum \$24,000) shall be based on the number of sub-awards (maximum of 14). The sub-award shall be disbursed in one-third increments of the total award upon attainment of specified benchmarks as outlined in the organization’s individual capacity building plan developed with assistance from the intermediary and based on the initial organizational assessment.

F. Sub-awards

SCA reserves the right to reject any or all proposals. SCA may also elect to fund proposals at more or less than 100% of the initial request and may require submission of other supporting documentation.

Notice of award does not constitute approval of the application as submitted. Prior to the actual contract award, SCA reserves the right to enter into negotiations regarding level of funding, expectations, and other issues of possible concern. SCA further reserves the right to terminate the negotiations and to decline to fund the application if negotiations do not result in an acceptable contractual arrangement.

Due to the nature of the SCF Nonprofit Capacity Building project, applicant organizations are not required to submit a proposed budget for the sub-award with the application. The intermediary shall work with the sub-awardee to develop a budget for the sub-award following the initial organizational assessment. However ***for informational purposes only, the following are examples of allowable expenses of the sub-award:***

PERSONNEL	Percentage of the costs of employee salaries and wages such as the project director, executive director, and other staff providing time to the project.
FRINGE BENEFITS	Costs of percentage of employee fringe benefits based on the amount of time spent on the project (health insurance, FICA, retirement insurance, taxes, etc.).
TRAVEL	Costs of project-related travel by employees of the applicant organization. This item does not include costs of consultant travel.
EQUIPMENT	Equipment means an article of nonexpendable, tangible personal

property having a useful life of more than one year and an 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.

SUPPLIES	Costs of all tangible personal property other than that included under the Equipment category.
CONTRACTUAL	Costs of all contracts for services and goods except for those that belong under other categories such as equipment, supplies, construction, etc. Include third-party evaluation contracts, if applicable, and contracts with secondary recipient organizations, including delegate agencies and specific project(s) and/or businesses to be financed by the applicant. Sub-recipients may be required to make available to ACF pre-award review and procurement documents, such as requests for proposals or invitations for bids, independent cost estimates, etc. See attached Procurement Procedures.
OTHER	All other costs such as insurance, professional services costs, space and equipment rentals, printing and publication, computer use, training costs, staff development, memberships and fees such as Georgia Center for Nonprofits, Chamber of Commerce, annual corporate registration, 501(c)3 application fee, professional fees such as legal, accounting, etc.

Direct fundraising, such as costs associated with special events, direct mail campaigns, or solicitation of donors, is in violation of the Office of Management and Budget (OMB) cost principles applicable to most funded organizations including nonprofit organizations.

SCF Nonprofit Capacity Building program monies may not be used for

- Contracts with organizations that provided the intermediary with a cost share match
- Direct service delivery
- Religious practices such as religious instruction, worship, or proselytization

G. Proposals Due

In addition to the on-line submittal of Section III Parts One through Four (underscored below), submit one signed original and two copies of the proposal and required components identified in Section III Part Five postmarked no later than February 24, 2010 to:

Spalding Collaborative Authority
Attention: SCF Project Director
P.O. Box 701
Griffin, GA 30224
E-mail to [@g.mail.](mailto:)

All applicants must submit the following proposal components:

- 1) Authorizing Cover Letter
- 2) Application Title Page
- 2) Organizational Overview – Part One
- 3) Community Needs Assessment – Part Two
- 4) Organizational Capacity and Qualifications – Part Three
- 5) Service Design and Delivery – Part Four
- 6) Additional Components – Part Five

Any application that fails to satisfy the deadline requirements will be deemed non-responsive and will not be considered for funding under this announcement. All required components MUST be received by the deadline. Late, incomplete, faxed, or missing items will disqualify the proposal for review. FOLLOW ALL INSTRUCTIONS PRECISELY. DO NOT DEVIATE.

H. Proposal Reviews

All proposals receive a qualitative review by a team of independent reviewers. Each proposal is read and rated three times on a 100 point scale. Proposals are evaluated for RFP compliance and responsiveness to RFP. Final funding awards may be made with input from the local county Family Connection (FC) collaborative.

I. Sub-award Notification

All applicants will be notified, in writing, of award decisions. The local county FC collaborative will also be notified of the successful applicants.

J. Contract Period

Successful applicants will be awarded financial assistance through a Memorandum of Agreement (MOA) with the Spalding County Collaborative Authority for Families & Children the period of March 31, 2010 through September 30, 2011 for services and activities that improve the organization's capacity to better serve people in need. Contracts must be fully executed before activities can

begin.

K. Payments

Sub-awardees are required to submit financial reports monthly. Expenses incurred prior to April 1, 2010 and/or prior to the full execution of the contract are not eligible. No advance of funds is available.

Expenses incurred in the preparation of the application are the responsibility of the applicant.

L. Reporting

Sub-awardees are required to collect and report demographic, service and outcome data on all services or activities funded by SCF. Data shall be entered into a secure, web-based grant management system and maintained with regular updates. Monthly activity reports must be completed online no later than the 5th of each month.

M. Audits & Financial Reporting

Agencies that expend \$500,000 or more in **federal funds** during their fiscal year must conduct a **single entity-wide audit** in accordance with the provisions of the Single Audit Act Amendments of 1996 (Public Law 104-156) and their implementing regulation, OMB Circular A-133 entitled, "Audits of States, Local Governments, and Nonprofit Organizations."

N. RFP Technical Assistance

Technical assistance for completion of the application will be available throughout the period of the RFP. Two optional RFP technical assistance workshops will be offered. Specific questions regarding this RFP may be submitted by email to [@gmail](#). or other such address as specified by SCA. Responses to questions will be posted daily on SCA's website, [.spaldingcollaborative](#). Strengthening Communities Funding Opportunity/FFY2010 Request for Proposals/Frequently Asked Questions or other such address as specified by SCA.

O. Intermediary Organization's Responsibilities

The Spalding Collaborative Authority is responsible:

- To promote among sub-awardees collaborative relationships and facilitate the exchange of information (e.g. identifying technical assistance and training needs, emerging issues, research findings, available resources, model programs);
- To provide consultation to each sub-awardee with regard to pre- and post- organizational

assessment, development of a capacity building plan based on the initial assessment, one-on-one technical assistance;

- To provide timely review, comments, and technical assistance with performance and progress reports;
- To sponsor meetings among sub-awardees to promote coordination, information sharing, and access to resources, training and learning opportunities; and
- To work together to address issues or problems identified by the sub-awardee, the intermediary, or others with regard to the sub-awardee's ability to carry out the full range of activities included in the approved organizational capacity building plan in the most efficient and effective manner.

P. Definitions

Capacity Building: Capacity building is the process of implementing activities critical to the long-term viability of organizations by increasing the effectiveness of programmatic activities and organizational operations. Capacity building activities are designed to increase an organization's sustainability, enhance its ability to provide social services, and create collaborations to better serve those most in need. *Specific examples of capacity building activities, including those that support economic recovery, are provided in Section I.D. Capacity Building Training and Technical Assistance.*

Distressed Community: For the purposes of this announcement, a distressed community is a neighborhood or other well-defined geographic community with an unemployment rate and/or poverty rate **greater than** the State or national rate.

Secular Social Service Programs: Secular social service programs are programs that conform to Federal regulations at 45 CFR Part 87. Generally, this means that such programs: 1) offer a social service to the community, 2) contain no inherently religious content, 3) are separate in time or place from religious activities, and 4) do not require the beneficiaries of the program to attend any inherently religious activity sponsored by the organization, even if such activity is separate in time or place from the secular service program. Nonprofit organizations receiving financial assistance and/or technical assistance must have at least one substantial secular social service program that is intended to benefit as a result of the lead organization's assistance.

Section II. Vision & Guiding Principles

Spalding Collaborative Authority is comprised of families, youth, schools, faith and civic organizations, public and private human service providers, community, business and government leaders partnering to solve problems and provide greater opportunities for a better future for the community. SCA has a vision that everyone will become educated, healthy, community minded, self-sufficient citizens with the support they need to be safe and secure, and to achieve their greatest potential. This vision is in keeping with the Georgia Department of Human Service's overall mission to strengthen Georgia families by supporting their self-sufficiency and helping them protect their vulnerable children and adults by being a resource to their families, not a substitute.

Mission

SCA supports Georgia's vision for self-sufficient families by building an integrated system of community based supports and building organizational capacity to improve their effectiveness and sustainability. It is crucial to build an integrated system of community-based supports and services that build on and increase the strength and stability of families and enhances family functioning. To this end SCA works to improve the well-being and health status of families and children through a network of physical, mental, emotional and spiritual supports.

Background

Family Connection (FC), of which the Spalding Collaborative is a member, was created by the State of Georgia and funders in response to Georgia ranking 48th in the nation in child well-being, according to the first KIDS County report. The 159 county collaboratives that make up the FC network are committed to improving the quality of life for Georgia's families by adopting Georgia's framework for measuring community and state progress in five areas 1) healthy children, 2) children ready for school, 3) children succeeding in school, 4) strong families, and 4) self-sufficient families.

Scope of Work

County collaboratives build a team of diverse partners committed to improving the quality of life in their communities. Each collaborative coordinates a planning process that identifies needs and resources, sets goals and priorities, evaluates programs and practices, and measures and reports results for their county. Collaboratives facilitate partnerships at many levels to develop and implement policies, proven programs and practices that strengthen Georgia's families and communities. Each collaborative serves as the local decision-making body, bringing community partners together to develop, implement, and evaluate plans that address the serious challenges facing Georgia's children and families. Collaboratives increase policymakers' awareness of local issues and leverage additional funding to support community plans.

Standard Terms and Conditions

American Recovery and Reinvestment Act of 2009

Division A Funds

February 26, 2009

1. Other Standard Terms and Conditions

All other grant policy terms and conditions contained in applicable Department of Health and Human Services (HHS) Grant Policy Statements apply unless they conflict or are superseded by the following terms and conditions implementing the American Recovery and Reinvestment Act of 2009 (ARRA) requirements below. Recipients are responsible for contacting their HHS grant/program managers for any needed clarifications.

2. Recipient Reporting

Recipients of Federal awards from funds authorized under Division A of the ARRA must comply with all requirements specified in Division A of the ARRA (Public Law 111-5), including reporting requirements outlined in Section 1512 of the Act. For purposes of reporting, ARRA recipients must report on ARRA sub-recipient (sub-grantee and sub-contractor) activities as specified below.

Not later than 10 days after the end of each calendar quarter, starting with the quarter ending June 30, 2009 and reporting by July 10, 2009, the recipient must submit quarterly reports to HHS that will be posted to Recovery.gov, containing the following information:

- a. The total amount of ARRA funds under this award;
- b. The amount of ARRA funds received under this award that were obligated and expended to projects or activities;
- c. The amount of unobligated award balances;
- d. A detailed list of all projects or activities for which ARRA funds under this award were obligated and expended, including
 - The name of the project or activity;
 - A description of the project or activity;
 - An evaluation of the completion status of the project or activity;
 - An estimate of the number of jobs created and the number of jobs retained by the project or activity; and
 - For infrastructure investments made by State and local governments, the purpose, total cost, and rationale of the agency for funding the infrastructure investment with funds made available under this Act, and the name of the person to contact at the agency if there are concerns with the infrastructure investment.

- e. Detailed information on any sub-awards (sub-contracts or sub-grants) made by the grant recipient to include the data elements required to comply with the Federal Funding Accountability and Transparency Act of 2006 (Public Law 109-282).

For any sub-award equal to or larger than \$25,000, the following information:

- The name of the entity receiving the sub-award;
 - The amount of the sub-award;
 - The transaction type;
 - The North American Industry Classification System code or Catalog of Federal Domestic Assistance (CFDA) number;
 - Program source;
 - An award title descriptive of the purpose of each funding action;
 - The location of the entity receiving the award;
 - The primary location of performance under the award, including the city, State, congressional district, and country; and
 - A unique identifier of the entity receiving the award and of the parent entity of the recipient, should the entity be owned by another entity.
- f. All sub-awards less than \$25,000 or to individuals may be reported in the aggregate, as prescribed by HHS.
 - g. Recipients must account for each ARRA award and sub-award (sub-grant and sub-contract) separately. Recipients will draw down ARRA funds on an award-specific basis. Pooling of ARRA award funds with other funds for drawdown or other purposes is not permitted.
 - h. Recipients must account for each ARRA award separately by referencing the assigned CFDA number for each award.
 - i. The definition of terms and data elements, as well as any specific instructions for reporting, including required formats, will be provided in subsequent guidance issued by HHS.

3. Buy American - Use of American Iron, Steel, and Manufactured Goods

Recipients may not use any funds obligated under this award for the construction, alteration, maintenance, or repair of a public building or public work unless all of the iron, steel, and manufactured goods used in the project are produced in the United States unless HHS waives the application of this provision. (ARRA Sec. 1605)

4. Wage Rate Requirements

[This term and condition shall not apply to tribal contracts entered into by the Indian Health Service funded with this appropriation. (ARRA Title VII - Interior, Environment, and Related Agencies, Department of Health and Human Services, Indian Health Facilities)]

Subject to further clarification issued by the Office of Management and Budget, and notwithstanding any other provision of law and in a manner consistent with other provisions of ARRA, all laborers and

mechanics employed by contractors and subcontractors on projects funded directly by or assisted in whole or in part by and through the Federal Government pursuant to this award shall be paid wages at rates not less than those prevailing on projects of a character similar in the locality as determined by the Secretary of Labor in accordance with subchapter IV of chapter 31 of title 40, United States Code. With respect to the labor standards specified in this section, the Secretary of Labor shall have the authority and functions set forth in Reorganization Plan Numbered 14 of 1950 (64 Stat. 1267; 5 U.S.C. App.) and section 3145 of title 40, United States Code. (ARRA Sec. 1606)

5. Preference for Quick Start Activities (ARRA)

In using funds for this award for infrastructure investment, recipients shall give preference to activities that can be started and completed expeditiously, including a goal of using at least 50 percent of the funds for activities that can be initiated not later than 120 days after the date of the enactment of ARRA. Recipients shall also use grant funds in a manner that maximizes job creation and economic benefit. (ARRA Sec. 1602)

6. Limit on Funds (ARRA)

None of the funds appropriated or otherwise made available in ARRA may be used by any State or local government, or any private entity, for any casino or other gambling establishment, aquarium, zoo, golf course, or swimming pool. (ARRA Sec. 1604)

7. Disclosure of Fraud or Misconduct

Each recipient or sub-recipient awarded funds made available under the ARRA shall promptly refer to the HHS Office of Inspector General any credible evidence that a principal, employee, agent, contractor, sub-recipient, subcontractor, or other person has submitted a false claim under the False Claims Act or has committed a criminal or civil violation of laws pertaining to fraud, conflict of interest, bribery, gratuity, or similar misconduct involving those funds. The HHS Office of Inspector General can be reached at [://www.oig.hhs.gov/fraud/hotline/](http://www.oig.hhs.gov/fraud/hotline/)

8. ARRA: One-Time Funding

Unless otherwise specified, ARRA funding to existent or new awardees should be considered one-time funding.

9. Schedule of Expenditures of Federal Awards

Recipients agree to separately identify the expenditures for each grant award funded under ARRA on the Schedule of Expenditures of Federal Awards (SEFA) and the Data Collection Form (SF-SAC) required by Office of Management and Budget Circular A-133, "Audits of States, Local Governments, and Nonprofit Organizations." This identification on the SEFA and SF-SAC shall include the Federal award number, the Catalog of Federal Domestic Assistance (CFDA) number, and amount such that separate accountability and disclosure is provided for ARRA funds by Federal award number consistent with the recipient reports required by ARRA Section 1512(c). (2 CFR 215.26, 45 CFR 74.26, and 45 CFR 92.26)

10. Responsibilities for Informing Sub-recipients

Recipients agree to separately identify to each sub-recipient, and document at the time of sub-award and at the time of disbursement of funds, the Federal award number, any special CFDA number assigned for ARRA purposes, and amount of ARRA funds. (2 CFR 215.26, 45 CFR 74.26, and 45 CFR 92.26)

Memorandum of Agreement between Spalding County Collaborative Authority for Families and Children, Inc. AND (SCF Sub-awardee Organization)

I. Purpose

The purpose of this agreement is to support financial assistance to Faith-Based Organizations and Community-Based Organizations consistent with the eligibility criteria and priorities outlined in the Spalding County Collaborative Authority for Families and Children, Strengthening Communities Fund Nonprofit Capacity Building Program (SCFOCBP) Application Guidelines Request for Proposals.

II. Grant Period

Under this Memorandum of Agreement, the grant period is March 31, 2010 to September 30, 2011. All program activities will occur within this term.

III. Award Amount: \$15,000 - \$24,000
American Recovery & Reinvestment Act of 2009

Funding Category CFDA: 93.711
Federal Award #: 90SI000

IV. Conditions of Award

- Demonstrated need;
- Satisfactory program performance as outlined in this sub-award agreement dated March 31, 2010;
- Ongoing availability of funds;
- Participation in organizational capacity building training and technical assistance activities;
- Signed certification that Sub-awardee has received and read "Guidance to Faith-Based and Community Organizations on Partnering with the Federal Government;"
- Determination that continuation is in the best interest of the Spalding Collaborative Authority and the U.S. Department of Health and Human Services;
- Not using grant monies for unauthorized purposes, including inherently religious activities to support religious practices (i.e. religious instruction, worship and/or prayer).

V. Under this Memorandum of Agreement, Spalding County Collaborative Authority for Families and Children agrees to:

- Allocate SCF Nonprofit Capacity Building program financial sub-awards in three (3) installments with the first installment paid on March 31, 2010 and the remaining two (2) installments payable after reaching benchmarks as specified in the organization's capacity building plan and subject to approved expenditures to date. The two allocated payments will be made in an amount not to exceed the sum total sub-award amount.
- Facilitate the development of the organization's capacity building plan and budget based on assessment of the organization's current capacity;
- Provide a minimum of twenty (20) capacity building training sessions featuring a variety of

venues (classroom, live webinar, taped webinar, etc.) to accommodate 100% completion by sub-awardee;

- Provide monthly technical assistance to sub-awardees, of which two (2) per quarter shall be one-on-one, one (1) per quarter shall be corporate, and a minimum of one (1) during the project period shall be on-site;
- Assist sub-awardee with the acquisition of additional training or capacity building activities;
- Assess fiscal performance through and by analysis of the monthly expenditure report and receipts as required by Spalding Collaborative Authority, as well as a final report;
- Monitor programmatic performance through and by analysis of reported monthly activities as required by the Spalding Collaborative Authority, as well as a final report; and
- Respect the sub-awardee's autonomy regarding policy-making and day-to-day operations.

VI. Under this Memorandum of Agreement, the Sub-awardee Agrees to:

- Acquire and/or maintain hard and soft technology (computers, internet, e-mail, skills, etc.) sufficient to support participation in training activities, to interact with the SCF Nonprofit Capacity Building project through the on-line grants management system, and to meet the projected needs of the organization;
- Seek alternative access to hard technology (computers, internet, etc.) temporarily, if necessary;
- Maintain an active licensure with the web-based grant management system selected by the Spalding Collaborative Authority for the period of this agreement;
- Attend orientation and hands-on computer lab training for the web-based grant management system as provided by SCA and access (print or on-line) the documented system user manual, as needed;
- Complete on-line surveys that address the five key capacity building areas, communicate with project staff, maintain a calendar of funded activities and publish relevant photos and/or articles of activities on the web-based grant management system;
- Submit data, surveys, activity reports and assessments via the web-based grant management system as requested by SCA, including pre- and post- tests before and after completion of training as well as consumer satisfaction surveys regarding technical assistance received;
- Implement the activities as described in the organization's capacity building plan or the most current plan modification as approved by SCA;
- Complete the initial organizational self-assessment no later than April 30, 2010;
- Substantially initiate funded activities no later than May 31, 2010 at a minimum, the execution of this agreement, acquisition of iCoalesce user agreement, complete orientation, organization self-assessment and GMS training;
- Work with the project director, project evaluator, and project accountant to develop, monitor and evaluate an organizational capacity building plan based on initial assessment;
- Submit organizational capacity building plan by June 15, 2010;
- Complete 100% of the twenty (20) organizational capacity building training sessions;
 - Complete a minimum of 65% (n=15) in classroom
 - Complete at least one (1) via live webinar
 - Complete at least one (1) via taped webinar
- Participate in monthly technical assistance sessions with project staff, of which two (2) per

quarter shall be one-on-one, one (1) per quarter shall be corporate, and a minimum of one (1) during the project period shall be on-site;

- Submit request(s) for approval of funded program activity or budget modifications thirty (30) days in advance to SCA;
- Submit a final programmatic & fiscal narrative using the format and content instructions and method as determined by SCA;
- Attend local county collaborative meetings in the county for which the NPO serves;
- Cooperate in a timely manner with requests for information and site visit appointments;
- Be available, as circumstances permit for photo sessions, interviews, media and/or board appearances serving to highlight sub-award programs and sub-award affiliation with Spalding Collaborative Authority and utilize the following reference statement for such purposes, including all print materials: ***This program is funded by a cooperative agreement to Spalding Collaborative Authority for Families and Children from the U.S. Department of Health and Human Services, Administration for Children and Families, Office of Community Services;***
- Inform Spalding Collaborative Authority of efforts to secure funding from a source other than Spalding Collaborative Authority to continue operations of the funded program beyond the funded period, (i.e. grants, etc.);
- Return any unobligated or unspent grant monies to Spalding Collaborative Authority by October 31, 2011;
- Ensure that grant monies are not used to support religious practices such as religious instruction, worship or proselytization;
- Adhere to all applicable funding requirements of the U.S. Department of Health and Human Services and Spalding Collaborative Authority, including the retention of financial and programmatic records for at least seven (7) years and make them available to Federal, SCA, or their representatives, upon request;
- Coordinate with other community service organizations to ensure that economic recovery services are individualized and responsive to identified needs, not a duplication of existing services, and maximize effective utilization of shared or complementary resources to address economic recovery needs.

VII. Conditions that may result in the termination of your sub-award:

Failure to honor any of the grantee obligations as stated in Part Four (IV) and Conditions of Award as stated in Part Five (V) above.

VIII. Amendments and/or changes:

This Memorandum of Agreement may be amended and/or changed only by the written agreement of the sub-awardee and Spalding Collaborative Authority.

Sub-awardee Signature

Date

Intermediary Organization Signature

Date

This Memorandum of Agreement was adapted pending permission of Associated Black Charities.

Section III. Application Instructions

A. Proposal Components

- Application Checklist (original master copy)
- Authorizing Cover Letter (original, master copy must have an original signature)
- Part One – Organizational Overview
- Part Two – Community Needs Assessment
- Part Three – Organizational Capacity & Qualifications
- Part Four – Service Design & Delivery
- Part Five – Additional Components

B. Proposal Review

The proposal review process will consist of:

RFP Compliance – All proposals will be reviewed for format and basic requirements. For example, but not limited to:

- Was the application received by the deadline?
- Were all required components included with the application and assembled as directed?
- Was the required supporting documentation included? Is it current? Is it relevant?

Proposals not complying with the prescribed format may be excluded from further consideration.

1. CRITERIA:

Competing applications for financial assistance will be reviewed and evaluated against the criteria described in this section. The corresponding score values indicate the relative importance placed on each review criterion. Applicants should address these criteria in the process of developing their application, as they are the basis upon which their applications will be judged. Application components may be organized such that a reviewer will be able to follow a seamless and logical flow of information (i.e., from a broad overview of the project to more detailed information about how it will be conducted).

Part One ORGANIZATIONAL OVERVIEW - 20 points

An application will be evaluated on the extent to which it includes an organizational overview, not to exceed three pages that provide a brief history of your organization. Include a description of your organization, your organization's strengths, weaknesses, opportunities and threats (SWOT), the services or programs that your organization provides that help low-income individuals secure and retain employment, earn higher wages, obtain better-quality jobs and/or gain greater access to state and Federal benefits and tax credits, what you plan to do, why, and the expected impact on

the community's economic recovery.

Part Two COMMUNITY NEEDS ASSESSMENT - 40 points

An application will be evaluated on the extent to which it demonstrates that the organization is established and has well-developed connections to and working relationships with the nonprofit community in the well-defined geographic area they propose to serve.

(a) Geographic Area (5 Points). An application will be evaluated on the extent to which the applicant identifies a specific, well-defined service area for project implementation. An application will be evaluated on the extent to which the applicant demonstrates a prior history of involvement in and connectedness to the proposed service area to ensure that the impact of services provided is local and sustained. An application will be evaluated on the extent to which it demonstrates that the proposed geographic coverage area is distressed, well-defined, and reasonable given the physical location of the service organization and will support the development of ongoing relationships with project partners. See *Definitions* for distressed community.

(b) Needs Assessment of Service Area (5 Points). An application will be evaluated on the extent to which the specific needs and service availability of the targeted service area are documented and linked to the broad economic recovery focus of this announcement. Applications will be evaluated on the extent to which documentation is provided demonstrating that services are and will be implemented in a distressed community and engages low-income populations and that are working to address the broad economic recovery issues present in their communities, including helping low-income individuals secure and retain employment, earn higher wages, obtain better-quality jobs, and gain greater access to State and Federal benefits and tax credits. See *Definitions* for distressed community.

(c) Needs of Target Population in Service Area (15 Points). An application will be evaluated on the extent to which it describes the economic recovery needs of the target population in their service area and provides documentation of those needs from third-party sources, as available. The application will be evaluated on the extent to which services and service objectives and the expected economic recovery outcomes (i.e, number of jobs created, number of individuals who gained employment, higher wages or better-quality job, increased access to state and federal benefits or tax credits, etc.) are based on the needs of the primary target population.

(d) Organizational Needs (15 Points). An application will be evaluated on the extent of the organizational capacity needs of the organization in all five critical areas: 1) organizational development, 2) program development, 3) collaboration and community engagement, 4) leadership development, and 5) evaluation of effectiveness.

Part Three ORGANIZATIONAL CAPACITY AND QUALIFICATIONS - 20 points

(a) Organizational History (11 Points). An application will be evaluated on the extent to which it demonstrates the applicant's need for training, financial and technical assistance and their

willingness to fully participate in training and technical assistance activities as specified in an organizational capacity building plan relating to all five critical areas of capacity building: 1) organizational development, 2) program development, 3) collaboration and community engagement, 4) leadership development, and 5) evaluation of effectiveness.

An application will be evaluated on the extent to which it describes how well the organization is positioned to support the project and how capacity building will benefit the applicant organization and impact economic recovery for the distressed community. An application will be evaluated on the extent of the evidence of needs in regard to facilities, infrastructure, fund development, fiscal controls, etc. that are necessary for the applicant organization to improve and/or increase economic recovery services for low income individuals.

The application will be evaluated on the extent to which the organization's existing mission/purpose and activities are complementary and will support the proposed Nonprofit Capacity Building project.

(b) Staff Qualifications (3 Points). An application will be evaluated on the extent to which it includes a listing and description, qualifications, and experience of all key staff, contractors or volunteers required to carry out the project, the individuals proposed to fill the positions, a detailed description of the kind of work they will perform, and a one-page organization chart, including staff names, if known.

(c) Service Collaboration (3 points). An application will be evaluated on the extent to which it clearly defines and documents any proposed partnerships with other organizations for purposes of this application, (e.g., significant contributions to the proposed project by partners; a formal agreement among parties; defined roles and responsibilities appropriate to their natural strengths; and shared decision-making responsibility.)

(d) Fiscal Management (3 points). An application will be evaluated on the extent to which it addresses the details of the request regarding the organization's fiscal management, administrative and fiscal oversight of the sub-award agreement. Detailed breakdowns of the organizational operating budget are not required.

Part Four SERVICE DESIGN AND DELIVERY - 20 points

(a) Referrals (3 points). An application will be evaluated on the extent to which it describes how economic recovery activities are marketed in the service area.

(b) Intake, Assessment and Engagement (3 points). An application will be evaluated on the extent to which it describes how eligibility criteria or the intake screening process determines appropriateness of referrals.

(c) Service(s), Service Array and Delivery (11points). An application will be evaluated on the extent to which it describes services and objectives. If service delivery is based on evidence- or research-based strategies or a nationally recognized practice model, provide supporting evidence that demonstrates its effectiveness in addressing the identified needs of your target population to produce expected results. *Only describe services or activities which pertain to economic recovery.*

(d) Evaluation (3 points). An application will be evaluated on the extent to which it describes how progress towards meeting goals and objectives will be measured. In addition, the degree to which your organization currently evaluates its services will be considered.

BONUS POINTS - 35 points

(a) 15 points. Organizations that document they serve Spalding County shall receive 15 bonus points.

(b) 10 points. Organizations whose annual budgets do not exceed \$500,000 shall receive 10 bonus points.

(c) 5 points. Organizations who document they are working with agencies responsible for administering the ACF Temporary Assistance for Needy Families (TANF) program shall receive 5 bonus points.

(d) 5 points. Organizations that have never received Federal awards shall receive 5 bonus points.

2. REVIEW AND SELECTION PROCESS:

No grant award will be made under this announcement on the basis of an incomplete application.

Initial Screening: Each application will be screened to determine whether it was received by the closing date and time.

Applications that pass the initial screening will be reviewed and scored competitively. Reviewers shall use evaluation criteria listed in this announcement to review and score the applications. The strengths and weaknesses of the application as identified by reviewers will be a primary factor in making funding decisions. SCA may also solicit comments from local county Family Connection collaboratives. SCA will consider a variety of factors in addition to the review criteria identified above, including geographic diversity/coverage and types of applicant organizations and the service area, in order to ensure that the interests of the project are met in making the final selections. The technical reviews shall be read and ranked by representatives of the Partners for a Prosperous Griffin Spalding for recommendation to the Spalding Collaborative Board of Directors for final consideration and approval. Preference will be given to those highly-ranked applications from nonprofit organizations.

C. Proposal Format & Instructions

Provide responses to each question in all content areas, Part One through Part Five

- Identify content area and provide response to questions or directions. Be brief but complete.
- Limit responses to the number of pages allocated for each section. The application may not exceed the maximum number of allowable pages stated for each section of the proposal.
- Forms must be downloaded from the website and completed as directed.
- Applications must be typed using Arial 10-point font, single-spaced white 8½ x 11 paper, one-side only.

- Complete the Application Checklist and attach to the original copy of the proposal.
- Proposals must be assembled in the order listed on the Application Checklist. Include only one copy of this checklist with the copies of your proposal.
- Do not insert additional pages to separate sections.
- Number each page of the complete application consecutively in the bottom right-hand corner. The Authorizing Cover Letter should be labeled as “page 1.” Numbering may be handwritten.
- Each Appendix is identified in the top right-hand corner of the first page of the appendix. If an appendix has multiple pages, staple them together. Do not number appendices or the pages of the appendices. Numbering may be handwritten.
- Use a binder clip for each assembled copy of the application. Do not staple.
- Do not include additional documentation or materials that are not requested.
- Applications not accurately and fully complete may be disqualified.
- Applications are not considered complete unless ALL required components are received prior to the deadline for submissions.
- Submit one master of the proposal and all appendices with original signatures and two copies to:

Spalding Collaborative Authority
ATTN: SCF Project Director
P.O. Box 701
Griffin, GA 30224

- All applicants are required to e-mail an electronic copy of the following proposal components to [@gmail.](#):
 1. Section III, Part One, **Organizational Overview**
 2. Section III, Part Two, **Community Needs Assessment**
 3. Section III, Part Three, **Agency Capacity and Qualifications**
 4. Section III, Part Four, **Service Design and Delivery**

Receipt of electronically submitted documents will be confirmed. Proposals are not considered “complete” until all required components have been received.

Deadline for Application: **Friday, February 24, 2010**

Part One ORGANIZATIONAL OVERVIEW

Maximum # of pages - 3

BACKGROUND

Provide a brief history of your organization. Include a description of your organization, your organization's strengths, weaknesses, opportunities and threats (SWOT), the services or programs that your organization provides that help low-income individuals secure and retain employment, earn higher wages, obtain better-quality jobs and/or gain greater access to state and Federal benefits and tax credits, what you plan to do, why, and the expected impact on the community's economic recovery. ***This organizational overview must also be submitted electronically.***

Part Two COMMUNITY NEEDS ASSESSMENT

Maximum # of pages -3

GEOGRAPHIC AREA

Describe the geographic area, counties and/or communities your organization serves. Include:

- Primary and secondary service areas and any specific target communities.
- Relevant demographic or community information that supports the need for economic recovery services or activities within the community. Include relevant statistics for proposed service area and/or target population.

NEEDS ASSESSMENT

Describe how it was determined that there was a need for economic recovery services or activities in your community?

- Describe the assessment process, who was involved and results that suggest the need for proposed services or activities. Describe how families/clients and the community were involved.

TARGET POPULATION

Describe the participant demographics of the specific group(s) to whom proposed services are directed.

- General description and common characteristics including age, gender, household income, education, previous and current TANF recipients.
- Factors that indicate risk for unemployment and/or underemployment (criminal offenders re-entering society, developmental disabilities, high school drop outs, substance abuse, pregnant or parenting teens, etc.).
- Needs that will be addressed by economic recovery services your organization provides (i.e. educational, job skill building, training, placement, life skills, etc.).
- Number of individuals to whom you provide economic recovery services – monthly caseload and annually.
- Based on the primary target population, proposed services and service objectives, what are the expected economic recovery outcomes (i.e, number of jobs created, number of

individuals who gained employment, higher wages or better-quality job, increased access to state and federal benefits or tax credits, etc.).

Part Three ORGANIZATIONAL CAPACITY & QUALIFICATIONS

Maximum # of pages – 3

ORGANIZATIONAL HISTORY

Briefly summarize organization's history, mission, and goals. Include a brief description of the governing body and organizational structure.

Describe the governance of your organization.

- What is the make-up of your governing body? What are the qualifications of the members of your governing body?
- Describe notable accomplishments of the organization that have impacted the lives of families in your community. Describe any special recognition you may have received. Copies of articles, commendations or testimonials may be attached as **Appendix H**. Limit three (3).
- Describe how families/clients are provided opportunities to contribute to your organization.

STAFF QUALIFICATIONS

Describe who is responsible for coordinating and monitoring direct service delivery. Provide their qualifications and experience to provide these services. Indicate if individual is an employee, volunteer or subcontractor.

- Describe who is responsible for supervision and quality assurance of staff and subcontractor(s). Provide their qualifications and experience.
- If any service delivery is subcontracted, how are these activities are monitored and evaluated for quality assurance?
- If volunteers or client/consumer resources are utilized in the delivery of services, describe their roles/responsibilities, training, and on-going supervision.
- Describe your organization's policy and the process for screening staff, volunteers and subcontractors.
- Describe your organization's policy and training opportunities for professional development of staff and volunteers.

SERVICE COLLABORATION

If local social service agencies/organizations refer clients to your organization, describe your current working relationship with those entities that have been identified as part of your service area.

- Are these county agencies/organizations engaged in the design of your services? If so, describe how.

- Include letter(s) of support from agencies/organizations from those counties from where you expect the majority of your referrals. *Include as Appendix A.*
- Describe other support services your agency provides or makes available to families/clients (funded through other sources).
- Is your agency a member of a local community collaborative? If so, describe the collaborative, its purpose and your organization's role.
- Describe services and supports not provided by your organization that are regularly coordinated with other community resources to meet the needs of families you serve. Provide a list of community-based agencies/organizations that families may be referred to for additional resources.

FISCAL MANAGEMENT

Describe who will be responsible for administration and fiscal oversight of the sub-award agreement. Provide their qualifications and experience. Indicate if individual is an employee or subcontractor.

- List grants (local, state and federal sources) and contracts awarded to your organization during the past two years. Indicate the source, amount and a brief description of their designated use.
- If the organization is required to have financial audits, attach a copy of the most recent audit as Appendix F.
- If the organization is not required to have financial audits, but is required to file annual IRS Form 990, attach a copy of the most recent return as Appendix F.
- If an audit and/or annual IRS Form 990 are not required, provide the most recent prepared financial statements Appendix F with a letter from an authorized officer certifying that it accurately reflects the financial status.

Part Four SERVICE DESIGN & DELIVERY

Maximum # of pages – 5

REFERRALS

Describe how proposed services are marketed in the service area to families and referring agencies.

- Describe the primary source(s) of referrals.
- Describe how information on family progress and outcomes will be communicated/shared with referral source before, during, and after services are provided.

INTAKE, ASSESSMENT & ENGAGEMENT

Describe the eligibility criteria or intake screening process to determine appropriateness of referral.

- What factors, if any, determine that you are unable to accept a referral?
- Describe how families/clients are assessed at (or prior to) intake to determine strengths, needs, and identify service needs. Describe why this is an effective assessment process. If a standardized assessment tool will be used, describe its source and why it is an effective assessment tool for your target population.
- Describe how families are engaged in identifying priorities and developing individual plan goals including how their input will be incorporated in the development of an individualized plan. What is the biggest challenge in engaging your target population? How is this addressed?
- Describe when (days and times) services or activities are available to participants. What, if any, proposed services are available during non-traditional hours? What is the biggest challenge in engaging your target population? How is this addressed?
- Describe the process for developing a plan to maintain ongoing contact with clients after services have concluded.

SERVICE(S), SERVICE ARRAY & DELIVERY

Provide a brief overview of your services and objectives. If service delivery is based on evidence- or research-based strategies or a nationally recognized practice model, provide supporting evidence that demonstrates its effectiveness in addressing the identified needs of your target population to produce expected results.

Provide a detailed description of each service or activity including:

- General description and characteristics of participants
- Number to be served annually
- How frequently and for what duration proposed services would be provided and why
- Location where service or activity will occur
- Identify individual who will have direct contact with families or individuals and their unique qualifications
- Expected results or outcomes, immediate and long-term, and how these are measured

Only describe services or activities which pertain to economic recovery.

EVALUATION

Describe how client progress toward meeting individual case plan goals is monitored and how it is determined that a client has met their identified goals.

- Describe how clients will be involved in the evaluation of services.
- Describe how your organization evaluates the overall impact of services on participants. Include measurable objectives, pre and post-services measurements, and expected outcomes – short and long-term.

Note: A component of your evaluation will be based on the level of success you currently have meeting your organizational objectives.

Part Five ADDITIONAL COMPONENTS

Maximum # of pages – 3

All applications must include the following components unless otherwise indicated. With the exception of the Letter of Authorization, identify each with its Appendix designation in the top right-hand corner.

Letter of Authorization *(required)*

Include a letter from an officer on letterhead, authorizing submission of proposal and designation of individual who is authorized to negotiate agreement deliverables on behalf of the applicant.

Appendix A – Letters of Support *(required)*

Include a minimum of one (1) but no more than three (3) current letters of support from:

- i. Your primary source of referral(s) demonstrating commitment to provide referrals
- ii. Community leader(s)
- iii. Consumers – Maximum two
- iv. Collaborating community partners

Appendix B – Secretary of State Registration *(required)*

Include a copy of your organization's registration from the Secretary of State, or your current annual registration receipt if it was submitted online. Either of these documents will state the legal name of your organization. This is the name that would appear on any negotiated agreement.

Appendix C – 501(C)3 Confirmation of Non-Profit Status *(optional)*

Include a copy of the first page of your 501(C)3 letter or certification from the Internal Revenue

Service, Department of the Treasury confirming nonprofit status for agency named as the applicant.

Appendix D – Audit or Financial Statement *(required)*

Include a copy of your most recent audit.

If your agency is not required by the Internal Revenue Service (IRS) to prepare audited statements based on the revenue limits, provide a copy of your most recent IRS Form 990.

If your agency is not required by the Internal Revenue Service (IRS) to prepare audited statements or IRS Form 990 based on the revenue limits, provide a copy of your most recent operating financial statement.

Only one copy is required. Please include with original, signed copy of proposal.

Appendix E – Disaster Plan Questionnaire *(required)*

All applicants must complete the attached questionnaire outlining their plans in the event of a disaster, natural or otherwise that interrupts the provision of services.

Appendix F – Printed Materials *(optional)*

Please limit these to publications relevant to your organization’s economic recovery activities.
Maximum of 3

Appendix G – Guidance to Faith Based and Community Organizations on Partnering with the Federal Government

Return the signed acknowledgement only that is already marked Appendix G.

Appendix H – Survey on Ensuring Equal Opportunities for Applicant

This survey is voluntary and should be submitted in a sealed envelop attached to the original proposal

Required Certifications and Documents

- Certification regarding Lobbying
- Certification regarding Drug-Free Workplace Requirements
- Certification regarding Maintenance of Effort
- Certification regarding Environmental Tobacco Smoke
- Certification regarding Debarment, Suspension and Other Responsibility Matters
- Assurances – Non-Construction Programs
- Form SF-424 Application for Federal Assistance