



2023 Program for Improving Capacity and Capability (PICC)

Tier 1 – Non-Profit Organizations \$250,000+

Request for Proposals

Due January 06, 2023 – 5:00 p.m.



Key Dates and Notices

- The solicitation period is November 28, 2022, through January 06, 2023.
- **A Pre-proposal Information Session and funding Public Hearing for applicants and interested parties will be held on Thursday, December 08, 2022, at 6:00 p.m. at Norfolk City Hall, 810 Union Street, 11th floor Council Chambers.**
- Parties interested in responding to this RFP should plan to attend the information session. No pre-registration is required.
- Questions regarding this 2023 Tier One PICC application can be submitted to dana.vaughan@norfolk.gov between November 28, 2022, and December 21, 2022. Responses to submitted questions will be posted on the PICC website www.norfolk.gov/picc.
- **The deadline for submitting completed applications to the eCivis Grants Network system is 5:00 PM on Friday, January 06, 2023.** Applications submitted after the deadline will **not be** considered for funding.
- Applications must be submitted to the **City of Norfolk's electronic eCivis Grants Network system link at www.Norfolk.gov/PICC**. No other form of submission is acceptable.
- Applicants approved for funding will be notified on or about February 24, 2023.
- The FY2023 Program for Improving Capacity and Capability (PICC) grant cycle will end 12 months after the designated date of the award.
- The maximum award amount is \$75,000. Applications seeking less than \$20,000 are ineligible.

City of Norfolk
FY 2023 Program for Improving Capacity and Capability (PICC)
Tier 1

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I. INTRODUCTION

The Program for Improving Capacity and Capability (PICC) is being launched by the City of Norfolk in hopes of broadening an inclusive and diverse field of nonprofit service providers with the ability to deliver quality social services to Norfolk residents and the capacity to compete for, and sustainably manage, grant awards while meeting compliance requirements.

This (PICC) Request for Proposals (RFP) is for the Fiscal Year (FY) 2023. Approximately \$2 million in grant funds are anticipated to be available annually over the three-year lifespan of the PICC program. Grants will be awarded to organizations in three different classifications through a competitive process. This, **Tier One RFP** is applicable to organizations with annual cash expenditures of \$250,000 or more. While selected awardees will receive a one-year grant for FY 2023, the City has the option to extend the Term of the agreement for two successive one-year terms based on performance and funding availability.

In addition to expanding the community of non-profit service providers, the primary goal of the PICC program is to advance City Council's priorities in the areas of rapid rehousing with case management, positive youth development programming and senior focused activities. Specifically, to provide **direct services** to Norfolk's at-risk populations of children, families, the elderly and disabled residents, those who are impoverished and those experiencing homelessness.

Tier One awards are limited to \$75,000 per eligible applicant. Applications seeking support less than \$20,000 will not be considered. Applicants must be prepared to initiate their project starting on day one of the grant cycle.

II. BACKGROUND

- A. In March of 2020 the Covid-19 pandemic in the United States created an unprecedented nationwide health and economic crisis. The pandemic laid bare, and in many cases, exacerbated, existing social, health, and economic inequities that continue to require targeted interventions through partnerships with local, nonprofit organizations. However, many nonprofits were negatively impacted financially, and small or fledgling nonprofits struggled to access critical capacity-building resources needed to meet the rigorous compliance and reporting requirements associated with government-provided grant funding.
- B. The provision of American Rescue Plan Act / State and Local Fiscal Recovery Funds (ARPA/SLFRF) presents a unique opportunity to invest in the expansion and strengthening of Norfolk's nonprofit sector to provide services that support and sustain the thriving communities and residents of the City. Through its Program to Improve Capacity and Capability (PICC), the City seeks to invest in and broaden the field of nonprofit organizations.
- C. Organizations with annual cash expenditures between \$50,000 and \$249,999 dollars may be eligible to apply during the winter of 2023 for funding in the **Tier Two** competition. Organizations with annual cash expenditures between \$0.00 and \$49,999 may be eligible to apply during the

spring of 2023 for funding in the **Tier Three** competition. Organizations seeking IRS 501c3 status may be eligible in **Tier three**.

III. ELIGIBILITY, AVAILABLE FUNDS, AND CONTRACT PERIOD

A. Eligibility

This RFP is for Tier One eligible applicants only. Applicants must demonstrate that they serve residents of the City of Norfolk, have been providing services for a minimum of three (3) years, have an IRS designation of 501(c) (3) and, have annual expenditures of not less than \$250,000. A copy of the IRS letter of designation and the organization’s audited financial statement or IRS Form 990 must be attached to the application.

Proposals that represent collaborations and partnerships involving more than one organization are encouraged. Such collaborations and partnerships may be public-private or multi-jurisdictional (i.e., with the State or other cities). One partner must be designated as the lead applicant and meet all eligibility requirements.

B. Available Funds

Approximately \$2 million in annual funding is anticipated to be available for competitive awards each of the three-years of the PICC program. During 2023 an estimated \$1.2 million in grant funds shall be awarded to **established Tier One** programs to **reimburse** eligible expenses of programs that improve the lives of Norfolk's at-risk populations. Applicants must demonstrate how funds will be used to increase the capacity and capability of existing direct services and how the measurable program outcomes clearly demonstrate such growth. Applicants must ensure that all costs can be encumbered by the contract end date.

C. Contract Period

Grants will be awarded for a period of 12 months from the designated start date of the award.

IV. TIMETABLE

Issuance of RFP:	November 28, 2022
RFP Information Session:	December 08, 2022 @ 6:00 p.m. at 810 Union Street, 11th floor City Council chambers. RFP questions may be submitted between November 28, 2022 and December 21, 2022 to dana.vaughan@norfolk.gov.
Application Deadline:	5:00 P.M. January 06, 2023 (Late submissions will not be accepted) All applications must be submitted through the City of Norfolk’s electronic eCivis Grants Network link at www.Norfolk.gov/PICC.

Award Announcements: **On or about February 24, 2023**

FY2023 Contract Period: **Twelve (12) months from the designated date of award**

V. PROGRAM PRIORITIES

All grant funds shall be awarded to established, IRS designated 501c3 programs serving residents of Norfolk to **reimburse** eligible expenses which increase organizational capacity and capability and produce measurable outcomes that clearly demonstrate the benefits of the enhanced services. Priority consideration for PICC funding shall include, but is not limited to, the following programming:

A. Rapid Rehousing with Case Management Services

To assist households exiting homelessness to secure and/or maintain permanent housing, grantees shall:

1. Provide housing case management services to participants in housing programs such as, but not limited to, the City of Norfolk's Tenant Based Rental Assistance (TBRA) programs or the Fostering Youth to Independence (FYI) program.

Case management services must be available throughout the participation period as designated by the program. Priority in this category will be given to proposals serving chronically homeless households, and those veterans, youth, single adult individuals, families with children who have been experiencing homelessness for long periods of time.

2. Housing broker and support services to assist with securing housing for vulnerable populations. Proposals should increase the availability of housing location/broker services to identify and secure rental units in coordination with potential clients, potential landlords, and housing focused case management services. Housing units identified through this service should enhance the community's knowledge of such resources.

Applicants proposing to serve people experiencing homelessness must demonstrate their involvement in the Southeastern Virginia Homeless Coalition (SVHC) Continuum of Care and agree, where appropriate, to fully participate in the SVHC's Service Coordination Committee process. Such participation includes the use of the appropriate VI-SPDAT assessment tool; prioritization of SVHC clients through the SVHC's Service Coordination Committee process for placement in Permanent Supportive Housing (PSH), Transitional Housing (TH), Rapid Rehousing (RRH) and TBRA programs. Also, homeless service providers must enter project data into the SVHC's HMIS system.

B. Positive Youth Development Programming

To increase educational attainment, school performance and promote positive before/after school activities. These activities may include enrichment opportunities to develop career skills, improve the health of at-risk youth; prevent delinquency; reduce risky behavior activities such as unintentional injuries and violence; sexual behaviors related to unintended pregnancy and sexually transmitted

diseases; tobacco, alcohol, and other drug use; unhealthy dietary behaviors; and inadequate physical activity.

1. Provide services to support the social and emotional competence of children and protect against potential problems.
2. Increase healthy peer relationships and community engagement through participation in social, recreational, leisure and cultural activities.
3. Provide positive influences in the lives of youth to promote academic achievement, independent living, and workforce development skills.
4. Help improve the academic achievement of low-income youth and provide high-quality out of school time enrichment and educational programs.
5. Provide services that improve the quality of and increase exposure to career education and skills training for Norfolk's youth.

C. Senior Focused Activities

To assist residents who are 60+ years of age to respond to the challenges of the aging process by providing services to enhance a person's ability to live independently; support good health; protect vulnerable seniors from predatory practices; and promote the social and emotional well-being of seniors. These services may:

1. Provide access to medications for at-risk populations by leveraging available funds through partnerships with low-cost/free medication programs.
2. Provide access to low cost/efficient public and private alternatives which assist people with limited access transportation options.
3. Expand access to nutritional food items such as prepared meals, fresh vegetables and fruit for aged communities located in food deserts or having diminished physical capacity.
4. Broaden services which assist individuals of the aging population to age gracefully in their own homes and maintain healthy lifestyles.
5. Provide financial literacy education and credit repair services for low-income senior households.
6. Reconnect seniors to employment or volunteer opportunities in the community.

VI. GUIDELINES, REQUIREMENTS, AND PERFORMANCE MEASURES

A. Guidelines

1. Applications **must** be completed and submitted through the City of Norfolk's electronic, **eCivis Grants Network system link at www.Norfolk.gov/PICC**. Responses cannot exceed the maximum number of words allowed for each question. The maximum length of a response can be found at the bottom righthand corner of each questions text box.
2. Attachments requested in the application must be uploaded in the City of Norfolk's **eCivis Grants Network system link at www.Norfolk.gov/PICC**. All attachments must be submitted by the deadline.
3. Grant applications must clearly describe the population targeted to be served, the number of Norfolk residents receiving services and the volume of services they will receive.

4. **Tier One** applicants will need to upload their audited financial statement or IRS Form 990 covering the prior program year as of December 01, 2022.
5. **Tier One** applicants will need to upload their annual board adopted budget covering the current program year as of January 01, 2023.

B. Requirements

1. All **Tier One PICC** applicants must agree to serve as a mentor for an organization which qualifies as a **Tier Three PICC** applicant (organizations <\$50,000).
2. Business organization credentials must be uploaded to City of Norfolk's **eCivis Grants Network system** as part of an organization's application and should include:
 - a) Synopsis of your business qualifications to include, but not limited to, the business plan, product design philosophy, client support infrastructure.
 - b) Audited annual corporate financial statements for the most recent fiscal year, and
 - c) A copy of the appropriate Federal Income Tax return for the most recent fiscal year:
 - Form 990, Return of Organization Exempt from Income Tax,
 - Form 990-EZ, Short Return of Organization Exempt from Income Tax, **or**
 - Form 990-PF, Return of Private Foundation

C. Performance Measures

All applicants must submit performance measures. Outcome measures will be scored by reviewers and should reflect significant, realistic change resulting from the funding. Responses must state how the outcomes will be monitored and measured, including:

- specific data to be collected,
- frequency of data collection and the method of data analysis,
- how the strategy will be monitored and/or modified to ensure successful implementation,
- If funded, approved measures will become a part of the PICC grant contract.

VII. RFP QUESTIONS

The following topic descriptions should assist you in framing your response to many of the questions included in the Tier One PICC application. Remember, your responses cannot exceed the space allotted per question in the electronic eCivis application form.

A. Organization Description

Briefly state the mission statement of the applicant organization. Describe its history, highlighting current activities. The applicant must demonstrate at least three years of experience providing the services requested.

B. Problem and Need

Describe the nature and scope of the problem to be addressed. Indicate which City priority, if any, from Section IV is being met. Include local data and statistics to support the need for the program.

C. Target Population, Area, and Numbers

Identify the target population to be served and the areas of the city where services will be provided. Explain how this project will identify Norfolk residents and engage participants. Specify the number of Norfolk individuals and/or families to be served. Remember, your response will become a part of any grant contract.

D. Program Description

Describe the proposed program to be funded and indicate how it addresses the problem/need. Describe how, if awarded, this grant will enhance or increase services provided by your agency during the grant period versus your previous/current program year.

E. Performance Measures

Identify three performance-based outcome measures for the project. All outcomes must be specific, measurable, achievable, relevant/realistic, and time-based. Each outcome must be supported by measures which indicate you have achieved your goals. Grantees will submit quarterly reports based on these items.

F. Collaboration

Describe any partners to be funded through this grant. Describe each partner's role and identify the lead agency. If collaborators will be providing resources to the project, be prepared to submit MOUs, or signed agreements supporting the contribution(s).

G. Sustainability

Describe how the applicant plans to sustain the requested services beyond the PICC grant or if awarded partial funding.

VIII. BUDGET

A. Budget Guidelines

1. Complete the budget in full using the worksheet located in the **eCivis** application. The Tier One budget **must directly relate** to program implementation and **must be sufficiently justified**. Agencies requesting part-time and/or full-time positions must indicate the title of the requested position and actual percentage of time to be spent on program activities.
2. The Budget section of your application must break out your grant request by the appropriate category of each expense (e.g., Personnel, Fringe Benefits, Consultants, non-personnel services). Budgets should reflect total projected costs for the 12-month contract period. Itemize the amounts for each type of expense to be charged, the amount requested from PICC, other sources of funding and the type/value of any in-kind match dollars (not required).
3. If using in-kind resources, provide a detailed description, identify an estimated monetary value and the basis for the valuation in the project budget documentation. (i.e., public service announcements, billboard ads, volunteer hours @ 2020 national rate of \$25.43/hour).

4. Provide a narrative justifying each budget line item. Describe the expenses and how they are essential to implementing and supporting the program requirements described in the application.

B. Eligible costs

1. All requested **Tier One** staff positions must provide services which directly advance program implementation, and each must be sufficiently justified. Personnel salaries and documented fringe benefits are eligible. Include the percentage of time for each position in the budget in terms of FTE's. Budget scoring will include an assessment of requested staff's ability to fulfill the project's scope of work.
2. Non-personnel costs must be justified as essential to program implementation.
3. **Tier One** administrative expense reimbursements are capped at 10% of the award amount.

B. Ineligible Costs — These costs will not be funded.

1. Capital outlay items such as equipment, technology, computers in excess of \$5,000.
2. Purchasing, repair or the upgrade of buildings or infrastructure.
3. Purchasing, leasing or repair of vehicles.

IX. AWARD METHODOLOGY

Application Rating

Applications will be rated using a two-tiered system of review. All applications are subject to review on Level 1 "pass/fail" criteria before proceeding to the Level 2 review described below.

Level 1 Criteria

1. Submitted by an eligible applicant as defined in Section II.
2. The application must be **complete** and received in the City of Norfolk's **eCivis Grants Network system** by the deadline of Friday, January 06, 2023, at 5:00 p.m.
3. The application must include all required components and attachments.

Level 2 Criteria

Applications passing Level 1 review will be read, reviewed, and rated by the PICC Review Committee. The committee is composed of City professionals and selected volunteers currently serving on the city's boards and commissions. The Level II review competitively ranks each project and recommends a funding level between \$20,000 and \$75,000. Final committee recommendations will be forwarded to the City Manager who will make the final award decisions based on the recommendations, the quality of the application and the RFP criteria.

X. NOTIFICATION OF AWARD

Once a project is approved by the City Manager, applicants recommended for funding will be advised by the City of Norfolk through a "Notice to Proceed" sent by email designating the project's start date. Contracts will then be developed. **Conditional grantees must submit all required contract documents**

within 30 days of the Notice to Proceed. Conditional grantees must initiate their project on the designated start date.

Applicants not approved for funding will be notified by letter via email. All notification letters will be sent on or about **March 01, 2023**.

XI. REPORTING REQUIREMENTS

If awarded the following reports must be submitted for each quarter: (1) program progress reports, (2) performance and data reports, (3) fiscal reports itemizing and documenting expenses to be **reimbursed**.

XII. ADMINISTRATION OF CONTRACTS

A. Contract Approval

The grant contract is subject to approval by the Director of the Department of Human Services (DHS), Office of the City Attorney and the Department of Finance before it is sent to the grantee. After the grantee signs the contract, it goes to the City Manager for review and signature. Then, when the City Clerk receives it and signs it, it is final. Until said approval has been received and indicated thereon, the Contract shall be of no force and effect.

B. Contract Period

The City of Norfolk will enter into a contract for a period of 12 months. The City reserves the right to modify the contract period in the best interests of the City.

C. Contract Changes

Contracts resulting from this RFP may be executed, increased, terminated, decreased, extended, amended, or renegotiated at the discretion of the Director of the Department of Human Services (DHS), in light of a grantee's performance, changes in project conditions, or otherwise.

D. Records

The grantee will keep books, ledgers, receipts, personnel time and effort records, consultant agreements and inventory records pertinent to the project and consistent with the contractual provisions and mandated guidelines.

E. Liability

Nothing in the contract between the City and the grantee shall impose liability on the City of Norfolk for injury incurred during the performance of approved activities or caused by the use of equipment purchased with grant funds.

F. Payments

Payments to **reimburse** project expenses will be made pursuant to a schedule specified in the contract between the City of Norfolk and the grant award recipient. Project expenses will be reimbursed for expenditures incurred during the contract period and made in compliance with the contract budget and compliance with the project workplan. No start-up funds are available.

G. Reports

The grantee will be required to work with the Department of Human Services to submit quarterly progress reports within 20 days of the end of each quarter. The performance measures will formalize and detail the applicant's commitment to accomplishing the activities outlined in this application's scope of work as described herein.

The grantee shall submit all reports to the Department of Human Services in a format and within the time frame as specified. Quarterly reports shall describe the efforts undertaken during the reporting period and the progress the project has made toward achieving the anticipated outcomes. The quarterly progress reports of the grantee's activities must be submitted electronically as directed by DHS. Independent of any reporting schedule, all grantees will be required to promptly inform DHS of any program issues that are significantly impacting program performance.

Any project funded under this RFP must comply with the requirements established by DHS. The grantee agrees to submit any other reports considered relevant by DHS.

H. Review and Monitoring

The grantee's performance in all areas mentioned above, in addition to the services contracted for, will be monitored periodically by DHS. Monitoring will take the form of site visits, program file review, written and telephone communication, and any other methods deemed necessary by DHS to ascertain the quality and quantity of grantee activities.

I. Disposition of Allocations

DHS reserves the right to reject applications, deny awards, or defer applications for future consideration based on insufficient information in the application, lack of accompanying documentation, the inappropriateness of the project proposed, an organizational history of unsuccessful projects of a similar nature, or a history of contract non-compliance.