



Program for Improving Capacity and Capability (PICC)

Non-Profit Organizations \$50,000 to \$249,999

Tier Two – Year One Request for Proposals

Due May 05, 2023 – 5:00 p.m.



Key Dates and Notices

- The solicitation period is April 03, 2023, through May 05, 2023.
- **A Pre-proposal Information Session for applicants and interested parties will be held on Wednesday, April 12, 2023, at 5:30 p.m. at the Jordan-Newby Anchor Branch at Broad Creek Library, 1425 Norchester Avenue, Norfolk, Virginia 23504. The session will also be on MS TEAMS. Use this link <https://tinyurl.com/PICC-Tier-2> to connect.**
- Parties interested in responding to this RFP should plan to attend the information session. No pre-registration is required.
- Questions regarding this 2023 Tier Two Year One PICC application can be submitted to danique.woodhouse@norfolk.gov between April 03, 2023, and April 21, 2023. 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, May 05, 2023.** Applications submitted after the deadline and incomplete submissions **will not** be considered for funding.
- Applications must be completed and submitted through 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 July 01, 2023.
- The Tier Two Year One 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 \$25,000. Applications seeking less than \$12,500 are ineligible.

City of Norfolk
Program for Improving Capacity and Capability (PICC)
Tier Two – Year One

Table of Contents

I. INTRODUCTION..... 3

II. BACKGROUND..... 3

III. ELIGIBILITY, AVAILABLE FUNDS, AND CONTRACT PERIOD..... 4

IV. TIMETABLE..... 4

V. PROGRAM PRIORITIES..... 5

VI. GUIDELINES, REQUIREMENTS, AND PERFORMANCE MEASURES..... 6

VII. RFP QUESTIONS..... 7

VIII. BUDGET..... 8

IX. AWARD METHODOLOGY..... 9

X. NOTIFICATION OF AWARD..... 10

XI. REPORTING REQUIREMENTS..... 10

XII. ADMINISTRATION OF CONTRACTS..... 10

I. INTRODUCTION

The Program for Improving Capacity and Capability (PICC) has been 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 **Tier Two – Year One** funding only! Approximately \$2 million in program 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 Two – Year One RFP** is applicable to organizations with annual cash expenditures of between \$50,000 and \$249,000 based on their most recently filed IRS Form 990 tax return. While selected awardees will receive a one-year grant for **Tier Two – Year One**, 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 Norfolk residents with an increase in available direct services or to improve the organizational health of those non-profits serving Norfolk's at-risk populations of children, families, the elderly and disabled residents, those who are impoverished and those experiencing homelessness.

Tier Two awards are limited to 25% of an organization's annual expenditures, based on their most recently filed IRS Form 990 tax return, or \$25,000, whichever is less, per eligible applicant. Applications seeking support less than \$12,500 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) presented a unique opportunity to the City of Norfolk to invest its resources 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 \$0.00 and \$49,999 may be eligible to apply during the summer of 2023 for funding in the **Tier Three – Year One** competition. Organizations seeking IRS 501(c)(3) status may be eligible to receive services in **Tier three**. Organizations with annual cash expenditures of \$250,000 or more may be eligible to apply during the late fall of 2023 for funding in the **Tier One – Year Two** competition.

III. ELIGIBILITY, AVAILABLE FUNDS, AND CONTRACT PERIOD

A. Eligibility

This RFP is for Tier Two eligible applicants only. Applicants must demonstrate that they serve residents of the City of Norfolk, have been providing services for a minimum of two (2) years, have an IRS designation of 501(c)(3) and, have annual expenditures of not less than \$50,000, nor equal to or greater than \$250,000. Copies of the organization’s IRS issued letter of 501(c)(3) non-profit designation, the organization’s most recent FY2022 or CY2022 audited financial statement, and their IRS Form 990 return for the same period **must** be attached to the application to be eligible for consideration. **Applicants who receive \$25,000 or more in general revenue funds through the City of Norfolk’s budget process are ineligible to apply for a PICC grant.**

To be eligible, proposals must expand the availability of needed direct client services, or address organizational health issues which will allow for the expansion of direct client services, or both. Activities supported by PICC funding **must** be limited to those benefiting residents of Norfolk..

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. The **Tier Two – Year One** funding minimum and maximum range is in effect.

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 the **Tier Two – Year One** competition an estimated \$375,000 in grant funds shall be awarded to **established Tier Two** 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 capability of existing direct services and/or address the organizational health of the applicant. Project outcomes must clearly measure program growth and the impact of the program. Applicants must ensure that all costs can be expended by the annual 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:	April 03, 2023
RFP Information Session:	April 12, 2023 @ 5:30 p.m. at the Jordan-Newby at Broad Creek Library. Also available on MS TEAMS at https://tinyurl.com/PICC-Tier-2 RFP questions may be submitted between April 03 and April 21, 2023 to danique.woodhouse@norfolk.gov.
Application Deadline:	5:00 P.M. May 05, 2023 (Late/incomplete 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 July 01, 2023
FY2023 Contract Period:	Twelve (12) months from the designated date of award

V. PROGRAM PRIORITIES

All grant funds shall only be awarded to established, IRS designated 501(c)(3) programs serving residents of Norfolk to **reimburse** eligible expenses which increase program capabilities and/or address organizational health issues producing measurable outcomes that clearly demonstrate the benefits of the enhanced services. **Organizations receiving \$25,000 or more in general revenue funds through the City of Norfolk's budget process are ineligible.** Priority consideration for PICC funding shall include, but is not limited to, the following types of programming. Bonus points may be awarded if 75% or more of the population served meets the criteria for the following focus areas.

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; activities to 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 question's text box.
2. All attachments required 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. Failure to include required items **will impact** fundability.
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 Two** applicants **must** upload their audited financial statement and IRS Form 990 covering the most recently completed program years as of May 01, 2023.
5. **Tier Two** applicants **must** upload their annual, board adopted budget covering the current program year as of May 01, 2023.

B. Requirements

1. Business organization credentials must be uploaded to the 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 organization's business plan, product design philosophy, client support infrastructure.
 - b) Audited annual corporate financial statements for the most recently completed fiscal year (if not available, attach statement explaining why and attach most recent document), and
 - c) A copy of the appropriate Federal Income Tax return for the same fiscal year as in B1b:
 - 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. Goals/Performance Measures

All applicants seeking organizational health and/or program funding **must** submit two sets of performance measures for each requested area. These outcome measures will be scored by reviewers and **must** reflect how the funding will yield significant, realistic **change which benefits the lives of Norfolk residents**. PICC recipients will be required to submit quarterly reports. Goals/performance measures **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, revised measures may be required, which 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 Two – Year One PICC application. This RFP is a part of the application package. 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 two years of experience providing the services requested.

B. Funding Request

Applicants **must** submit the PICC Excel Project Budget to be eligible for funding consideration. The budget **must** be completed in its entirety and reflect **all** costs associated with the project. Expenses beyond those included in the PICC request should be shown as either “cash” or “in-kind” applicant contributions. The budget **must** balance.

C. Program Description

Describe the proposed program including activities to be supported with PICC funds. Unless this is a new project, your answer should reflect your current programming, including the number of Norfolk residents currently served.

D. Problem and Need

Describe the nature and scope of the problem(s) to be addressed. Indicate which City priority, if any, from Section V is being met. Include **local data and statistics** to support the need for the program. Since Tier Two funding may be used to address programming needs and/or organizational health needs, be certain to completely address each question as it relates to your request. Space has been provided so applicants may address both needs. Responses **must** describe how funding will be shared.

E. Performance Measures

Identify how the use of PICC funding **will significantly improve the lives of Norfolk residents**. List **two** performance-based goals/outcome measures which will result from organizational health and/or program funding. Outcomes **must** be specific, measurable, achievable, relevant/realistic, and time-based. **Do not use percentages without including actual numbers**. Outcomes **must** clearly

indicate you have achieved your goals. **Outcomes are not the same as outputs. Understand the difference.** If funded, grantees will be required to submit quarterly reports on these items.

F. Target Population, Area, and Numbers

Your responses **must** 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 if funding is awarded. Remember, your response will become a part of any grant contract.

G. Collaboration

Describe any partners to be funded or leveraged thru 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).

H. Sustainability

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

I. Required Documentation

The documents listed as "Required Documentation" are **mandatory**. Failure to attach these items may result in an application being deemed ineligible.

VIII. BUDGET

A. Budget Guidelines

1. Applicants **must** complete the PICC budget in full using **only** the Excel spreadsheet located in the **eCivis** application. The **Tier Two – Year One** budget **must directly relate** to program implementation and **must be sufficiently justified**. Organizations requesting personnel expenses, must indicate the status (FT/PT) of each position, the title of the position and actual percentage of time to be spent on activities serving **only** Norfolk residents.
2. The Budget section of your application must break out your grant request by the appropriate category of each expense (e.g., Salaries, documented 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). **The budget must be balanced**. The inclusion of "in-direct" costs and leave expenses is not recommended.
3. If including 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 described in the application.

B. Eligible costs

1. All requested **Tier Two – Year One** staff positions **must** either support operations which provide direct client services, or directly provide client services to participants residing in Norfolk, 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 organizational health or program implementation. Other documented administrative expenses are capped at 10%.

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

1. Capital outlay items (equipment, technology, computers) not addressed as an organizational health issue.
2. Purchasing, rental, repair or the upgrade of buildings or infrastructure.
3. Purchasing, leasing or repair of vehicles.
4. Leave expenses for part-time project staff.
5. Administrative salaries and in-direct costs beyond what are deemed eligible above.
6. Direct payments to program participants.

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 III.
2. The application must be **complete**, and received through the City of Norfolk's **eCivis Grants Network system** by the deadline of Friday, May 05, 2023, at 5:00 p.m.
3. The application **must include** all required components and attachments as described above.

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 \$12,500 and \$25,000. 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. Failure to do so may nullify any award. 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 July 15, 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) PICC program personnel timesheets, (4) fiscal reports itemizing and documenting expenses to be **reimbursed**. Reports must be submitted quarterly based on the PICC program timeline. Reports must be submitted using the **eCivis Grants Network system** and be submitted no later than 30 days after the close of a quarterly period. Failure to adhere to the reporting requirements may result in the cancellation of funding.

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 30 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 (DHS) 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 thru the **eCivis Grants Network system**. 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.

