



Program for Improving Capacity and Capability (PICC)

Aspiring and Non-Profit Organizations Under \$50,000

Tier Three – Year One - *Request for Proposals*

Final Deadline July 28, 2023 – 5:00 p.m.



Key Dates and Notices

- The solicitation period is June 14, 2023, through July 28, 2023.
- **A Pre-proposal Information Session for applicants and interested parties will be held on Tuesday, June 20, 2023, at 5:30 p.m. at the Jordan-Newby Anchor Branch at Broad Creek Library, 1425 Norchester Avenue, Norfolk, Virginia 23504.**
- Parties interested in responding to this RFP should plan to attend the information session. No pre-registration is required.
- Questions regarding this 2023 Tier Three - Year One PICC application can be submitted to danique.woodhouse@norfolk.gov between June 14, 2023, and July 14, 2023. Responses to submitted questions will be posted on the PICC website www.norfolk.gov/picc.
- **The deadline for submitting a draft proposal for feedback is June 30, 2023. Final applications are due to the ECivis Grants Network system link at www.Norfolk.gov/PICC by 5:00 PM on Friday, July 28, 2023.** Applications submitted after the deadlines and incomplete submissions **will not** be considered for funding. No other form of submission is acceptable.
- Applicants approved for funding will be notified on or about October 27, 2023.
- The Tier Three - 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 \$10,000.

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

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I. INTRODUCTION

The Program for Improving Capacity and Capability (PICC) was 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 Three – 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 Three – Year One RFP** is applicable to IRS Designated 501(c)(3) organizations with annual cash expenditures of less than \$50,000, and organizations “aspiring” to obtain their 501(c)(3) designation. While selected awardees will receive a one-year grant and expert technical assistance, for **Tier Three – 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 **Tier Three** organizations with access to expert technical assistance and funding to improve their organizational health. In doing so, they will be able to **increase the availability of direct services** for Norfolk's at-risk populations of children, families, the elderly and disabled residents, those who are impoverished and those experiencing homelessness.

Tier Three awards are limited to a maximum grant award of \$10,000 per eligible applicant. Applications seeking more than \$10,000 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) 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 their IRS 501(c)(3) status and annual cash expenditures between \$50,000 and \$249,999 may be eligible to apply during the spring of 2024 for funding in the **Tier Two – Year Two** competition. Organizations with their IRS 501(c)(3) status and annual cash expenditures of \$250,000 or more may be eligible to apply during the early winter of 2024 for funding in the **Tier One – Year Two** competition.

III. ELIGIBILITY, AVAILABLE FUNDS, AND CONTRACT PERIOD

A. Eligibility

This RFP is for Tier Three eligible applicants only. Applicants must demonstrate that they are: a) serving or planning to serve residents of the City of Norfolk; b) currently designated as 501(c)(3) organization by the IRS or are actively seeking their 501(c)(3) status; and c) have annual expenditures under \$50,000. If issued, a copy of the organization’s IRS letter of 501(c)(3) non-profit designation **must** be attached to the application.

Additionally, the organization should attach their most recent FY2022 or CY2022 financial statement. Also, the applicant should attach their IRS Form 990 return (if applicable) for the same period.

Applicants actively seeking their IRS 501(c)(3) designation will need to describe their activities to date. If applicable, applicants are required to attach their Bylaws, Articles of Incorporation and provide proof of their incorporation in the Commonwealth of Virginia.

Eligible proposals must address organizational health issues which, when addressed, will allow for the expansion of direct client services. Funded applicants will receive non-profit technical assistance training and be paired with a mentor from a Tier One grantee as part of any Tier Three grant award. **All** 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 private, 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.

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.

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 Three – Year One** competition an estimated \$150,000 in grant funds shall be awarded to **Tier Three** programs to cover eligible expenses of programs that improve the lives of Norfolk’s at-risk populations. Applicants must demonstrate how funds will be used to address the organizational health of the applicant, and, in doing so, will expand

available services. Project goals must be clearly described and measure the impact of the program. Grantees may be eligible for “start-up” funds not to exceed 50% of the total award based on the submission of an approved business plan. Other funds will be available on the same basis after the expenditure of start-up funds and the submission of required reports and documentation. Applicants must ensure that all grant funds 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:	June 14, 2023
RFP Information Session:	June 20, 2023 @ 5:30 p.m. at the Jordan-Newby at Broad Creek Library. RFP questions may be submitted between June 14 and July 14, 2023, to danique.woodhouse@norfolk.gov.
Application Deadlines:	DRAFT PROPOSALS SEEKING FEEDBACK - 5:00 P.M. June 30, 2023 FINAL APPLICATIONS – 5:00 P.M. July 28, 2023 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 October 27, 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 or aspiring, IRS designated 501(c)(3) programs serving residents of Norfolk to **cover** eligible expenses which address organizational health issues which, when addressed, will produce measurable outcomes benefitting Norfolk residents. **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 to be 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. All draft and final 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. The **Tier Three – Year One** submission process provides applicants with an opportunity to receive feedback based on the submission of a draft application in the City of Norfolk's **ECivis Grants Network system** by no later than 5:00 P.M. on June 30, 2023. Feedback will be provided by PICC program administrative staff and is not intended to represent the views of the PICC Review Committee members. All feedback will be forwarded to the applicant by 5:00 P.M. on July 14, 2023. **THE DEADLINE FOR SUBMITTING A FINAL APPLICATION IS 5:00 P.M. on Friday, July 28, 2023.**
3. 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 **FINAL APPLICATION deadline**. Failure to include required items **will impact** fundability.
4. 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.
5. Where applicable, **Tier Three** applicants should upload their audited, or accountant reviewed financial statement and any IRS Form 990 covering the most recently completed program years as of June 30, 2023.
6. **Tier Three** applicants should upload their most recent actual or planned annual budget covering the current program year as of August 01, 2023.

B. Requirements

1. As part of every **Tier Three – Year One** award, grantees will be participating in the City of Norfolk’s non-profit technical assistance program. These technical assistance (TA) services were procured by the City of Norfolk through a separate RFP process and are a condition for each grantee. **There is no charge for the TA services.**
2. 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) Any audited or accountant reviewed annual corporate financial statements for the most recently completed fiscal year, and;
 - c) Where appropriate, a copy of the Federal Income Tax return for the same fiscal year as in B2b:
 - 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 funding **must** submit goals for their project. These initial measures will be scored by reviewers and **must** reflect how the funding will yield significant, realistic **organizational change which will lead to benefits for Norfolk residents**. The goals **must be measurable**, and the application must state how they will be monitored and measured. If funded, these application goals will provide the basis for developing formal performance measures. The initial goals statements should include the following:

- specific data to be collected,
- frequency of data collection and the method of data analysis,
- how the goals will be monitored and/or modified to ensure successful implementation,
- **If funded**, each grantee will be required to develop approved performance measures which will become a part of their PICC grant contract. PICC recipients will be required to submit quarterly reports based on these project outcomes.

VII. RFP QUESTIONS

The following topic descriptions should assist you in framing your response to many of the questions included in the Tier Three – Year One PICC application. This Request for Proposals (RFP) is a part of the application package, and its contents should instruct your responses. 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 should describe any experience they have providing the planned services.

B. Funding Request

Complete applications need to include the PICC Excel Project Budget covering the proposed grant year to be eligible for funding consideration. The budget should be completed in its entirety and reflect **all** costs associated with the **organizational health** project. Program costs and expenses beyond those included in the PICC **organizational health** request should be shown as either “cash” or “in-kind” applicant contributions. PICC staff are available to address questions regarding the PICC budget. Questions can be sent to the PICC team as described on this RFP’s cover sheet.

C. Program Description

Describe the proposed **organizational health** activities to be supported with PICC funds. Be sure to clearly state how the **organizational health** activities will enable your organization to increase the services provided to the residents of Norfolk. Your answer should reflect your current programming, including the number of Norfolk residents currently served, and your estimated projection.

D. Problem and Need

Describe the nature of the **organizational health issue(s)** you aim to resolve, and the scope of the community need(s) your organization addresses. Indicate if the services you offer are aimed at one of the City priorities described in Section V. Include any **local data and statistics** to support the need for the program services. Since Tier Three funding **must** be used to meet **organizational health** needs, be certain to completely address each question as it relates to your request. Space has been provided so applicants may address their organizational need and their planned response to a community problem.

E. Performance Measures

Identify how the use of PICC funding will improve your organization, allowing it to **significantly improve the lives of Norfolk residents**. List two goals which will result from any organizational health funding and two program goals. Goals should be specific, measurable, achievable, relevant/realistic, and time-based. If approved for funding, grantees will be required to develop specific outcomes and outputs. PICC staff will be available to assist conditional grantees in understanding the use of outcomes and outputs. Grantees will be required to submit quarterly reports on the outcomes/outputs included in their grant agreement.

F. Target Population, Area, and Numbers

Your responses **must** identify the target population to be served through your program offerings and the areas of the city where services will be provided. Explain how your program identifies Norfolk residents and engages 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. Identify the lead organization and describe each partner’s role. Attach any signed Memorandums of Understanding (MOU).

H. Sustainability

Describe your organization’s plan to sustain operations beyond the PICC grant. Also, explain how the organization will complete the proposed project if awarded partial funding.

I. Required Documentation

Any 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. Final applications should **include** the PICC budget using the Excel spreadsheet located in the **ECivis** application. The **Tier Three – Year One** budget should relate to organizational changes and be justified. Organizations requesting personnel expenses should indicate the status (FT/PT) of each position, the title of the position and the actual percentage of time to be worked.
2. Your application budget should separate line items 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 inclusion of “in-direct” costs and leave expenses is not allowed. **Questions regarding the budget can be sent to the PICC team as described on this RFP’s cover sheet.**
3. If you are 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 supporting the organizational health changes described in the application.

B. Eligible costs

1. Any requested **Tier Three – Year One** staff positions **must** support organizational operations which will provide the organization with the ability to deliver direct 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 improving organizational health. These costs may include but are not limited to expenses related to the organization obtaining their

IRS 501(c)(3) non-profit designation, obtaining technology to address an organizational health issue, implementing a financial management system, or certain contracted services.

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.
5. Administrative salaries and in-direct costs beyond what are deemed eligible above.
6. Direct payments to program participants.
7. Event sponsorships.
8. Direct client program services.
9. Purchases not in accordance with the City of Norfolk procurement policy.

IX. AWARD METHODOLOGY

Application Rating

All **Tier Three – Year One** applicants are eligible to receive feedback regarding their draft PICC proposal. To receive this optional benefit the applicant will need to indicate such on their application in the City of Norfolk's **ECivis Grants Network system** by no later than 5:00 P.M. on June 30, 2023 (see section VI – A2).

Final 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, July 28, 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 Two review competitively ranks each project and recommends a funding level up to \$10,000. 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 **October 27, 2023**.

XI. REPORTING REQUIREMENTS

If awarded, the following reports must be submitted for each quarter: (1) project 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 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), considering 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 using equipment purchased with grant funds.

F. Payments

Tier Three – Year One grantees may be eligible to receive start-up funds not to exceed 50% of the total grant amount based on the submission of an approved business plan detailing how the funds will be used. The actual use of start-up funds must be fully documented, any required reports must have been received, and the grantee must remain in good standing before any additional funds will be available. Project expenses must be incurred during the contract period and made in compliance with the contract budget, the project workplan and the City of Norfolk procurement policy.

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.