

Notice of Federal Funds Availability

Overview

Federal Agency Name: Corporation for National and Community Service
Funding Opportunity Title: Nonprofit Capacity Building Program
Announcement Type: Notice of Federal Funds Availability
Catalog of Federal Domestic Assistance (CFDA) Number: 94.022

Dates: The letter of Intent to Apply deadline is April 27, 2010 by 5:00 p.m., Eastern Time. Applications are due on May 18, 2010 by 5:00 p.m. Eastern Time. Certification of matching funds to determine eligibility is due at the time of application. Successful applicants will be notified by the end of September, 2010.

I. Funding Opportunity Description

What is the purpose of Nonprofit Capacity Building Program?

This Notice of Federal Funds Availability (*Notice*) announces the availability of funding for the newly-created Nonprofit Capacity Building Program (NCBP), authorized by the Edward M. Kennedy Serve America Act of 2009. The NCBP is administered by the Corporation for National and Community Service (the Corporation), whose mission is to improve lives, strengthen communities, and foster civic engagement through service and volunteering. As the nation's largest grantmaker for service and volunteering, the Corporation builds the capacity of America's nonprofit sector by expanding the reach and impact of volunteers to address pressing social problems. While the Serve America Act expands opportunities for Americans to serve through AmeriCorps, Learn and Serve, and Senior Corps, it also broadens the Corporation's role around catalyzing social innovation and support for the nonprofit sector beyond these traditional grant programs. By creating the NCBP, the Congress has recognized that many small and medium sized nonprofit organizations are significantly challenged in their ability to sustain and expand services, particularly in communities facing resource hardship challenges.

The Nonprofit Capacity Building Program (NCBP) will increase the capacity of a small number of intermediary grantees to work with small and midsize nonprofits in communities facing resource hardship challenges to develop and implement performance management systems. Research suggests that an established framework of performance management is the pre-requisite and predictor of success on other aspects of nonprofit health such as financial planning and sustainability. Grantees will provide recipients with organizational development assistance to establish procedures for measuring progress and improving performance towards intended outcomes leading to community impact.

How does the Corporation define capacity building?

For the purposes of this competition, capacity building is defined as the provision of organizational development assistance to improve the performance of a nonprofit organization on specific indicators. For the purposes of this competition, there is only one key indicator for improvement -- the ability of the nonprofit organization to fully implement a comprehensive performance management system (see Section VII of this *Notice*). Organizational development assistance can encompass a broad range of activities such as face-to-face and online training; technical assistance in person, by telephone, and online; and peer-to-peer or expert consultation,

coaching, and mentoring; as well as other efforts to increase organizational infrastructure (see Section IV of this *Notice*).

What are the priorities for this funding?

The Corporation is committed to investing these resources to:

- 1. *Build the capacity of nonprofit organizations in areas where such organizations face significant resource hardship challenges.*** Applicants must propose a defined geographic “service area” of operation. The scope of the service area can be city-wide, multi-city, state-wide, or a limited multi-state region. The applicant must demonstrate a track record of operating within the defined service area and a network of relationships with small and midsize nonprofits and other institutional partners in the area. The applicant must also be able to demonstrate that the nonprofit organizations in their defined service area face significant resource hardship challenges. Acceptable criteria for demonstrating “areas facing significant resource hardship challenges” can be found in Section IV of this *Notice*.
- 2. *Assist both a large number of small and midsize nonprofit organizations within a geographic service delivery area and demonstrate impact.*** The Corporation is interested in the extent to which the intermediary has the capacity to both assist a large number of nonprofit organizations within a service delivery area, relative to the proposed amount of the grant, and can demonstrate progress on the key indicator of success. Research on effective intermediaries suggests that those that operate within a well-defined service area with existing and ongoing relationships in the community are more likely to demonstrate impact in building capacity of nonprofit organizations. Applicants will propose a process for selecting a certain number of small and midsize nonprofits within its defined service area to which it will provide organizational development assistance in an ongoing relationship over the life of the grant. Applicants will also identify activities (such as publically offered trainings) designed to reach and serve additional nonprofits within the service area. A further discussion of the process used to select ongoing beneficiaries and the kinds of organizational assistance activities the Corporation expects to see can be found in Section V of this *Notice*.
- 3. *Build the capacity of small and midsize nonprofits to develop and implement a performance management system.*** Given the limited funding of this competition, applicants will focus their organizational development assistance program on developing and implementing performance management systems that enable organizations to measure their progress and improve their performance towards intended outcomes. The desired organizational performance management systems may also seek to align organizational goals and services with performance plans of staff and volunteers and be used to measure and reward performance toward specific outcomes. The applicant may also provide assistance in additional areas of best practices in nonprofit management tailored to the specific needs of individual nonprofit recipients. For a further discussion of the Corporation’s expectations around the capacity building program design, see Section IV of this *Notice*.

4. ***Provide assistance to organizations that provide services that align with the Corporation's priority areas.*** The Corporation is also committed to investing in the capacity of nonprofit organizations that provide services that align with our national priorities. Intermediaries will focus their ongoing assistance to help small and midsize nonprofits implement performance management systems in one or a combination of the following five national service priority areas:
 - a. ***Education***
Provide services that help children and youth achieve success in school and increase high school graduation rates.
 - b. ***Healthy Futures***
Provide services such as access to health care, disease prevention and health promotion initiatives, and health literacy.
 - c. ***Clean Energy/Environment***
Provide energy-efficiency and other environmental conservation or restoration services within communities.
 - d. ***Veterans***
Provide services to veterans, members of the Armed Forces who are on active duty, and family members of deployed military personnel and/or engage veterans in service.
 - e. ***Economic Opportunity***
Provide services relating to economic opportunity for economically disadvantaged individuals within communities including financial literacy, housing assistance, job training, and nutritional assistance.

5. ***Increase the capacity of a network of intermediaries committed to leveraging additional resources to assist small and midsize nonprofits.*** The NCPB program provides an opportunity to increase the capacity of intermediaries working in areas where nonprofits face resource hardship challenges and catalyze additional resource investments in those communities. NCPB grantees are expected to match the Federal funds received (dollar-for-dollar, in cash). Applicants must demonstrate the ability to meet the cash requirement at the time of the application.

II. Award Information

How much funding is available?

For fiscal year 2010, the Corporation for National and Community Service announces the availability of approximately \$1,000,000.

What is the award amount?

The Corporation expects to award approximately one to five awards ranging from approximately \$200,000 to \$1,000,000 each. The Corporation will select no more than one intermediary based in a particular state.

What is the award period?

The Nonprofit Capacity Building award period is two years. Funding will be provided in the first year of the award.

What is the type of Funding Instrument used for these grants?

The funding instrument is a cooperative agreement which provides for substantial involvement by the Corporation with the intermediary organizations as they carry out approved activities. The Corporation program officer will confer with the award recipient on a regular and frequent basis to develop and/or review service delivery and project status, including work plans, budgets, periodic reports, etc. In particular, the Corporation anticipates having substantial involvement in:

- Reviewing the design and implementation of the selection process for ongoing beneficiaries.
- The development of final plans and timeline for completing the project.
- The development of best practices deliverables.
- Other appropriate activities as defined in collaboration with Corporation staff members.

The Corporation will also have substantial involvement with NCBP intermediaries in the development, organization and facilitation of learning communities. A learning community, or “community of practice,” is a group of grantees that agrees to interact regularly to solve a persistent problem or improve practice in an area that is important to them. Establishment of a learning community under the NCBP will enable grantees to meet, discuss, and collaborate with each other regarding grantee projects and learnings. The Corporation expects the learning community to involve input from experts and community stakeholders, and share lessons and insights broadly to inform the work of the larger nonprofit capacity building community around performance management systems. The Corporation also requires that the products or learnings of NCBP grantees as a result of the program be uploaded to the Corporation’s Resource Center site for ongoing use and dissemination.

III. Eligibility Information

Who is eligible for this funding?

This competition is open to all entities that meet the eligibility criteria as specified in this *Notice*. Prior receipt of Corporation or other Federal grant funding is not a prerequisite to applying under this *Notice*. To be eligible for a NCBP award, applicants must:

- Be a nonprofit organization as described in section 501(c) (3) of the Internal Revenue code of 1986 and exempt from taxation under section 501 (a) of such code; or an entity of organization described in paragraph (1) or (2) of section 170(c) of such Code.
- Operate within a defined geographic service area that can be city-wide, multi-city, state-wide, or a limited multi-state region, and must be able to demonstrate that the nonprofits in your service area face significant resource challenges (See Section IV for justification criteria).
- Have a strong track record of providing organizational development or capacity building assistance focusing on small- to mid-size nonprofit organizations. A further discussion of the evaluation criteria for experienced and capable intermediary nonprofit organizations can be found in Section V.
- Demonstrate cash-on-hands or commitments (or a combination thereof) of funds equal to 100% of the total budget for the Federal share. The non-Federal share of the budget represents the dollar-for-dollar matching funds requirement under this *Notice*. An

applicant shall provide the non-Federal share of the cost through contributions from third parties which may include the following: charitable grant-making entities, grantmaking vehicles within existing organizations, entities of corporate philanthropy, corporations, individual donors, and limited multi-state region, state or local government agencies, and/or other non-Federal sources. If the applicant is a private foundation (as defined in section 509 (a) of the Internal Revenue Code of 1986), a donor-advised fund (as defined in section 4966 (d) (2) of such Code), or an organization which is described in section 4966 (d) (A) (B) of such Code, the applicant shall provide the non-Federal share from within its own funds. A non-Federal share that includes donations by third parties shall be composed in a way that does not decrease prior levels of funding from the same third parties granted to the applicant in the preceding year. Instructions for documenting match requirements as a part of the application are discussed in Section IV of this *Notice*.

IV. Application and Submission Instructions

When are applications due?

Applications are due no later than 5:00 p.m. ET on May 18, 2010. Applications must arrive at the Corporation by the deadline in order to be considered.

Where can I request application information?

This *Notice* may be found on the Corporation's website:

http://www.nationalservice.gov/for_organizations/funding/nofa.asp or by contacting NCB@cns.gov.

Do I need to submit a letter of intent to apply?

If you intend to apply, please send an email to: NCB@cns.gov by April 27, 2010. Although submission of the notice of intent to apply is not mandatory, your email will help the Corporation to plan more efficiently for the review of applications. In your email please, include the name of your organization, address, contact person, and phone number.

Will the Corporation provide technical assistance with the application?

The corporation will host technical assistance calls to answer questions from potential applicants about this funding opportunity, including submitting the application through eGrants, the Corporation's web-based application system. Applicants are strongly encouraged to participate in these sessions. The first call will be held on **April 19, 2010 at 4:00 p.m., Eastern Time**. Call-in information for this technical assistance call is toll-free # 800-857-3059 and verbal passcode: NCB. The call will be recorded and posted to the website. To the extent practicable a list of Frequently Asked Questions (FAQ), with answers, will be posted at this same website during the period prior to the proposal due date.

What is a DUNS number and is it required?

Applications must include a Dun and Bradstreet Data Universal Numbering System (DUNS) number on the Standard Form 424. **The DUNS number does not replace your Employer Identification Number (EIN).**

DUNS numbers may be obtained at no cost by calling the DUNS number request line at (866) 705-5711 or by applying online at www.dnb.com. The website indicates a 24-hour email turnaround time on requests for DUNS numbers; however, **we suggest registering at least 30 days in advance of the application due date.** Expedited DUNS numbers may be obtained by

telephone at a cost of \$99 by calling the DUNS number request line. Applications without DUNS numbers or with invalid DUNS numbers will be rejected.

How do I submit an application?

The Corporation requires that all applicants make every effort to submit their applications electronically utilizing the Corporation's web-based application system, eGrants.

If extenuating circumstances make this impossible, send a hard copy of your application to the following address, via overnight carrier (non-U.S. Postal Service because of security-related delays in receiving mail from the U.S. Postal Service). All requirements described herein apply to hard copy applications.

Corporation for National and Community Service
ATTN: Office of Grants Policy and Operations/NCB Application
1201 New York Avenue NW
Washington, DC 20525

In extenuating circumstances determined and verified by the Corporation, late applications may be accepted only if the applicant submits a letter to the Corporation explaining the reasons for the delay. Such letter must be sent to the Corporation via email NCB@cns.gov. Late applications are evaluated on a case-by-case basis.

We strongly recommend that you create your eGrants account and begin your application at least three weeks before the deadline and begin pasting your application into eGrants no later than ten days before the deadline. This will allow you time to address technical issues prior to the deadline.

Contact the eGrants Help Desk at 888-677-7849 (talk to an associate or leave a detailed message) or e-mail egrantshelp@cns.gov immediately if a problem arises while you are creating your account, preparing, or submitting your application. Be prepared to provide your application ID and organization's name. If technical issues are preventing you from submitting your application in eGrants by the deadline, you must contact the eGrants Help Desk prior to the 5:00 p.m. Eastern Time deadline to explain your technical issue and get a ticket number. If your issue cannot be resolved by the deadline, you must continue working with the eGrants Help Desk to submit your application.

How is an application created in eGrants?

If you need help establishing a new organization account in eGrants, or a new user account for an existing organization account, please refer to the eGrants Help Desk website: <http://www.nationalservice.gov/egrants/help.asp>

After you create your eGrants account, begin by selecting "New" under the *Creating an Application* heading on your Home Page. Select "Other" as the *Program Area* and click "Go." You will then be asked to *select a NOFA*. Choose: **Nonprofit Capacity Building Program FY 2010**. Once you create an application, you will be allowed to edit as needed until you are ready to submit.

Do not use the *New* button again as this will start a brand new application. Once you have initiated an application, it will be listed in the View My Grants/Applications section of the homepage under the status: *Grantee Edit of Application or Report*. If you exit and then return to eGrants and wish to continue entering or editing your application, please open your saved

version by selecting *View My Grants/Applications* in the status *Grantee Edit of Application or Report*.

What must be included in an application?

This *Notice* contains all application instructions and is available at http://www.nationalservice.gov/for_organizations/funding/nofa.asp

The application must provide a well-designed plan with a clear and compelling justification for awarding the requested funds. The narrative must cover the program operations for the full grant period. In evaluating your application, reviewers will assess the narrative on the basis of your program design, organizational capacity, and budget adequacy/cost effectiveness.

Application Instructions are approved under OMB Control# 3045-0129, Expiration Date 11/30/2011. They are formatted to correspond to fields in eGrants and clarified through this *Notice*.

Please note that character limits include spaces. When drafting narrative responses, we recommend using word processing software that will check spelling and count characters. Use only uppercase letters for all section headings and other information you would like to highlight in your narrative. Bold face, bullets, underlines, or other types of formatting, charts, diagrams, and tables will not copy into eGrants.

The completed application will consist of the following components, described in detail below:

1. **Standard Form 424** (SF-424) Facesheet
2. **Executive Summary** (maximum length, 2,000 characters)
3. **Narratives** (maximum length for combined narratives – 25,000 characters)
 - a. Program Design
 - b. Organizational Capacity
 - c. Cost Effectiveness/Budget Adequacy
4. **Standard Form 424A Budget**
5. **Authorization, Assurances, and Certifications**
6. **Survey on Ensuring Equal Opportunity** (*Optional*)

1. Standard Form 424 Facesheet

The Standard Form-424 Facesheet is required for applications submitted for federal assistance. The SF-424 contents are duplicated in eGrants, although the format is different.

Please note that the SF-424 is automatically generated by completing the data elements in the eGrants system. When completing the application in eGrants, many of the fields will be populated with information entered during the organization's registration process.

Applicant Info

Please note that the *Authorized Representative* name is blank. You cannot select a name for this field. Instead, the Authorized Representative will need to have his/her own account to click on the Assurances and Certifications at the end of the application in eGrants and found in Attachment A if hard copy is needed.

Under *Project Information* select, “Enter New” and choose a title for the proposed project. It is possible to enter another address for the project, which may or not be the same as that of the Legal Applicant.

To select an individual as the *Project Director*, choose a name from the pull-down menu or add a new contact.

Application Info

Areas affected by the project: List only the largest political or municipal entities affected (e.g., counties and cities).

Enter the dates for the ***proposed project start and end*** dates. Your project period is up to two years and must begin before the award date.

Intergovernmental Review of Federal Programs: This program is NOT subject to Executive Order 12372.

Delinquent on any federal debt: Check the appropriate box. This question applies to the applicant organization, not the person who signs as the authorized representative. Categories of debt include delinquent audit allowances, loans, and taxes. If Yes, type your explanation in the text box provided.

State Application Identifier: Enter N/A.

Note: Falsification or concealment of a material fact or submission of false, fictitious or fraudulent statements or representations to any department or agency of the United States Government may result in a fine or imprisonment for not more than five (5) years, or both. (18 USC § 1001)

2. Executive Summary

The Executive Summary may not exceed 2,000 characters, including spaces and punctuation, and should be completed using the following guide.

Title:

For the title of your Executive Summary, use the name of the sole or lead intermediary (if coming in as a collaborative).

Summary information:

Provide the following information on separate lines:

Name and location of sole or lead intermediary

Names and locations of any additional organizations that are a part of your collaboration (if applicable), list their core competency(ies)

Identify the grant amount you are requesting.

3. Narrative Section

(Maximum character limit: 25,000 characters or approximately 12 double-spaced pages, 12-point font)

We recommend that you review the elements of successful programs described in Section V as you draft your responses.

a. Program Design

The Program Design must include the following:

- Definition and justification of your geographic service area of operation and why the small and midsize nonprofits within this area face significant resource challenges.
- Description of your selection process for identifying and engaging a group of small and midsize nonprofits in providing ongoing assistance, include:
 - The number you plan to select.
 - How you will identify and target small and midsize nonprofits (for further definition see the end of this Section).
 - How you will identify organizations providing services that align with the Corporation's national priorities areas of education, healthy futures, clean energy/environment, veterans, and economic opportunity as defined earlier in Section I.
- Your philosophy, goals for, and approach to capacity building with small and midsize organizations.
- An overall framework and one-year timeline for delivering the following components:
 - Key dates and tasks in the selection and on-boarding process for identifying and engaging a group of small and midsize nonprofits to receive ongoing assistance.
 - Key tasks and proposed dates for proposed capacity building activities for both your group of ongoing recipients and additional recipients.
 - Key tasks and dates for collecting and reporting at defined intervals and evaluating the progress of recipients towards the goal of fully implementing a performance management system.
- Your plan for communicating with recipients.
- Description of the type of assistance you expect to provide – the content, the methods, and the source/s of expertise you will draw from (including your own staff, collaborating organizations, and the work of other experts/leaders in the field). For a description of acceptable capacity building activities under this *Notice* see the end of this Section.
- Description of how will you use existing organizational capacity, community resources, partnerships, and volunteers to implement your approach and ensure its success. If you are applying as a collaborative of more than one organization, define the role that each organization will play in administering the various components of the program design.

b. Organizational Capacity

Describe your capacity to implement and manage the proposed program. Your description should address the following:

- Your experience in designing, implementing and overseeing this kind of program and your past track record of results. Provide any data collected that documents successful capacity building interventions and talk about the methods you used to collect the data.
- The level of experience and expertise of key staff responsible for program oversight and delivery. If you do not have internal expertise in certain areas, identify key partners or collaborators and their expertise.
- Identify your organization's net assets and what percentage of the budget this grant would represent.
- Provide an overview of your organization's relevant systems, structure, and staffing to support this program.

- Describe the demonstrated experience and infrastructure your organization has in managing grants.

c. Cost-Effectiveness and Budget Adequacy

Provide the following information on separate lines:

- Describe how the proposed program budget aligns with the program’s stated goals and structure.
- Describe the cash on hand and source(s) for the non-Federal share.

Match Verification: NCBP applicants must demonstrate cash-on-hand or commitments of cash at the time of the application. Signed letters from a third-party source or sources confirming the donation of cash and the amount, along with an assurance that the third party’s contribution of matching to the NCBP will not result in a decrease in prior levels of funding from that same third party can be sent via email to NCB@cns.gov or via overnight carrier (non-U.S. Postal Service because of security-related delays in receiving mail from the U.S. Postal Service to the following address:

Corporation for National and Community Service
 ATTN: Office of Grants Policy and Operations/NCBP application
 1201 New York Ave, NW
 Washington, DC 20525

If you are a private foundation or donor-advised fund applicant using your own internal funds for the required match, document board concurrence with use of the funds for this program by submitting a signed letter from your board chair via the same methods above.

4. Standard Form 424 Budget

The budget should describe how grant funds (both federal and non-federal) will be used to effectively support activities described in the proposal narrative over the life of the grant. Do not include unexplained amounts, amounts for miscellaneous or contingency costs, or unallowable expenses such as entertainment costs. Round all figures to the nearest dollar. Refer to the Federal cost principles at: <http://www.whitehouse.gov/omb/circulars/index.html> for information on allowable costs in Federal grants.

We recommend you prepare your project budget off-line before entering it into eGrants. eGrants will create the budget and the budget narrative automatically from the detailed budget information you enter.

Budget Categories are:

- Project Personnel Expenses
- Personnel Fringe Benefits
- Travel
- Equipment
- Supplies
- Contractual and Consultant Services (*not to exceed \$617 person/day, excluding expenses*)
- Other Support Costs
- Indirect Costs

- Required Match

5. Authorization, Assurances and Certifications

Read the Authorization, Assurances, and Certifications carefully (Attachment A also found as part of the application in eGrants.) The person who authorizes the application must be the applicant's Authorized Representative or his/her designee and must have an active eGrants account to sign these documents electronically. A copy of the governing body's authorization for this official representative to sign must be on file in the applicant's office.

Be sure to check your entire application to make sure that there are no errors before submitting it. eGrants will also generate a list of errors if there are sections that need to be corrected prior to submission when you verify the application. If someone else is acting in the role of the applicant's authorized representative, that person must log into his/her eGrants account to proceed. After signing off on the Authorization, Assurances, and Certifications, his/her name will override any previous signatory and show on the application as the Authorized Representative.

6. Equal Opportunity Survey

Applicants are asked to complete the Survey on Ensuring Equal Opportunity for Applicants. The survey can be found at: http://www.nationalservice.gov/for_organizations/funding/nofa.asp. Submission of the survey is not required.

What other terms, definitions, or information are important to know in order to successfully complete the application?

Justification of a geographic service area that faces significant resource hardship challenges:

As specified in the Serve America Act, intermediary grantees must provide assistance to small and midsize nonprofits in areas that face significant resource hardship challenges. For purposes of this *Notice*, areas facing resource hardship challenges means either:

An area where the majority of the population of individuals or households being served by local nonprofits have a household income that is 200 percent or less of the applicable Federal poverty guideline, or

An area with specific measurable indicators that correlate to resource hardship, such as high levels of unemployment, large numbers of home foreclosures, reduction in government funds and services, or hit by recent natural disaster. An application that proposes to rely on measurable indicators should fully describe the basis for relying on those indicators (including citations to appropriate studies). The application must also describe and cite the source of data supporting the conclusion that the targeted service area meets the indicators.

The Corporation is particularly interested in receiving applications that propose to assist nonprofits that provide services in significantly philanthropically underserved areas. For purposes of this *Notice*, the Corporation will consider an area significantly philanthropically underserved if it meets one or more of the other above indicators and is in a rural geographic area.

For purposes of this *Notice*, a rural geographic area is one with a 2003 Rural-Urban Continuum Code of 4 or higher (as issued by the U.S. Department of Agriculture, Economic Research Service). The full list of Rural-Urban Continuum Codes is listed here: <http://www.ers.usda.gov/briefing/rurality/ruralurbcon>.

Definition of Small and Midsize Nonprofits. For the purposes of this *Notice*, criteria for determining a small or midsize nonprofit include organizations that have budgets of less than \$5 million in total assets.

Acceptable assessment tools for use in the selection and reporting process. In order to ensure that the nonprofit organizations selected to receive ongoing assistance are in the greatest need of assistance and also fit a profile of “readiness” to receive and make use of assistance, we are requiring applicants to employ an existing assessment instrument or combination of assessment instruments. There are many assessment instruments on the market both for free and for-fee (for a comprehensive list of what’s currently available see the Foundation Center’s Tools and Resources for Assessing Social Impact). Data from the assessment/selection process will also constitute a baseline for measuring improvement against indicators of performance management. Applicants should propose the assessment tool and any modifications they intend to use as a part of their program design.

Acceptable capacity building activities. The program design should include a comprehensive strategy of infrastructure building and additional learning activities and methods to increase the knowledge, skills, and abilities of recipients to implement performance management systems as well as any other best practice areas to target for improvement. Learning activities can include a wide range from face-to-face and online training, technical assistance in-person, by telephone and/or online, peer to peer or expert consultation, coaching, and mentoring.

A portion of funds can be used for capital investments necessary to implement a performance management system such as the purchase of specific software. However, those strategies must be approved by the Corporation in advance, be accompanied by the appropriate capacity building assistance for the organization to fully implement the new system, and cannot be so large as to impede the ability of the intermediary to conduct its overall organizational development assistance with other nonprofits in the service area.

Given the abundance of learning materials on subjects related to nonprofit capacity building including performance management, we will select intermediary organizations that demonstrate extensive knowledge and expertise of such materials and how to employ them on behalf of small and midsize nonprofits and/or who identify partner organizations with knowledge and expertise.

Other Submission Requirements. Corporation program officers may call applicants to seek clarification, resolve questions and issues, negotiate performance measures, and request revised budgets as part of the pre-award review process. Failure to respond to requests for information in a timely fashion will result in the removal of applications from consideration. Applicants should be prepared to provide documentation of partnerships and other support described in the narrative such as Memoranda of Understanding, samples of selected curriculum, organization annual reports, and evaluations.

What controls will be placed on use of the federal assistance, if awarded?

Grants and cooperative agreements awarded under this program are subject to the applicable OMB Circulars as well as the Federal Acquisition Regulations if an award goes to a for-profit organization. See www.whitehouse.gov/OMB/circulars for further information on the Circular(s) that apply to your organization. Also, awards will be subject to the law(s) under which the award is made (e.g., Serve America Act), as well as specific terms and conditions established in a cooperative agreement or defined in Provisions or Special Conditions attached to an award. Applicants will have an opportunity to negotiate conditions prior to acceptance of an award, if necessary.

Federal Grant Guidelines	Non-Profits
Administrative Requirements	§ 45 CFR 2543 § 2 CFR 215 (formerly A-110)
Cost Principles	§ 2 CFR 230 (formerly A-122)
Audit Requirements	OMB A-133

V. Application Review Information

What is the selection process and criteria for these grants?

In evaluating applications for funding, reviewers will assess program design, organizational capacity, and cost-effectiveness and budget adequacy. The weights assigned to each category are listed in the chart below. Reviewers will assess application narratives against these criteria and the extent to which the applicant responds to the questions in this *Notice*. Please read this guidance carefully to ensure that you are fully and appropriately responding to the information requested in the application.

Basic Selection Criteria: Categories and Respective Weights

Category	Percentage
Program Design	35%
Organizational Capability	45%
Cost-Effectiveness and Budget Adequacy	20%

Program Design (35%)

Program designs may vary, but all programs must involve, and will be evaluated in relation to, the following indicators:

Eligibility criteria related to Program Design

1. Status of the organization as a nonprofit as described in Section III.

Does the organization fit the required definition?

2. Definition of the applicant's defined geographic service area as defined in Section III.

Does the geographic area include a relevant number of small and midsize nonprofits that could benefit from assistance under this award? Does the applicant identify a connection to nonprofit organizations and other institutional partners in the service area? Is there data to support the requirement that the nonprofit organizations in this service area face significant resource challenges?

The Corporation will consider the quality of the proposed program design based upon:

3. The soundness, relevance and innovation of the applicant's plan including goals, tasks, and reasonable timeline. Do the proposed activities make sense and is the program designed so that progress can be measured at defined intervals?

4. Description of the process for selecting an appropriate number of small and midsize nonprofits.

Is there a process for identifying small and midsize nonprofits in the service area? Does the applicant demonstrate an understanding of the kinds of services that selected nonprofits must be providing the community? Does the assessment instrument proposed and process for administering make sense? How will the applicant determine need and readiness in selecting beneficiaries of their services? Will the applicant have a baseline of data to report against at the end of the selection process? Will the applicant be able to implement and complete the selection process in a timely manner to be able to implement the program and show results by the end of the project period?

5. Description of capacity building strategies.

Does the applicant propose an approach to working with the selected nonprofits in an ongoing relationship make sense? Does the number of selected nonprofits proposed in the program make sense for the level of funding requested? Will the strategies enable selected nonprofits to fully implement a performance management system by the end of the project period? Will the strategies enable selected nonprofits to measure progress towards outcomes in one or more of the five priority areas? Does the applicant propose an approach to reaching small and midsize nonprofit organizations beyond the selected group that will participate in at least some of the trainings? Are materials and curriculum identified as possible content the best in class for the content area? Does the applicant demonstrate an awareness of the latest thinking and resources on performance management for small and midsize nonprofits? Does the applicant show familiarity and comfort with using a variety of learning methods including technology? Will this program increase the capacity of the nonprofits in the service delivery area to report progress on intended outcomes that will lead to community impact?

6. **Identification and plan for working with other community resources.** Does the applicant show an awareness of additional community resources in the service delivery area and show a plan for leveraging those relationships on behalf of the recipients under this grant?

Organizational Capability (45%)

Eligibility Criteria related to Organizational Capability:

1. **Demonstrates a strong track record of providing organizational development or capacity building assistance focusing on small and midsize nonprofit organizations.** Does the applicant describe how they have worked with similar kinds of organizations in the past? Have they described specific examples of capacity building strategies they have used with similar organizations that have resulted in demonstrated improvement in either operations or services? Have they indicated when these services were provided and to whom? Do they demonstrate expertise or awareness of available resources they can use in the key content area of performance management? Do they convey a thorough understanding of the best practices of effective nonprofits and an understanding of the strategies for building capacity? Do they convey a particular understanding of the issues facing small and midsize nonprofits in their particular service delivery area? Do they demonstrate a desire and interest in improving their own capacity to assist nonprofits in implementing performance management systems?

The Corporation will consider the organizational capability of the applicant based on the following criteria related to characteristics of effective intermediary organizations:

1. **Aligns with communities they serve.** The organization and its leaders are well-known by other community leaders and respected for their substantive support of local partner organizations that serve high risk populations. Their mission and programs are aligned with the organizations they serve. The organization is culturally competent and reflects the values of the communities they serve.
2. **Offers a variety of replicable services.** The organization offers an array of services for a range of local partner organizations. It has a systematic approach that links technical and financial assistance to rigorous organizational assessments. The organization is able to identify its best practices, the conditions that led to success and package for replication in other communities or with other populations.
 - a. The organization demonstrates core competencies in a wide range of capacity-building skills.
 - b. The organization has replicated its programs with a diverse group of organizations.
 - c. The organization is widely viewed by communities as the place to go for assistance.
3. **Commitment for the long haul.** The organization understands that organizational growth does not occur as the result of a one-day workshop. It is committed to its mission and to the services it provides to its communities. It employs strategic processes that involve long-term training, support, and monitoring to ensure the impact and durability of

their training and services. The organization employs a staff with the capacity to achieve the organization's long-term goals.

4. **Capacity to attract high quality staff.** The organization attracts high-quality staff with capacity-building, consulting, and training expertise. The organization ensures that the staff is equipped with the support they need to succeed. The organization also takes initiative to identify areas in which it lacks internal capacity and to secure outside resources of high quality to support it.
 - a. The organization's staff has a high level of training or higher education in their field.
 - b. Experts support the organization and make public note of its leadership or staff as exemplary.
 - c. The organization's staff has published materials or developed training or curricula.
5. **Focuses on outcomes.** The organization is not content with providing training and technical assistance. It collaborates with each local partner organization it serves to ensure that the funding or services provided result in improved performance. It evaluates their training and technical assistance to improve it.
 - a. The organization employs a logic model that includes inputs, activities, outputs, indicators, and outcomes.
 - b. The organization ensures that all of its outcomes are aligned with its goals and with the goals of the funder.
 - c. The organization collects, analyzes, and reports its outcome data, and uses the data to improve services.
6. **Maintenance of standards.** The organization knows that it will be evaluated for fiscal and organizational performance, including the proper use of any public funds. The organization creates and adheres to organizational and fiscal plans, and it maintains excellent records.
 - a. The organization uses a budget and financial tracking system to allocate all expenses.
 - b. The organization has a record of securing and properly managing public and private grants.
 - c. The organization complies with laws regulating the public funding of religious organizations, and ensures that public funds are only used for non-religious activities.
7. **Ability to sustain new initiatives.** The organization has a track record of starting new initiatives and maintaining them beyond the period of initial funding. It develops realistic plans to sustain new initiatives and use various funding methods to support projects before the end of the grant period. The organization possesses the creative vision and entrepreneurship to launch and fund new initiatives.
 - a. The organization has a track record of both attracting and maintaining new initiatives.
 - b. The organization develops sustainability plans for new initiatives.
 - c. The organization can draw from diverse revenue sources to maintain an initiative.

8. **Productive partnerships.** The organization has a track record and culture of collaboration and partnership. It understands the value of strong, effective provider networks, as well as strong organizations. It knows how to form and sustain partnerships to achieve shared goals.
 - a. The organization has partnership goals and has achieved outcomes.
 - b. The organization collaborates with partners in other sectors.
 - c. The organization actively participates in community task forces, coalitions and planning groups.
9. **Fundraising.** The organization has a track record of raising funds within the community to support its operations.

Cost Effectiveness/ Budget Adequacy (20%)

In evaluating the cost-effectiveness and budget adequacy of your proposed program, the Corporation will consider:

1. **Evidence of cash-in hand to support this proposed budget.** Is the evidence sufficient? Is there evidence that funds from third-party sources are in addition to any contributions received from the same source in the preceding year? If applicant is a private foundation or donor advised fund using their own internal funds, is there evidence that this program is an approved activity of the foundation board?
2. **Adequacy of budget to support the proposed program.** Are the costs associated with the various activities of the budget sufficient and appropriate? Did the applicant account for all of the costs?
3. **Evidence of cost-effectiveness.** Is the applicant leveraging partnerships and other access to free or reduced cost-resources? Is the number of recipients the applicant proposes to serve appropriate to the level of investment of resources?

VI. Award Administration Information

When will agreements be awarded?

The Corporation will award grants following the selection announcement. We anticipate announcing the results of this competition by the end of September, 2010. **The project start date may not occur prior to award date.**

What documents govern the cooperative agreement?

Cooperative agreements are incorporated in the Notice of Grant Award (NGA). The NGA incorporates the approved application as part of a binding commitment under the award.

What other administrative and national policy requirements apply?

The Notice of Grant Award (NGA) will be subject to and incorporate the requirements of section 198k of the National and Community Service Act of 1990, as well as other applicable sections of the Act. The NGA will also incorporate the approved application and budget as part of the binding commitments under any award. Awardees will be subject to the following (as applicable):

- 2 CFR Part 175—Award term for trafficking in persons.
- 2 CFR Parts 180 and 2200—Nonprocurement Debarment and Suspension.
- 2 CFR Part 215 and 45 CFR Part 2543—Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations (OMB Circular A-110).
- CFR Part 220—Cost Principles for Educational Institutions (OMB Circular A-21)
- 2 CFR Part 225—Cost Principles for State, Local, and Indian Tribe Governments (OMB Circular A-87)
- CFR Part 230—Cost Principles for Non-Profit Organizations (OMB Circular A-122).
- 45 CFR Part 2541 Uniform Administration Requirements for Grants and Cooperative Agreements to State and Local Governments (OMB Local A-102)
- 45 CFR Part 2545—Government-wide Requirements For Drug-Free Workplace (Financial Assistance).
- 45 CFR Part 2555—Nondiscrimination On The Basis Of Sex In Education Programs Or Activities Receiving Federal Financial Assistance.
- The Single Audit Act (31 U.S.C. Chapter 75) and OMB Circular A-133, Audits of States, Local Governments, and Non-Profit Organizations (Available at: <http://www.whitehouse.gov/omb/assets/omb/circulars/a133/a133.pdf>).

Can my organization benefit from materials produced as a result of this award?

As previously mentioned, our preference is to leverage existing materials rather than invest in the development of new materials under this award. If, however, any original materials are produced and distributed with Corporation funding they must be made available to the public and readily accessible through the Corporation’s web based Resource Center. The Corporation reserves a royalty-free, nonexclusive, and irrevocable right to obtain, use, modify, reproduce, publish or disseminate publications and materials produced under the award, including data, and to authorize others to do so.

What are the requirements for access for persons with disabilities?

All grant recipients will ensure that capacity building activities and online environments are accessible to persons with disabilities, as required by law.

- Notify potential participants that reasonable accommodations will be provided upon request.
- Provide sign language interpreters, special assistance, and documents in alternate formats.
- Use accessible locations for training events.
- Use accessible technology, captioning videos. Avoid non-voice-over formats and, when indicating a telephone number, include a non-voice telephone alternative such as TTY or e-mail.
- Provide materials that are accessible to persons with disabilities, and incorporate into all activities planning for needs of clients without Internet access, by using accessible technology, providing materials in alternate formats upon request.

What other requirements are there of grantees?

The award recipient must:

- Submit copies of all curricula, handouts, and other materials used to the Resource Center, the Corporation’s knowledge management provider, for web-posting.

- As directed, use the Corporation's brand and provided graphic templates on materials produced and/or reproduced and distributed under this grant.
- Participate in, organize, or facilitate learning communities of the Nonprofit Capacity Building intermediaries. Establishment of learning communities under the NCBP will enable grantees to meet, discuss, and collaborate with each other.
- In accordance with the terms of the Cooperative Agreement substantially involve the Corporation's cognizant program officer in the management of the project through joint work and budget planning, materials development and all other aspects of the program.

What are the reporting requirements for these agreements?

A semi-annual narrative progress report is submitted through the Corporation's web-based grants management system, eGrants, no later than 30 days after the close of each reporting period. The report will include:

- Federal Financial Report (FFR).
- Submission of data of outputs related to capacity building activities via a Budget, Performance, and Management Reporting (BPMR) Form (i.e. number of trainings conducted during the reporting period, number of persons trained, etc.) Grantees will submit projected numbers and kinds of activities based on their proposal using the BPMR form during the negotiation of the award and will report on actuals at the end of the reporting period.
- Narrative discussion of the activities during the period and any analysis of differences between budgeted and actual activities and costs.
- For face-to-face and online training activities, grantees will be required to administer a standardized customer satisfaction survey and report aggregated data.
- Progress against key indicators of success below (see Section VII).
- Special reports may be requested by the cognizant program officer.

In addition, to submission of required semi-annual reports, the award recipient completing an agreement period will be required to submit a final report that is cumulative over the entire award period and consistent with the close-out requirements of the Corporation's Office of Grants Management. The final FFR is due 90 days after the end of the agreement.

VII. Performance Measures for Grantees

Are performance measures required for the NCBP? What are they?

Yes. The Corporation is committed to the timely measuring of results that can be attributed to the financial investment in the NCBP. As a result, we have identified a limited number of indicators in advance and will require intermediaries to assess progress against these indicators that can be aggregated across NCPB grantees and reported to Congress and other interested parties. Grantees will be required to regularly report on improvements/progress of selected nonprofits throughout the grant period (see Section VI for reporting requirements). While grantees are free to determine the complete list and range of indicators to assess, we will require the following to be included.

The nonprofit recipient:

1. Has written plans for each service delivery area including goals, objectives, target clients, and projected outcomes.
2. Has identified specific indicators to measure outcomes of service delivery.
3. Has identified data sources and data collection procedures for each indicator.
4. Has technology systems in place to track activities and collect data against indicators.
5. Collects data against indicators according to data collection procedures.
6. Analyzes data collected and summarizes results.
7. Can demonstrate improvement based on indicators measured.
8. Has a performance appraisal process where individual performance is tied to organizational performance, formally documented, and feedback delivered.
9. Uses data to improve service delivery, reward staff performance, and inform management decisions.
10. Regularly informs stakeholders and funders of the impact they are having in the community.

As a part of the semi-annual progress report, intermediary grantees will be required to report on the numbers and percentage of organizations in their selected cohort that:

1. Have made progress on one or more of the above indicators.
2. Have fully implemented a performance management system based on the above indicators.

In addition, intermediaries may report any documented progress on other effectiveness indicators of the grantees choosing based upon the assessment of their selected nonprofit cohort.

VIII. Agency Contact

This *Notice* is available at http://www.nationalservice.gov/for_organizations/funding/nofa.asp. The TTY number is 202-606-3472. For further information or for a printed copy of this *Notice*, send an email to NCB@cns.gov or call (202) 606-3619.

For technical questions and problems with the eGrants system, contact the eGrants Help Desk at 888-677-7849 (talk to an associate or leave a detailed message) or e-mail egrantshelp@cns.gov.

ATTACHMENT A

ASSURANCES

As the duly authorized representative of the applicant, I certify, to the best of my knowledge and belief, that the applicant:

- Has the legal authority to apply for federal assistance, and the institutional, managerial, and financial capability (including funds sufficient to pay the non-federal share of project costs) to ensure proper planning, management, and completion of the project described in this application.
- Will give the awarding agency, the Comptroller General of the United States, and if appropriate, the state, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.
- Will establish safeguards to prohibit employees from using their position for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.
- Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.
- Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. 4728-4763) relating to prescribed standards for merit systems for programs funded under one of the nineteen statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 CFR 900, Subpart F).
- Will comply with all federal statutes relating to nondiscrimination. These include but are not limited to: Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color, or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. 1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794), which prohibits discrimination on the basis of disability (d) The Age Discrimination Act of 1975, as amended (42 U.S.C. 6101-6107), which prohibits discrimination on the basis of age; (e) The Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; (f) The Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) sections 523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. 290dd-3 and 290ee-3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. 3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; (i) any other nondiscrimination provisions in the National and Community Service Act of 1990, as amended; and (j) the requirements of any other nondiscrimination statute(s) which may apply to the application.
- Will comply, or has already complied, with the requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of federal or federally assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of federal participation in purchases.
- Will comply with the provisions of the Hatch Act (5 U.S.C. 1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.
- Will comply, as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C 276a and 276a-77), the Copeland Act (40 U.S.C 276c and 18 U.S.C. 874), and the Contract Work Hours and Safety Standards Act (40 U.S.C. 327-333), regarding labor standards for Federally assisted construction sub-agreements.
- Will comply, if applicable, with flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires the recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is \$10,000 or more.
- Will comply with environmental standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands

pursuant to EO 11990; (d) evaluation of flood hazards in floodplains in accordance with EO 11988; (e) assurance of project consistency with the approved state management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C 1451 et seq.); (f) conformity of federal actions to State (Clean Air) Implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. 7401 et seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (P.L. 93-523); and (h) protection of endangered species under the Endangered Species Act of 1973, as amended (P.L. 93-205).

- Will comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C 1271 et seq.) related to protecting components or potential components of the national wild and scenic rivers system.
- Will assist the awarding agency in assuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. 470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16U.S.C. 469a-1 et seq.).
- Will comply with P.L. 93-348 regarding the protection of human subjects involved in research, development, and related activities supported by this award of assistance.
- Will comply with the Laboratory Animal Welfare Act of 1966 (P.L. 89-544, as amended, 7 U.S.C. 2131 et seq.) pertaining to the care, handling, and treatment of warm blooded animals held for research, teaching, or other activities supported by this award of assistance.
- Will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. §§ 4801 et seq.) which prohibits the use of lead based paint in construction or rehabilitation of residence structures.
- Will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act of 1984, as amended, and OMB Circular A-133, Audits of States, Local Governments, and Non-Profit Organizations.
- Will comply with all applicable requirements of all other Federal laws, executive orders, regulations, application guidelines, and policies governing this program.