

**ChiWest ResourceNet  
University of Illinois at Chicago Neighborhoods Initiative  
Building the Capacity of Nonprofits  
Technical Assistance  
Request for Proposals**

**Introduction**

In November 2009, the University of Illinois at Chicago Neighborhoods Initiative (UICNI) received federal funding from the U.S. Department of Health and Human Services to provide capacity-building group training, one-on-one technical assistance, and supporting sub-awards to community-based and faith-based organizations located in seven Chicago communities: the Lower West Side (Pilsen), Near West Side, South Lawndale (Little Village), North Lawndale, East Garfield Park, West Garfield Park, and Humboldt Park.

These capacity-building activities are designed to increase participating organizations' sustainability and effectiveness, enhance their ability to provide social services, and create collaborations to better serve those most in need. This project is called ChiWest ResourceNet (CWRN).

**Purpose of Request for Proposals**

This request for proposals is a competitive process to select up to 35 community-based and faith-based organizations to receive professional training and technical assistance to strengthen organizational capacity in four key areas: leadership development, organizational development, program development, and community engagement.

These 35 organizations will engage in an assessment process with an experienced technical assistance advisor and develop a Customized Capacity-Building Plan. Organizations will receive coaching, one-on-one technical assistance, and group training opportunities to ensure these plans are implemented. These organizations will also be eligible to apply, through a subsequent request for proposals process, for a capacity building grant of \$2,000 to \$40,000. For additional information on the RFP and the ChiWest ResourceNet project please visit [www.uicni.org](http://www.uicni.org)

**Application Process and Schedule**

Applications should be hand-delivered. Five (5) copies should be hand delivered to the University of Illinois at Chicago Neighborhoods Initiative (address below) by March 5, 2010. Late proposals or supplemental materials will **not** be accepted. Incomplete applications will not be considered.

**Bring Completed Applications to:  
Institute for Health Research and Policy (IHRP)  
UIC Neighborhoods Initiative  
1747 West Roosevelt Road  
Room 510**

## Eligibility Requirements

To be eligible for ChiWest ResourceNet (CWRN) services, an organization must:

- Be a faith-based or community-based organization located in or primarily serving one or more of the seven target community areas in Chicago. These are the Lower West Side (Pilsen), South Lawndale (Little Village), North Lawndale, East Garfield Park, West Garfield Park, Near West Side, and Humboldt Park. The boundaries of these communities are approximately from Halsted Street on the East to Cicero Avenue on the West, and 35th Street on the South to Armitage Avenue on the North. The official project boundaries follow the borders set by the Chicago community areas. Consult the attached map for additional details. *Please note: If your organization is not located in or primarily serving one of these community areas in Chicago, you are not eligible to apply.*
- Need capacity building in **at least two** of the four critical areas described below:
  - **Leadership development.** This may include, but is not limited to, assistance with board composition and function, staff professional and career development, training and development of volunteers, and succession planning, among other possibilities.
  - **Organizational development.** This may include, but is not limited to, assistance with board governance, improving organizational structure and systems, financial management, growth planning for success in incorporation, operations and human resource management, developing written policies and procedures, technology applications for management and communications, and revenue development, such as writing fundable grant proposals for government and private support, improving financial planning and grassroots fundraising, and exploring earned income ventures for sustainable revenue, among other possibilities.
  - **Program development.** This may include, but is not limited to, assistance with mission-driven strategic planning, effective program design and implementation, curriculum development, program monitoring, evaluation of program outcomes, expanded use of technology in program management and evaluation, and developing programs that meet the most pressing needs in the community, among other possibilities.
  - **Community engagement.** This may include, but is not limited to, assistance in assessing community needs and strengths for greater social and economic development, improving community outreach, engaging the community in asset mapping, collaborating with other organizations to cost-effectively deliver holistic services to community, and securing other support via media and other community resources, among other possibilities.

- Keep all social services in a separate time and/or place from any voluntary religious activities.
- Have experience in providing low-income residents of the target neighborhoods with social services in at least one of the federally identified priority areas. ***Please note: If your organization does not provide social services in at least one of the following priority areas, your organization is not eligible to apply.*** These priority areas are:
  - Helping low-income individuals to gain greater access to State and Federal benefits and tax credits
  - Helping low-income individuals to secure and retain employment, earn higher wages, and obtain better quality jobs
  - Helping low-income individuals to gain financial education, credit counseling, and access to individual development accounts and other asset building strategies
  - Addressing homelessness
  - Elders in need
  - At-risk youth
  - Families in transition from welfare to work
- Have the ability to devote adequate leadership and/or staff time to intensive technical assistance over the next eight months. This will be a minimum of 10 hours per organization.
- Be willing to execute an agreement to make the internal changes deemed necessary for capacity building and to permit CWRN to conduct the required evaluation processes.
- Be in good financial standing, although organizations are not required to have 501(c)(3) status or a fiscal agent to participate.

Priority will be given to organizations with annual budgets of less than \$500,000 that have not previously received federal funding. ***Note that CWRN does not anticipate that all participating organizations will meet these priorities. Larger and more experienced organizations are encouraged to apply.***

### **Previous Work with ChiWest ResourceNet Partners**

CWRN is a collaborative partnership between the UIC Neighborhoods Initiative, the Chicago Community Trust, and the Donors Forum. Each of these partners has a long history of providing a range of technical support to enhance the capacity of nonprofits, coalitions, and grassroots organizations in Chicago. Prior involvement with any CWRN partner organization does not affect an organization's eligibility or competitiveness in the selection process for participation in CWRN. Those applicants that have worked with any CWRN partner organization in the past have no advantage or disadvantage in this application process. Similarly, applicants who have not previously worked with a CWRN partnering organization have no advantage or disadvantage in the application process. ***All determinations are made according to the training and technical assistance proposal requirements by a review committee.***

## **Detailed Application/Proposal**

***Please note: Applicants who do not follow the proposal specifics and instructions below will not be considered.*** The following sections ask for detailed information about the applicant organization's proposed need for a capacity-building grant award. Answer the following questions using a 12-point standard Arial font, double-spaced, on white paper, with all black ink and one-inch margins on all sides. Include a header or footer on each page with the name of the organization and the page number. Note: no handwritten applications will be accepted.

Please note the page limits. Applicants must answer all of the questions in each section. Some questions may take more space to answer than other questions in the section. You may adjust space as needed for each answer, but you must stay within the page limits and retain all headings and questions in each section and in the document. ***You may reproduce this form, but must adhere to format and length requirements. This form is available in electronic form from [www.uicni.org](http://www.uicni.org) under Programs- ChiWest].***

## Checklist of Required Materials

- \_\_\_ Cover Letter (on your organization's letterhead if possible). In no more than 1 page, single-spaced, briefly describe the purpose of the request and summarize the organization's capacity-building needs. This must be signed by an authorized signatory for the organization.
  
- \_\_\_ Organization Profile (in the format provided below)
  
- \_\_\_ Detailed Application/Proposal
  - \_\_\_ 1. Organizational Information
  - \_\_\_ 2. Capacity Building Needs and Proposed Purpose
  - \_\_\_ 3. Financial Information
  
- \_\_\_ Attachments
  - \_\_\_ List of Board Members and Officers with professional affiliations and contact information (if available)
  
  - \_\_\_ List of Board committees and composition (if available)
  
  - \_\_\_ Required signature page by an authorized signatory agreeing to dedicate the required staff time needed to participate in the assessment process and development of the Customized Capacity Building Plan and verifying that you have read and agreed to the terms in *Guidance to Faith-Based and Community Organizations on Partnering with the Federal Government*.
  
  - \_\_\_ Required signature page for faith-based organizations only verifying that all social services delivered occur in a separate time and/or place from any voluntary religious activities.
  
  - \_\_\_ Organizational Budget
  
  - \_\_\_ Most recent IRS 990 (if available)
  
  - \_\_\_ Most recent audit (if available)
  
  
  - Only if 501c3:
    - \_\_\_ Exempt Designation Status Letter from the IRS

**\*No additional attachments are allowed.**



## Organization Profile

*Complete in the space provided*

**Legal Name of Organization:**

**Organization Complete Physical Address:**

**Address:**

**City:**

**State:**

**Zip Code:**

**Web Site (if available):**

**Name and Title of Contact Person:**

**E-mail Address of Contact Person:**

**Telephone (with area code) of Contact Person:**

**Federal I.D. or DUNS Number of the Organization (if available):**

**Organization Type:**

Check all that apply

IRS 501(c)3 Nonprofit  
(attach a copy of your designation letter from IRS)

Community-Based Organization

**Total Number of Employees:**

Full-time     Part-time     Volunteer

**Organization is located in:**

Pilsen

South Lawndale (Little Village)

East Garfield Park

Humboldt Park

Near West Side

North Lawndale

West Garfield Park

**Organization is NOT located in, but primarily serves residents of:**

<input type="checkbox"/> Pilsen	<input type="checkbox"/> Near West Side
<input type="checkbox"/> South Lawndale (Little Village)	<input type="checkbox"/> North Lawndale
<input type="checkbox"/> East Garfield Park	<input type="checkbox"/> West Garfield Park
<input type="checkbox"/> Humboldt Park	

**If the organization is not located in its service area, please provide a brief explanation:**  
*(provide proof of your explanation)*

**Priority Service Areas Your Organization Serves:**

Check all that apply

- Helping low-income individuals to gain greater access to State and Federal benefits and tax credits
- Helping low-income individuals to secure and retain employment, earn higher wages, and obtain better quality jobs
- Helping low-income individuals to gain financial education, credit counseling, and access to individual development accounts and other asset building strategies
- Addressing homelessness
- Elders in need
- At-risk youth
- Families in transition from welfare to work



## Proposal Section 2: Capacity Building Needs and Purpose

*4 pages maximum*

Capacity building assistance, including assessments, development of a Customized Capacity Building Plan, group training, and one-on-one technical assistance will be provided at no cost to selected organizations. Capacity building activities are designed to increase an organization's sustainability and effectiveness, enhance their ability to provide social services, and create collaborations to better serve those most in need. *See Attachment A for a list of sample allowable activities.* Selected organizations will have the opportunity to build their capacity in the following four critical capacity building areas, described in more detail on page 18-19 of this RFP:

- Leadership development
- Organizational development
- Program development
- Community engagement

List up to four needs or challenges facing your organization, how you hope to address each challenge with training or technical assistance, why you believe this assistance will help address the organizational challenge, and what your organization can contribute to the solution. To answer this question, follow the format that follows. *See attachment B for an example. Note: An organization is not required to have more than two capacity building needs to qualify for assistance.* The number of needs you identify (two or more) will not affect your proposal review positively or negatively. Also note that selection to participate is no guarantee that the needs identified here will be those addressed. A technical assistance advisor will work closely with selected organizations to identify the needs to be addressed and to develop a plan to do so.

**Proposal Section 2: Capacity Building Needs and Purpose cont.**

**Describe organizational need/challenge 1:**

**Describe training/technical assistance to address need/challenge 1:**

**Explain why this assistance will help:**

**Describe what and how the organization will assist in addressing these needs/challenges:**

**Proposal Section 2: Capacity Building Needs and Purpose cont.**

**Describe organizational need/challenge 2:**

**Describe training/technical assistance to address need/challenge 2:**

**Explain why this assistance will help:**

**Describe what and how the organization will assist in addressing these needs/challenges:**

**Proposal Section 2: Capacity Building Needs and Purpose cont.**

**Describe organizational need/challenge 3:**

**Describe training/technical assistance to address need/challenge 3:**

**Explain why this assistance will help:**

**Describe what and how the organization will assist in addressing these needs/challenges:**

**Proposal Section 2: Capacity Building Needs and Purpose cont.**

**Describe organizational need/challenge 4:**

**Describe training/technical assistance to address need/challenge 4:**

**Explain why this assistance will help:**

**Describe what and how the organization will assist in addressing these needs/challenges:**

**Proposal Section 3: Financial Information**

**Provide a copy of the annual operating budget for entire organization:**

**Provide a narrative statement that describes your fiscal policies and procedures. (1 Page Maximum)**

**Provide a statement explaining any concerns or issues with supplemental materials such as the budget, audit, or IRS 990. (1 Page Maximum)**

**Organization has an annual budget of less than \$500,000:**

- Yes
- No

**Organization has previously received federal funding**

- Yes
- No

If yes, please list federal funding history below, including the grant agency, amount of award, and award date for each source of federal funding, up to five:

<b>Agency</b>	<b>Amount</b>	<b>Award Date</b>
<b>1.</b>		
<b>2.</b>		
<b>3.</b>		
<b>4.</b>		
<b>5.</b>		

**Federal Affiliations**

List any other federal initiatives your organization is currently involved in, such as Weed and Seed or AmeriCorps VISTA.

**Provide the names and dollar amounts of the top five sources of funding, including foundations, corporations, contracts, earned income, and donations. These do not include federal dollars listed above.**

<b>Funder</b>	<b>Amount</b>
<b>1.</b>	
<b>2.</b>	
<b>3.</b>	
<b>4.</b>	
<b>5.</b>	

**Required Signature Page**

I \_\_\_\_\_ certify that I am the authorized signer for  
(Name and Title)  
\_\_\_\_\_ and that our organization will dedicate the staff  
(Organization Name)

time necessary to complete the organizational assessment and the development of a Customized Capacity Building Plan including, but not limited to, CWRN interviews with staff and participation in site visits. I also certify that our organization will make available to CWRN technical assistance providers any documents necessary for the completion of the assessment and development of a Customized Capacity Building Plan with the understanding that all information provided will remain confidential and will be used solely for the purposes of delivering capacity building services to my organization. I certify that our organization will participate in the evaluation component of this project including completing evaluation forms and tools. I further certify that I have read and agree to the terms in *Guidance to Faith-Based and Community Organizations on Partnering with the Federal Government*.

Signed:

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Signature Date

**Verification of the Separation of Social Services  
from any Voluntary Religious Activities**

*Note: This form is required for faith-based organizations only.*

I \_\_\_\_\_ certify that I am the authorized signer for  
(Name and Title)  
\_\_\_\_\_ and that all social services delivered by our organization  
(Organization Name)  
occur in a separate time and/or place from any voluntary religious activities.

Signed:

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

## **Attachment A**

### **Examples of Allowable Activities**

The following are **examples** of allowable activities. Other capacity building activities that fit within the four general categories of leadership development, organizational development, program development, and community engagement are encouraged.

#### **Leadership Development**

- Create a volunteer management plan
- Create a volunteer recruitment plan
- Create board policies
- Create executive succession plan
- Engage executive coach
- Implement a volunteer management plan
- Provide management/leadership training to staff
- Provide training/written information for board of directors
- Recruit board members
- Recruit volunteers (non-board)

#### **Organizational Development**

- Create a staff performance review process
- Create a strategic plan
- Create financial management procedures/ improve internal controls
- Create job descriptions
- Create marketing materials
- Create/revise organizational identity
- Create/update an annual report
- Implement a new accounting system
- Implement a new budgeting process
- Implement a staff performance review process
- Implement new financial management procedures
- Incorporate as a legally recognized organization
- Install IT infrastructure
- Obtain 501(c) (3) status with the IRS
- Create a revenue development plan
- Identify potential funding sources
- Implement donor tracking software
- Provide revenue development training to staff

## **Program Development**

- Analyze outcome data /evaluate effectiveness of current services
- Collect information related to service recipient outcomes
- Collect information related to service recipient satisfaction
- Create an outcome measurement plan
- Implement systems to keep information related to client needs, referral sources, and services provided
- Implement systems to keep records on service recipient satisfaction and/or service recipient outcomes
- Obtain program related equipment and durable supplies
- Research and develop new programs or services
- Take steps to expand current services to new geographic area
- Take steps to increase the effectiveness of existing services
- Take steps to increase the number of clients served in existing geographic area
- Take steps to increase the number or scope of services
- Take steps to reach an underserved population in existing geographic area

## **Community Engagement**

- Assess effectiveness of existing collaborative efforts
- Conduct assessment of community needs
- Create a map/inventory of community assets
- Create action plan for coordinating/collaborating
- Create or update a brochure
- Create or update a Web site
- Create processes for collaborating with partners
- Develop new strategic partnerships
- Establish partnership agreements
- Make presentations to community groups

**Attachment B**  
**Example of Capacity Building Needs and Challenges (Proposal Section 2)**

**Describe organizational need/challenge 1:** We are having trouble recruiting youth for our new employment program that only serves 18-24 year olds.

**Describe Training/Technical Assistance to address need/challenge 1:** Assistance analyzing the needs of the population and developing an outreach strategy.

**Explain why this assistance will help:** We thought we knew what this population would respond to, but since they have not been enrolling in the program we need to know more about what would serve their needs. Once we understand it better, we can refine the program. Then we would like to market it more effectively.

**Describe the strengths of the organization to help address these needs/challenges:**  
Strong program staff. Good program. We know the target population needs and wants jobs.  
Good reputation in the community as a service provider.