# **CITY OF DETROIT**

# **Housing & Revitalization Department**

2022 - 2023

Neighborhood Opportunity Fund (NOF)/ American Rescue Plan Act (ARPA) Funding Opportunity



# NOTICE OF FUNDING AVAILABILITY (NOFA)

## **INFORMATION PACKAGE**

Michael E. Duggan, Mayor

Julie Schneider, Director

### **TABLE OF CONTENTS**

### 2022 - 2023 NEIGHBORHOOD OPPORTUNITY FUND (NOF)/ AMERICAN RESCUE PLAN ACT(ARPA)

### **PROGRAM INFORMATION AND GUIDELINES**

The American Rescue Plan Act (ARPA) was created under the Biden Administration to provide direct relief to American, contain COVID-19 and rescue the economy. Through ARPA funding, City Council (seven districts and the two at-large) will receive funding to provide grants within their districts for programs proposed by nonprofit and neighborhood service organizations through the Neighborhood Opportunity Fund (NOF) program.

All nonprofit, tax-exempt community organizations that wish to participate in the development and implementation of ARPA/NOF projects as advisors and/or as operating agencies may apply. Organizations not acting as a fiduciary to an organization may apply once for a minimum of \$10,000 - \$20,000 for a proposed program. Organizations acting as a fiduciary to an organization may apply once for a minimum of \$10,000 - \$20,000 for each partnering organization.

During the 2022-2023 Program year, the City of Detroit will have three virtual Technical Assistance Proposal Workshops. Workshop materials will be available on the NOF ARPA <u>website</u>.

Technical Assistance in the form of one-on-one meetings with applicants will also be provided prior to the Notice of Funding Availability (NOFA) release to help applicants prepare for grant submission. All awarded Beneficiaries will continue to receive technical assistance toward increasing the organization's sustainability and program capacity.

PLEASE NOTE: All 2022-2023ARPA/NOF applications must be prepared and submitted online using the City's "Oracle" system. To register for Oracle or obtain information regarding Oracle Cloud, please email procurementinthecloud@detroitmi.govor call 313-224-1500. You may also visit the Office of Contracting and Procurement's webpage to assist you with registration.

Applicants must register on Oracle before a proposal can be submitted. Proposals must be submitted via Oracle. Paper copies of Proposals will not be accepted.

The City ARPA FY 2022-2023 allocation\_will be implemented under six (6) eligible activities as follows: Education, Health, Public Safety, Recreation, Seniors, and Mobility and Accessibility.\_Thus, the City seeks to award through this Notice of Funding Availability competition to qualified applicants. All organizations that receive funding, hereafter, referred to as "Beneficiary" under the City's ARPA program, are expected to read and be in compliance with the necessary ARPA guidelines, which can be found at: <a href="https://home.treasury.gov/system/files/136/SLFRF-Final-Rule.pdf">https://home.treasury.gov/system/files/136/SLFRF-Final-Rule.pdf</a>

### FUNDING REQUIREMENTS

### **Eligible Program Participants:**

Eligible program participants for the ARPA program must meet ARPA guidelines according to the Treasury Final Rule and 2 CFR 200.

### Who can apply?

Eligible Organizations:

- Incorporated community organizations, block clubs, and faith-based organizations, located in, serving the City of Detroit, and in good standing within the State of Michigan
- Must have IRS 501(c)3 designation

Ineligible Organizations:

- Educational Institutions
- A for-profit organization; or
- An individual

### We strongly encourage groups that do not meet these criteria on their own to consider partnering with nonprofit organizations that can act as the fiscal sponsor

A fiscal sponsor is a nonprofit organization that provides fiduciary oversight, financial management, and other administrative services to help build the capacity of charitable projects.

We recommend that entities partnering with an organization with a 501(c)3 obtain a Memorandum of Understanding (MOU) agreement with the organization.

### **Minimum Qualifications:**

- All applicants must apply for the program via on-line application and submit documentation to receive funding
- Organizations must demonstrate capacity to comply with program guidelines
- The applicant must submit a clearly defined Scope of Work and Budget. Program goals must be realistic and achievable
- The project must demonstrate clearly, defined success and performance standards/ metrics/outputs and outcomes
- The project must maximize positive impacts in the community it serves
- The project addresses community needs

All entities applying for the NOF ARPA grant program must be able to demonstrate:

- 1. How they were disproportionately impacted economically by COVID-19 and
- 2. How the program they are applying for funding is addressing the impacts of COVID-19
- 3. 501(C)3 Organization must be registered with Sam.gov

Applicants are required to actively use an acceptable and accountable financial management system that minimizes any opportunity for fraud, waste, or mismanagement. The program tracking and reporting system must be approved by the City before the applicant contracts with the City of Detroit. Additionally, the applicant must comply with additional requirements under the City's Sub-recipient contract agreements.

### **Determination of Income Eligibility:**

The definition of household income for the purpose of this program is based on Low/Moderate income criteria.

Area median income varies by locality. Specific local AMI by household size is available at: <u>https://www.regulations.gov/document/TREAS\_FRDOC\_0001-0408</u>

### ELIGIBLE ARPA PROGRAM PRIORITIES

Funding through this NOFA will be provided for six (6) eligible activities under:

- 1. Education
- 2. Public Safety
- 3. Health
- 4. Youth Recreation
- 5. Seniors
- 6. Mobility & Accessibility

Applicants must "self-select" which District their program will benefit and provide documentation demonstrating a physical location in the selected district where the program will be administered, and/or that the district chosen is an existing service area. Applicants may only apply for funding from one district. Applicants with programs serving city-wide, are encouraged to apply to the at-large districts. Applicants can only apply once and will receive one award for a priority area and/or district. All required documentation must be submitted at the time of application.

\*\*Please note that eligible activities and costs outlined in the NOFA are based on current <u>ARPA</u> Federal Regulations and outlined in the Treasury Final Rule & 2 CFR 200. These guidelines are subject to change.

### I. Education Examples

Education component will provide academic support to individuals in school or those that did not finish high school and desire to improve their literacy, leadership development, or get their GED and/or basic job training or skill set improvement. Proposals must be focused on the three major content areas below:

- A. Literacy: Classroom-based academics, including reading and math
- B. Enrichment/Readiness: Math and Science
- C. Job Training: Basic skill set improvement, technical assistance, job placement

### **II. Seniors Examples**

Seniors' component includes activities targeted for the well-being of senior citizens for transportation and health services. Services in this category should be focused on transportation for senior medical

appointments and related activities, along with other community-based group programs that provide health services to older adults with Alzheimer disease and other cognitive disorders, break to people taking care of their elderly loved ones in the form of adult day care services, etc.

- Transportation: To medical appointments
- Health Services: Dental appointments, drug prescriptions etc.
- Senior Health & Wellness

### **III. Health Examples**

Health component is specifically designed for the provision of other health services, which does not include transportation or medical appointments. Basic health services may include, but are not limited to:

- Nutritious lunch and snacks
- Socialization and recreation, community outings, personal grooming, and hygiene
- Therapeutic activities, health monitoring, medication administration, family counseling services, prescription medication for individuals or insurance to pay retail, and prescription mail orders.

### **IV. Public Safety Examples**

Public Safety component includes neighborhood or community-based activities focused on safe keeping of citizens. Program services may include, but are not limited to:

- Domestic and gun violence prevention
- Crime reduction and supportive counseling and referrals
- Community/Neighborhood-Basedpatrols/watch and code enforcement, etc.
- Representation/Human Trafficking services
- Grief support to individuals and families

### V. Recreation (Youth) Examples

Recreation component will be focused on youth programs. Eligible service activities may include, but are not limited to:

- Arts, crafts, music, theater
- Youth sports and activities

### VI. Mobility and Accessibility Example

Programs and services that address and improve access and quality of life through sustainable transport and mobility. Eligible accessibility activities include innovative approaches that improve access for individuals who previously have been left behind in the wake of mobility-on-demand.

### **INELIGIBLE PROGRAM COSTS**

|   | Pre-contract costs  |  |
|---|---|--|
|   | Back taxes, proposal costs, debts, late charges, penalties                                    |  |
|   | Improperly procured purchases   |  |
|   | Gifts and Donations   |  |
|   | Staff recruitment   |  |
|   | Facilities/equipment depreciation   |  |
|   | Costs associated with the organization rather than the specific program                       |  |
|   | Any costs associated with advertisements, pamphlets, surveys, etc.                            |  |
|   | Staff training, entertainment, conferences or retreats, travel                                |  |
|   | Public relations, advertising, or fundraising   |  |
|   | Payments for bad debts/late fees  |  |
|   | Indirect organizational costs, if an Indirect Cost Plan has not accepted by the City prior to |  |
|   | execution of the contract   |  |
|   | Rental assistance in any unit in which the beneficiary or subsidiary has one percent or more  |  |
|   | ownership interest in the property  |  |
|   | Undocumented expenses   |  |
|   | Lobbying at partisan political activities   |  |
|   | Promotion or advertisement without City's consent   |  |
|   | Alcoholic beverage or illegal drugs, food not related to program activities                   |  |
|   | Insurance Deductibles, Past Pension Contributions   |  |
|   | Publication not related to contract work  |  |
|   | Personal credit card or personal checking account charges                                     |  |
|   | Suing the government  |  |
| Beneficiaries will be offered Technical Assistance to assure that ARPA expenses comply with |   |  |
| program guidelines.   |   |  |

### **PROPOSAL SELECTION & EVALUATION CRITERIA**

### **Phase 1 – Eligibility Requirements**

Applications must meet the basic eligibility requirements listed below. Applications that do not meet these basic Threshold requirements will be eliminated from consideration and will not move forward for review.

| Threshold Criteria   | Requisite Documents                   |
|--|---------------------------------------|
| 1 Application complete and submitted on<br>correct form by the deadline. Application must be<br>received by the date and time required.<br>Applications must be complete when submitted<br>(No additional materials or signatures will be<br>accepted after the deadline). | Application submitted by the deadline |

| 2Has at least three (3) member board, which  | Board information completed in  |
|--|---|
| meets at least twice a year.<br>Sponsors must have a functioning multi-member<br>board of at least three (3) members, which meets<br>at least bi-annually and is representative of the<br>community or neighborhood involved. Names and<br>addresses of board members who are residents and<br>who represent other organizations <u>must be listed</u><br>in the application, including a statement that the<br>majority of the Board of Directors is not family-<br>controlled or related by blood or marriage. | application   |
| 3. Has 501(c) (3) status prior to applying for<br>proposal or partners with a 501 (c) (3). The<br>sponsoring organization must provide proof it is a<br>tax-exempt, nonprofit organization, i.e., IRS<br>501(c) (3) or equivalent tax-exempt status,<br>authorized to do business in the State of Michigan.  | <ul> <li>IRS Determination letter included</li> <li>Nonprofit incorporation papers included</li> </ul>  |
| Has no unresolved government audit and<br>monitoring problems (i.e., tax, legal, etc.).<br>Sponsor cannot have unresolved government audit<br>or monitoring problems, such as City of Detroit or<br>A-133 audit findings. In addition, the sponsor<br>cannot have unresolved federal, state, or City of<br>Detroit tax issues, including past due or unpaid<br>water bills.  | <ul> <li>Unresolved audit findings, federal, state, or</li> <li>City of Detroit tax issues and past due/</li> <li>Delinquent water bills</li> </ul> |
| . Has submitted most recent fiscal year cash<br>flow statement, financial statement and if<br>available, recent audit.<br>Include all applicable statements, financial reports,<br>and financial audit or 990 within the past (2) two<br>years.  | <ul> <li>Cash flow statement</li> <li>Financial statements</li> <li>Financial audit</li> <li>IRS form 990</li> </ul>                                |
| 5Submitted current (2022) Non-Profit<br>Corporation Information Update (Michigan<br>Annual Non-Profit Report)<br>Provide report as an attachment. Updates should<br>have been filed with the State of Michigan on or<br>before October 1, 2022.)   | Michigan Annual Non-Profit Attached   |
| Submitted Articles of Incorporation.<br>Provide certificate as an attachment.  | □ Articles of Incorporation attached  |
| B Submitted Certificate of Good Standing.<br>Provide certificate as an attachment  | Certificate of Good Standing attached   |

Selected applications must meet <u>all</u> the ARPA basic eligibility requirements to be considered for funding. Applications that do not meet the eligibility requirement will be eliminated from consideration. Your application will only be considered for funding if you meet the Threshold Requirements. Proposals passing threshold criteria review will be ranked and scored on a 100-point scale, with 0 being the lowest and 100 the highest score. Proposals must score at least 80 points to be recommended for funding. Proposals will be ranked according to score and recommended for funding in rank order.

### **Application Selection Process**

We expect to receive many highly competitive applications from across the city of Detroit. All applications that meet the basic eligibility requirements will go through an election and ranking process. Applications will be selected and funded based on the applicant's ability to demonstrate their capacity to implement a successful program/activity, the City's priorities, project ranking, and available funding. Successful applicants are more likely to receive a favorable score on the application if they demonstrate:

- Entities partnering with a 501(c)3 organization should have a registered LLC with the State of Michigan.
- Applicant has partnerships with the community in which they are working
- Program clearly demonstrates how it is addressing the impacts of COVID-19
- The organization has the capacity to comply with the program rules and guidelines
- A clearly defined Scope of Work and staff roles (Program goals are realistic and achievable)
- The Scope of Work and budget align
- Clearly defined success and performance standards/metrics/outputs and outcomes
- Program maximizes positive impacts in the community it serves and continues to expand and grow over time
- The program demonstrates a clear purpose to address health, economic, or racial disparities
- Responds to all the questions
- Meets all the Threshold Requirements

### Phase II: The Selection Criteria

Proposals passing threshold criteria review will be ranked and scored on a 100-point scale, with 0 being the lowest and 100 the highest score. Proposals must score at least 80 points to be recommended for funding. Proposals will be ranked according to score and recommended for funding in rank order. The Scoring Criteria is as follows:

| Organizational Information | 30 points  |
|----------------------------|------------|
| Funding Need               | 25 points  |
| Project Description        | 45 points  |
| Total Score                | 100 points |

Responses will be evaluated on a 5-point scale where a multiplier will be used (1, 2, and 3) to compute the total points for each area:

- $\circ$  5 Points: criterion is clearly, directly, and verifiably satisfied
- 4 Points: criterion appears to be satisfied
- 3 Points: criterion appears to be satisfied, but is lacking in clarity or documentation
- 2 Points: criterion is only partially satisfied
- 1 Point: criterion is not satisfied
- o 0 Points: question or questions are incorrectly answered or not answered completely

### **Technical Assistance**

**Pre-Award** - Technical Assistance workshops will be provided prior to the Notice of Funding Availability (NOFA) application opening, and one-on-one technical assistance will be provided as requested to help applicants prepare for their submission. To request Technical Assistance, please click the link: <a href="https://app.smartsheet.com/b/form/9c066855637b4d7c927de01de605ed25">https://app.smartsheet.com/b/form/9c066855637b4d7c927de01de605ed25</a>

**Post Award** - Beneficiaries will receive technical assistance during the term of the grant. The purpose of technical assistance is to enhance operational capacity that will aid the organization in operating more effectively and efficiently, improve nonprofit grant application literacy, and increase nonprofit access to federal and other philanthropic funding streams.

City of Detroit staff will work with the organization to identify the types of support (technical assistance) needed through a series of assessments that will help the organization discover its specific strengths, weaknesses, and opportunities. Direct one-on-one consultation, and small and large group training sessions will help organizations build capacity so they can fulfill their missions more effectively.

Examples of technical assistance include:

- Board Development
- ➢ Grant Writing
- Leadership Development
- Organizational Development
- Strategic Planning
- ➢ Marketing

- Fiscal Responsibilities and Sustainability
- Program Development

### Follow these steps to apply for this grant

Make sure you register as a Vendor in Oracle. To register for Oracle or obtain information regarding Oracle Cloud, please call 313-224-1500 or email procurementinthecloud@detroitmi.gov.

Read the NOF/ARPA Information Packet for details about the program, who and what are eligible, assessment criteria, etc.

Remember to use the Application Checklist to ensure that you attach all required documents to the application. Required documents that are not submitted could reduce total number of points.

Complete ALL sections of the application and upload to Oracle. Be sure to return to Oracle to ensure the application and all attachments uploaded properly.

Beneficiaries will be monitored to assess whether the organization program/activities have achieved its objectives and determine whether the program has maximized impacts and outcomes in the community and to the people being served.

### ASSESSMENT CRITERIA

| Non-Profit Impact Oriented   |  |   | Max |
|--|--|---|-----|
| Organizational<br>Information  |  | 0 | 30  |
| Mission and work demonstrate<br>a clear purpose to address<br>health, economic, or racial<br>inequities                        | <ul> <li>Non-profit (grass-roots organization) is awarded additional points if they can demonstrate a clear purpose to address health, economic, or racial disparities. Examples of ways to demonstrate this include: <ul> <li>History of Organization and mission</li> <li>Letters of supports from community members</li> <li>Collaboration with other organizations providing similar programs/services and goals to address inequities</li> <li>Clearly demonstrates increased access to essential program/services not previously accessible</li> </ul> </li> </ul> | 0 | 15  |
| Non-profit (grass-root)<br>organization has less than<br>five (5) employees with an<br>operating Budget less than<br>\$150,000 | Non-profit (grass root) organization can<br>demonstrate they have five (5) or less employees<br>and they have an operating budget less than<br>\$150,000   | 0 | 15  |
| Funding Need   |  | 0 | 25  |
| Ability to demonstrate funding need  | <ul> <li>Non-profit should be able to respond to community need through one or more of the following:</li> <li>Clear overview of the strength of the program's finances</li> <li>Clear operating deficit due to increased operating cost, reduced participation, reduced funding, etc.</li> <li>Community assessments (surveys and observations)</li> </ul>  | 0 | 10  |
|  | Needs identified by Neighborhood     Association or Community meetings   |   |     |
| Not received any NOF CDBG<br>over the last two years   | Non-profit is awarded 10 points if they have not received any NOF CDBG over the last two years   | 0 | 10  |
| Not received additional federal<br>funding for COVID-19<br>response (ex: PPP)  | Signed PPP loans, CDBG CV funds, SBA, ARPA<br>affidavit from the non-profit demonstrating that no<br>other funding for COVID-19 relief has been<br>received.   | 0 | 5   |
|  |  | 0 | 45  |

| <b>Project Description*</b>           |   |   |     |
|---------------------------------------|---|---|-----|
| Program Design & History              | <ul> <li>Non-Profit is awarded 15 points based on the strength of the program design and program history</li> <li>A clearly defined Scope of Work and budget align (activity being funded)</li> <li>The project outputs and goals are realistic and achievable and can be performed within the specified period</li> </ul>  | 0 | 15  |
| Capacity to administer the<br>program | <ul> <li>Non-profit has identified key personnel to oversee the program, the organization has experience to run the program proposed.</li> <li>The organization has the capacity to comply with the program guidelines</li> <li>Program budget and explanation are realistic and reasonable</li> <li>Explanation of Financial Management System</li> <li>Organization has accounting systems in place to manage program budget</li> </ul> | 0 | 15  |
| Project addresses a district          | Non-Profit is awarded 0-15 points if the project is<br>addressing one or multiple of the district priority<br>topic<br>Education  | 0 | 15  |
| priority topic                        | Health  |   |     |
|                                       | Recreation  |   |     |
|                                       | Public Safety   |   |     |
|                                       | Seniors   |   |     |
|                                       | Other: example - Mobility   |   |     |
|                                       | TOTAL   | 0 | 100 |

### DETROIT CITY COUNCIL/HOUSING & REVITALIZATION DEPARTMENT ARPA PROPOSAL APPEALS PROCEDURE

### **Process for Appealing a City Funding Recommendation**

The City Council/H&RD ARPA Appeals Hearing will serve as a formal opportunity for applicants to appeal the funding recommendations made to City Council. All applicants who applied for funding will receive notification of the date, time, and location for the Appeals Hearing. <u>Appeals may only be made by those organizations that were not recommended for funding</u>. Appeals are to be made in writing using the attached form (Attachment A). The form is to be submitted on the day of the hearing at the registration table. Organizations are asked to retain a copy of the form for your records. Final decisions will not be made on the day of the appeal, but they will be addressed during the City Council's subsequent deliberations. Any applicant making an appeal after The Hearing of Appeals or desiring to appeal the subsequent decisions of the City Council may make such an appeal in writing through the office of the City Clerk utilizing the normal petition process.

### **SAMPLE THRESHOLD DOCUMENTS**

### **Certificate of Good Standing**

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#### Date: 07/20/2021 Filed by Corporations Division Administrator Filing Number: AND AND AND CENTRAL ORVING MICHIGAN DEPARTMENT OF LICENSING AND REGULATORY AFFAIRS FILING ENDORSEMENT This is to Certify that the 2021 ANNUAL REPORT for Department of Licensing and Regulatory Affairs ID N Canoing, Mlichigan d by electronic transmission on July 20, 2021 , is hereby endors was validly incorporated on July 13, 1972 as a Michigan nonvort corporation, and said corporation is validly in existence under the laws of this state. Filed on July 20, 2021 , by the Administrator, The document is effective on the date filed, unless a subsequent effective date within 90 days after received date is stated in the document. This certificate is issued pursuant to the provisions of 1982 PA 182 to attest to the fact that the consolution is in good standing in Microgan as of this date and is duy authorized to conduct affairs in Microgan and for no other pursues. This centificate is in due form, made by me as the proper officer, and is entitled to have full faith and creat given it in every court and office within the United States. of, I ha and at xed the Seal of the Dep City of Lan In testimony whereof, I have hereunto set my hand, in the City of Lansing, this 27th day of September , 2021. la Class Lunda, Class Lines Ciegg, Director rcial Licensing Burea Corporations, Decurties & Commercial Licensing Bureau higes gov/corpvert/cet/fcets

### **SAMPLE THRESHOLD DOCUMENT**

### **Articles of Incorporation**

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### ATTACHMENT NAMING CONVENTION

Please note, the following naming conventions are to be used for attachments to complete the application. Certain application questions allow respondents to either upload a document or address the question in writing directly below, while others will ask for an attachment response. Please refer to the question for details. *Not properly responding to a question or incorrectly naming attachments will adversely affect your application score.* 

| <u>Name Of Attachment</u> | <b>Description</b>   |
|---------------------------|--|
| □ Attachment # 1:         | Nonprofit Designation  |
| □ Attachment # 2:         | Operating Proof  |
| □ Attachment # 3:         | Financial Statement - or most recent audit or 990            |
| □ Attachment # 4:         | 2022 Michigan Annual Report                                  |
| □ Attachment # 5:         | Articles of Incorporation and Bylaws                         |
| □ Attachment # 6:         | Certificate of Good Standing                                 |
| Attachment # 7:           | Bank Statement   |
| □ Attachment # 8:         | Financial Sustainability Plan                                |
| □ Org Brochure # 1        | Organizational Brochure                                      |
| <b>Org Staff # 2:</b>     | Staff Resumes or job descriptions                            |
| □ PS # 1:                 | Letters of Support from a Recipient of Program or Partnering |
| Organization              |  |
| <b>Bud</b> # 1:           | Other funding sources  |
| <b>Bud # 2:</b>           | Financial Management System                                  |
| □ Bud # 3:                | Budget Explanation and Justification                         |

### **DEFINITIONS AND OTHER REQUIREMENTS**

<u>Agency Identification and Signature Page</u> verifies the non-profit status of your organization and provides information about your service area.

<u>The FAIN Number</u> is the Federal Award Identification Number is the unique ID within the Federal agency for each financial assistance award. On Sam.gov this would be you Unique Entity Identifier (UEI)

**Problem Statement** describes the specific social condition (s) to be address.

**Inputs** are the resources that will be used to achieve the program objectives. Inputs include staff, volunteers, facilities, equipment and supplies. Additional resources such as collaborations and referrals may also be categorized as inputs. Resumes and job descriptions submitted with this proposal provide evidence the organization is capable of implementing the program, based on the experience and qualification of its staff.

<u>Activities</u> are the types of services the program provides. This is what the agency does with the inputs to fulfill its mission and to provide services. For example, sheltering homeless families, educating the public about the signs of child abuse and providing adult mentors for youth. Program activities result in outputs.

<u>Outputs</u> are the direct products of program operation, measured in terms of the volume of work accomplished. For example, the number of classes taught, the number of counseling sessions conducted, or the number of participants served. Outputs should lead to a desired benefit for participants.

<u>Outcomes</u> are the benefits or changes clients experience during or after participating in program activities. Outcomes may relate to changes in knowledge, attitudes, values, skills, behavior, condition, or other attributes. Examples of program outcomes include greater knowledge nutritional needs, improved reading skills, more effective responses to conflict, getting a job and having greater financial stability. <u>Agencies must clearly state the</u> <u>methodology used to measure outcomes, i.e., surveys, client interviews, pre- and post-tests results or clients selfreporting.</u>

<u>Impacts</u> assess the changes that can be attributed to a particular intervention, such as a project, program or policy, both the intended ones, as well as ideally the unintended ones. For example, an Impact question is structured to answer the question: how outcomes would such as participants' well-being have changed if the intervention had not been undertaken.

**Program Budget** outlines the financial resources by cost categories that are required to carry out the program objectives. The budget must clearly reflect all aspects of the program, whether it is transportation of clients to the program site, the printing of brochures describing the program to potential clients, or the salaries of the staff operating the program. It should also reflect the total amount of ARPA dollars requested, as well as other secured and anticipated funding sources for the program.

**Organizational Budget** is a copy of your Board-approved organizational budget for the current program year must be provided as an Attachment, in a form that is acceptable to the Housing and Revitalization Department. This budget must outline all expenditures and include a list of secured and anticipated funding sources.

**Beneficiary** is a government agency, non-profit or For-Profit, or College that undertakes selected activities on behalf of Subrecipient.