



The Jewish Federations®  
OF NORTH AMERICA

Center for Advancing  
Holocaust Survivor Care

## **Request for Proposals and Program Guidelines:**

*Innovations in Person-Centered, Trauma-Informed Supportive Services for  
Holocaust Survivors*

### **Innovations Program**

**Issued 2019**

The Center is only accepting applications from organizations that have **never** previously received direct funding from JFNA's federal grant program.

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## 1. Grant Overview

### 1.1. Background

- 1.1.1. The Jewish Federations of North America (JFNA) has received a grant from the U.S. Administration for Community Living/Administration on Aging (ACL/AoA), called *Innovations in Person-Centered, Trauma-Informed Supportive Services for Holocaust Survivors*. This program is implemented with strong cooperation from the Network of Jewish Human Service Agencies and the Conference on Jewish Material Claims Against Germany (Claims Conference).
- 1.1.2. JFNA uses the grant, and funds raised through philanthropy, to award subgrants to organizations for innovations in Person-Centered, Trauma-Informed (PCTI) for Holocaust survivors, as well as to build national capacity to provide PCTI-based services to Holocaust survivors and other older adults who have experienced trauma. PCTI care is a holistic approach to service provision that promotes the dignity, strength, and empowerment of trauma victims by incorporating knowledge about the role of trauma in victims' lives into organization programs, policies, and procedures.
- 1.1.3. Subgrantees earn recognition as leaders in Holocaust survivor services and trauma-informed care.

### 1.2. Request for Proposals

- 1.2.1. JFNA's Center for Advancing Holocaust Survivor Care is seeking proposals for the expansion of PCTI services for Holocaust survivors throughout the United States from organizations that have never previously received funding FROM JFNA. JFNA is interested in programs that serve Holocaust survivors while promoting PCTI care for all older adults.
- 1.2.2. **JFNA will only commit to fund subgrantees for one year.** Ideally, JFNA would like to fund subgrantees for two years, but federal funds are not secured beyond one year. This is JFNA's fifth and final year of the original federal grant. If federal funds become available for another year, JFNA does not yet know whether we can fund the program in the same manner or whether the program would need to change per federal guidelines. Therefore, we call on applicants to consider this a one-year program, but to propose to JFNA a budget and program that could last up to two years should funding be available. If funding is available for the second year, JFNA's intention would be to fund the subgrantees for the second year at 50% of the funding level in the first year, dependent upon compliance with all program requirements and the success of the subgrantee's program.
- 1.2.3. This is the fifth RFP cycle under JFNA's federal grant. New subgrantees will comprise the "**Echo Cohort**" and will join other cohorts as leaders in PCTI care.

### 1.3. Additional Resources on Trauma-Informed Care:

- 1.3.1. National Center for Trauma-Informed Care and Alternatives to Seclusion and Restraint: <http://www.samhsa.gov/nctic/trauma-interventions>

- 1.3.2. Substance Abuse and Mental Health Services Administration’s Concept of Trauma and Guidance for a Trauma-Informed Approach: <http://store.samhsa.gov/shin/content/SMA14-4884/SMA14-4884.pdf>
- 1.3.3. The Administration for Children & Families’ Resource Guide to Trauma-Informed Services: <https://www.acf.hhs.gov/trauma-toolkit>
- 1.3.4. ACL Guidance to the Aging Services Network: Outreach and Service Provision to Holocaust survivors: <https://www.acl.gov/sites/default/files/about-acl/2017-04/FINAL%20FOR%20POSTING%20-%20ACL%20Guidance%20-%20Holocaust%20Survivor%20Services%20-%201-12-17.pdf>
- 1.3.5. Center for Health Care Strategies Key Ingredients for Successful Trauma-Informed Care Implementation: <https://www.chcs.org/media/ATC-whitepaper-040616-rev.pdf>
- 1.3.6. Kavod Journal for Caregivers and Families: Teaching About Trauma: Models for Training Service Providers in Person-Centered, Trauma-Informed Care: <http://kavod.claimscon.org/2018/02/teaching-about-trauma-models-for-training-service-providers-in-person-centered-trauma-informed-care/>

## 2. **Application Eligibility and Logistics**

### 2.1. **Eligibility**

- 2.1.1. In order to reach more organizations, JFNA will only fund non-profit organizations that have never received **direct** funding from JFNA’s federal grant.
  - 2.1.1.1. Organizations that have never received direct funding from JFNA could include: organizations that have been sub-subgrantees of JFNA’s Innovations program; organizations that have been sub-subgrantees of JFNA’s Critical Supports program; organizations that have applied for but not received funding from JFNA; organizations that have never applied for funds from JFNA.
- 2.1.2. Eligibility requirements include:
  - 2.1.2.1. Classified as a 501(c)(3) by the Internal Revenue Service or a religious institution
  - 2.1.2.2. A direct service provider to older adults
  - 2.1.2.3. An entity with at least one audit report
  - 2.1.2.4. Based in the U.S.
  - 2.1.2.5. Registered in SAM and have a DUNS number by the time funding is disbursed.
- 2.1.3. Organizations that do or do not receive funding from the Claims Conference are eligible for this program and are encouraged to apply.
- 2.1.4. Funds awarded by JFNA are mostly comprised of federal funds and are considered government grant dollars.
  - 2.1.4.1. If used for home care hours, these funds will count as government-funded home care hours.
  - 2.1.4.2. If a survivor also receives home care funded by the Claims Conference, then these JFNA/government-funded home care hours

must be reported to the Claims Conference as government hours. The application must also justify the need for additional funds.

2.1.5. Sub-subgrantee partnership parameters:

- 2.1.5.1. For the purposes of this grant, JFNA is the grantee of the federal government. Organizations that receive grants from JFNA are *subgrantees*. Organizations that receive support from subgrantees are *sub-subgrantees*. If a relationship between two or more organizations is required for a program or activity to take place, that relationship would be defined as a sub-subgrantee partnership.
- 2.1.5.2. In applications involving sub-subgrantee partnerships, the lead for the program is the subgrantee. This organization applies on behalf of the other partner(s), the sub-subgrantee(s). The subgrantee is responsible for controlling the funds. It is permissible for the subgrantee to pay or reimburse the sub-subgrantee for staff salaries and program activities. However, the subgrantee may not make general allocations to the sub-subgrantee under this grant.
- 2.1.5.3. An organization may only apply for this grant through one application per year and cannot submit an application for itself **and** be part of an application involving a different, separate sub-subgrantee partnership.
- 2.1.5.4. As an example, if the subgrantee partners with an organization that specializes in providing art therapy to develop PCTI-infused art therapy classes for Holocaust survivors, this relationship would be a sub-subgrantee relationship, because the program proposed by the applicant would not be possible without the partner. Auxiliary services, such as transportation to a program - or an exchange of space, materials, volunteers or other auxiliary services - would be classified as a contractor relationship and does not require completion of the sub-subgrantee question on this application. While a sub-subgrantee partnership can aid in sharing information about PCTI care, this knowledge can also be shared without a formal sub-subgrantee relationship.
- 2.1.5.5. The relationship between the subgrantee and the sub-subgrantee must be stated clearly in the application. If the sub-subgrantee partnership application advances to Stage 2 of the application process, the sub-subgrantee(s) will be required to submit letters confirming their participation in the proposed program.

2.2. Funding Limitations and Requirements

2.2.1. Funding may **NOT** be used for:

- 2.2.1.1. The development of PCTI training materials, other than the development of PCTI training materials for family or informal caregivers. For all other PCTI training programs involving professionals, JFNA has training materials that subgrantees are welcome to use, but PCTI trainings may only be included in this

proposal if the training is part of a larger program and the subgrantee uses existing training resources. JFNA will not fund the **development** of training materials for professionals.

- 2.2.1.2. Medical or institutional care, income maintenance, cash assistance, or gift cards
- 2.2.1.3. Grants to individuals
- 2.2.1.4. Services to treat secondary trauma if the client is not currently a family or informal caregiver to a Holocaust survivor
- 2.2.1.5. Attendance at conferences or professional development activities unrelated to this JFNA-funded program, unless it is in the capacity as a presenter about a JFNA funded program
- 2.2.1.6. Non-social service programs (e.g. recording survivor testimony for the sole benefit of educating the community)
- 2.2.1.7. Programs that only consist of a needs assessment. If the needs assessment is part of a larger program, it is allowable.
- 2.2.1.8. The production of materials or tools to be licensed or sold
- 2.2.1.9. Religious instruction. Limitations on religious activities can be found here: <https://cdn.fedweb.org/fed-42/2/Religious%2520Guidance.pdf>
- 2.2.1.10. Endowments, capital campaigns, or fundraising
- 2.2.1.11. Publication subsidies and advertising costs for general organization operations unrelated to this program
- 2.2.1.12. Lobbying or political activities
- 2.2.1.13. Basic research (e.g. scientific or medical experiments)
- 2.2.1.14. Construction or rehabilitation of buildings
- 2.2.1.15. Equipment purchases, unless such equipment is demonstrated to be necessary to carry out an activity otherwise fundable under Title IV of the Older Americans Act. Allowable purchases include, but are not limited to, emergency response systems, iPads, or grab bars, provided they are tied to the intent of this grant.
- 2.2.1.16. Limitations related to the use of grant funds for meals can be found here: <https://cdn.fedweb.org/fed-42/2/Grant%2520Funding%2520For%2520Meals%2520Last%2520Updated%252019March2018.pdf>

### 2.3. Grant Timeline

#### 2.3.1. Application Process Overview:

- 2.3.1.1. **Informational Calls:** Two optional informational conference calls will be held for interested parties. The same content will be addressed on each call. The calls will be recorded and posted to the Center's website.
- 2.3.1.2. **Intent to Apply:** Interested applicants **must** submit an Intent to Apply, which will be used to determine eligibility.
- 2.3.1.3. **Stage 1:** The Review Committee scores all proposals and applicants are notified as to whether the proposal has advanced to Stage 2.

- 2.3.1.4. **Stage 2:** JFNA offers guidance to help applicants modify their proposals in order to meet available funding and to fit within the guidelines of the grant.
- 2.3.2. Informational Calls:
  - 2.3.2.1. **Questions received in advance at HolocaustCenter@JewishFederations.org will receive priority on the call.** Participants may email additional questions during the call.
  - 2.3.2.2. First call: June 25, 2019 at 3:30 pm ET
  - 2.3.2.3. Second call: July 1, 2019 at 3:30 pm ET
  - 2.3.2.4. Phone number: (605) 472-5225
  - 2.3.2.5. Passcode: 488673#
  - 2.3.2.6. RSVP at [www.HolocaustSurvivorCare.org](http://www.HolocaustSurvivorCare.org)
- 2.3.3. Application Timeline:
  - 2.3.3.1. June 19, 2019: Application available online
  - 2.3.3.2. July 10, 2019, at 5:00 pm ET: Online submission of **required** Intent to Apply due
  - 2.3.3.3. August 20, 2019 at 5:00 pm ET: Stage 1 Applications due
  - 2.3.3.4. November 1, 2019: Stage 2 Notification for applicants
  - 2.3.3.5. December 2, 2019 at 12:00 pm ET: Stage 2 Applications due
  - 2.3.3.6. January 13, 2020: Anticipated date for award announcements
  - 2.3.3.7. March 1, 2020: Grant implementation begins

### **3. Priority Populations and Service Categories**

#### **3.1. Populations**

- 3.1.1. The definition of Jewish Nazi victim used by the Claims Conference and the German Government is an acceptable definition for Holocaust survivors under this grant, but there could be others. The U.S. Government **does not** limit funding to the German Government's definition; however, individuals born after the end of February 1946 are not considered Holocaust survivors under this grant.
- 3.1.2. Proposals related to the following populations are encouraged, regardless of whether individuals self-identify as Holocaust survivors:
  - 3.1.2.1. **Holocaust survivors who are vulnerable or isolated:** Several factors can increase vulnerability and isolation, such as living far from family, friends and other support; advanced or chronic illness; cognitive impairment; or dealing with natural or man-made disasters.
  - 3.1.2.2. **Holocaust survivors living in poverty:** The Older Americans Act, through which this grant is funded, does not permit an income/asset test; however, the expectation is for services to be provided to the most economically vulnerable, as determined by the subgrantee.
  - 3.1.2.3. **Holocaust survivors from the Former Soviet Union (FSU):** This category refers to those who were persecuted by the Nazis during the time of the Holocaust or fled territory that was subsequently occupied by the Nazis, regardless of whether they were born in the FSU or fled to the FSU.

- 3.1.2.4. **Holocaust survivors from Orthodox Jewish communities:** This vulnerable population faces challenges accessing public social services.
- 3.1.2.5. **Family or friend caregivers of Holocaust survivors:** Family members or friends of Holocaust survivors may be served if they are currently caregivers to a Holocaust survivor. The services must be intended to support their role as caregivers.

### 3.2. Service Categories

- 3.2.1. Programming supported by this grant must include methods of delivering PCTI care to Holocaust survivors. This includes incorporating new programming, new methods, or a new focus on an under-served Holocaust survivor population into an existing innovative program, or developing a new program. JFNA will **not** fund an outright continuation of an existing program.
- 3.2.2. Programs can be innovative for the field, organization, or program. What is innovative for one organization might not be innovative for another.
- 3.2.3. Applications are sought for a diverse array of services. Services listed in each category are examples and are not intended to be an exhaustive list of programmatic possibilities. Categories include:
  - 3.2.3.1. **Physical Health:** Services designed to promote the physical health and well-being of Holocaust survivors, which may include wellness programs, meals, falls prevention, chronic disease management, medication management, and health education and training programs. Projected outcomes may include improved self-reported health and well-being, decreased risk for falls, increased understanding of self-care strategies, and improved nutritional intake.
  - 3.2.3.2. **Mental Health:** Services designed to promote the mental, cognitive, and emotional health of Holocaust survivors. Services may include individual and group counseling, support groups, socialization programs, creative arts programs, pet therapy, and education and training programs. Projected outcomes may include reported decrease in depression, anxiety, and feelings of loneliness and/or isolation. Additional goals may include improving cognitive health, related to memory loss or dementia.
  - 3.2.3.3. **Access to Community Resources:** Services designed to promote safety and aging in place, such as access to: social services, case management, transportation, legal assistance, benefits counseling and eligibility assistance, opportunities to volunteer or participate in civic engagement, minor home repair and maintenance, help addressing hoarding, defense against financial abuse and scams, and financial planning. Outreach may be funded as part of the project to assist in program success. Projected outcomes may include increased understanding and utilization of available social services, acquisition

of benefits, increased understanding and utilization of legal documents and protocols, and improved financial security.

- 3.2.3.4. **Family and Informal Caregiving:** Services designed to promote the physical, emotional, and financial health of family members and friends who currently provide assistance, care, and support to Holocaust survivors. Services in this area may include caregiver assessment, counseling and support groups, information and referral, case management, respite, and education and training. If subgrantees would like to conduct an education and training program for family or informal caregivers, subgrantees may either create a program or JFNA will work with subgrantees to utilize existing training materials. Projected outcomes may include improved self-reported health and well-being, a strengthened support system, increased understanding of self-care strategies, increased understanding of healthy caregiving strategies, and decreased feelings of anxiety, stress, and isolation.

#### 4. **Funding**

##### 4.1. Award Amounts

- 4.1.1. JFNA will award grants between **\$15,000 to \$300,000**.
- 4.1.2. All awards include money from the federal grant and JFNA's national fundraising efforts. This RFP process will be competitive. Not all proposals will receive funding, and those that do may not receive the full amount requested.
- 4.1.3. Subject to availability of federal funds and compliance with all requirements, the intent is for the Echo Cohort to receive funding in Program Year 1 (March 1, 2020-February 28, 2021). If funding is available, and if the federal government allows funds to be spent in a similar manner on this program for another year, the Echo Cohort could be funded for Program Year 2 (March 1, 2021-February 28, 2022) at 50% of the funding level of Year 1, dependent upon subgrantee compliance with all program requirements.

##### 4.2. Match Requirements

- 4.2.1. All subgrantees are required to contribute **a minimum match equal to 25% of the total program budget. The match may be comprised of cash, in-kind contributions, or a combination of both.** For example, an organization applying for a subgrant of \$120,000 will be expected to contribute a \$40,000 match, bringing the total program budget to \$160,000. Calculate minimum match as follows:

$$\text{JFNA Funds Requested} / 3 = \text{Minimum match amount}$$

- 4.2.2. Matching resources take on the characteristics of the JFNA and federal funds and are therefore subject to the same rules regarding their use.
- 4.2.3. Subgrantees are responsible for raising minimum matches in both Year 1 and Year 2, if Year 2 occurs.
- 4.2.3.1. The minimum match requirement for Year 2 is the same percentage as required in Year 1 (25%). For example, if the subgrantee receives a

grant from JFNA of \$120,000 in Year 1, and \$60,000 in Year 2, then the Year 2 minimum match requirement is \$20,000.

- 4.2.4. All proposals must detail the sources the match is expected to come from. Possible sources of the match may include, but are not limited to:
  - 4.2.4.1. In-kind contributions
  - 4.2.4.2. Organization support
  - 4.2.4.3. Jewish Federation grants
  - 4.2.4.4. State government grants
  - 4.2.4.5. Local government grants
  - 4.2.4.6. Foundation grants
  - 4.2.4.7. Individual contributions
- 4.2.5. The following sources **cannot** be used toward the JFNA match:
  - 4.2.5.1. Federal funds
  - 4.2.5.2. Claims Conference grant funds
  - 4.2.5.3. Funds used to meet the Claims Conference's required match
  - 4.2.5.4. Funds used to match other grants
- 4.2.6. By August 31, 2020, subgrantees must demonstrate to JFNA receipt of all cash match funds and a specific plan for the commitment of all in-kind contributions for Year 1. If subgrantees cannot raise the required minimum match by this date, funding for program Year 2 may be in jeopardy.

#### 4.3. Overmatch

- 4.3.1. If a subgrantee raises more match than is required by the minimum match obligation (25%), the resulting resources are termed "Overmatch".
- 4.3.2. Overmatch funds may be used for additional programming or overhead expenses related to this program. They can also be used for programming beyond what is allowable by the grant.
- 4.3.3. Any overmatch funds should appear in the applicant's Budget spreadsheet on the line labeled Overmatch and on the Budget Narrative in the Overmatch section.
- 4.3.4. Overmatch **should not** be included in the total program budget.

### 5. Expectations and Compliance

#### 5.1. Expectations

- 5.1.1. Subgrantees are expected to begin implementation of the proposed program by **March 1, 2020**. Implementation is defined as progress toward program launch and does not necessarily mean service delivery.
- 5.1.2. Subgrantees join a community of practice and are required to participate in the technical assistance activities associated with the JFNA Center for Advancing Holocaust Survivor Care, including:
  - 5.1.2.1. Participating in regular "check-in" phone calls and periodic site visits by JFNA program staff
  - 5.1.2.2. Participating in 3-4 cohort webinars or conference calls per year, devoted to topics relating to Holocaust survivors and the PCTI approach
  - 5.1.2.3. Attending the annual, national JFNA Training Workshop

- 5.1.2.4. Disseminating program materials and innovations through national conferences, online resources, and publications
- 5.1.2.5. Serving as a peer mentor and a thought leader in the field of PCTI care
- 5.1.2.6. Participating in evaluations of the PCTI approach
- 5.1.3. Subgrantees are encouraged to sustain their programs beyond the grant period. Part of sustainability includes sharing the knowledge gained through participation in this grant program with other organizations, so that PCTI care may become the normative strategy for serving older adults.
- 5.2. Reporting Requirements
  - 5.2.1. All subgrantees are required to submit Quarterly Programmatic Reports and Quarterly Budget and Spending Reports in electronic format. Each quarter, subgrantees are asked to report on the following:
    - 5.2.1.1. Program statistics about the number of Holocaust survivors, caregivers, staff, and community partner professionals who participated in the program during the quarter
    - 5.2.1.2. Program activities, progress towards goals, and measurable outcomes achieved during the quarter as identified in the program proposal
    - 5.2.1.3. Program partners and their roles in program activities
    - 5.2.1.4. Challenges faced during the quarter, actions taken to address these challenges, and the results of the actions
    - 5.2.1.5. Changes to program goal(s) or activities
    - 5.2.1.6. Products created during the quarter and how these products were disseminated. Products may include articles, advertising materials, event flyers, issue briefs, fact sheets, newsletters, survey instruments, sponsored conferences and workshops, websites, audiovisuals, and other informational resources
    - 5.2.1.7. Story leads about one or two individuals whose lives have been touched or transformed by this program
  - 5.2.2. Once per year, subgrantees are required to submit the following:
    - 5.2.2.1. Evidence of match form
    - 5.2.2.2. Updated audited financial statements
    - 5.2.2.3. Evaluation status update
    - 5.2.2.4. Work plan update
    - 5.2.2.5. Programmatic and budget modification requests, if applicable
    - 5.2.2.6. Annual evaluation report
    - 5.2.2.7. End of program summary, if applicable
    - 5.2.2.8. Carryover request, if applicable
    - 5.2.2.9. Evaluation of the Center for Advancing Holocaust Survivor Care
- 5.3. ACL Compliance
  - 5.3.1. This grant program is funded by JFNA through a grant from the U.S. Administration for Community Living/Administration on Aging. The statutory authority for grants is contained in Title IV, Section 411, of the Older

Americans Act (OAA) of 1965, as amended by the OAA Amendments of 2006, P.L. 109-365 (Catalog of Federal Domestic Assistance 93.048, Title IV Discretionary Programs).

- 5.3.2. The funds that will be awarded in response to this RFP will include federal funds. The applicants will need to agree to commit to the terms and conditions for receiving federal funds from JFNA (which may change or be updated by the federal government during the program period). Awardees will be subject to the general provisions of 45 CFR Part 75, specifically 45 CFR §75.351 and §75.352, found here: <https://www.ecfr.gov/cgi-bin/retrieveECFR?gp=1&SID=df3c54728d090168d3b2e780a6f6ca7c&ty=HTML&h=L&mc=true&n=pt45.1.75&r=PART#>.

#### 5.4. DUNS and SAM Registration

- 5.4.1. All applicants must obtain a Data Universal Numbering System (DUNS) number and register in the Federal System for Award Management (SAM). Proof of registration must be supplied to JFNA before funds will be disbursed. Since registration may take up to one month, it is recommended to begin now. **Please note that organizations must procure a DUNS number before registering in SAM.**
- 5.4.2. Registering for a DUNS or SAM number:
- 5.4.2.1. If you have not previously registered in DUNS or SAM, review all instructions in this link before you register: <https://www.fws.gov/international/pdf/sam-duns-registration-instructions.pdf>
- 5.4.2.2. DUNS number: A unique number is assigned for each physical location registering. A DUNS number can be requested **free of charge** by visiting Dun & Bradstreet (D&B) at <http://fedgov.dnb.com/webform> or by calling the dedicated toll-free DUNS number request line at 1-866-705-5711. It typically takes one to two business days to obtain a DUNS number.
- 5.4.2.3. SAM registration: The applicant organization is referred to as an "Entity." Applicants must register to do business with the U.S. Federal Government by completing the registration process in SAM. It is **free of charge** to register and maintain an entity registration record in SAM. Please click here for more information: [www.sam.gov/sam/transcript/Quick Guide for Grants Registrations.pdf](http://www.sam.gov/sam/transcript/Quick%20Guide%20for%20Grants%20Registrations.pdf)

### 6. Review Process and Criteria

#### 6.1. Review Process

- 6.1.1. JFNA convenes an independent Review Committee to review proposals. The Committee is comprised of professionals with knowledge of Holocaust survivors, aging services, program planning and evaluation, trauma-informed care, refugee resettlement, and organizational capacity building.
- 6.1.2. Funding recommendations are based on proposal scores, diversity of organization size, target population(s), geographic region, service category,

and type of PCTI innovation to create a diverse pool of subgrantees required to meet the overall goals of the program.

- 6.1.3. Applicants may include supporting letters from community partners or public officials, but these letters will not add points to the score.
- 6.1.4. The application process consists of two stages:
  - 6.1.4.1. In Stage 1, the Review Committee scores all proposals and applicants are notified as to whether the proposal has advanced to Stage 2.
  - 6.1.4.2. In Stage 2, JFNA offers guidance to help applicants modify their proposals in order to meet available funding and to fit within the guidelines of the grant.
- 6.1.5. JFNA will have the financial resources to fund all successful applications that advance to Stage 2. Final award decisions will be made by JFNA. **Not all proposals will receive the full amount requested.**

## 6.2. Review Criteria

- 6.2.1. The Review Committee will score the application based on responses to the instructions that appear in the Guidance section of this RFP (Section 8). The percentage is calculated by dividing the total points earned by the total points possible (305 points).
- 6.2.2. Questions are worth 5, 10, 15, or 20 points. Reviewers allot points based on the quality of the applicants' responses. The quality is rated on a spectrum ranging from insufficient, to average, to excellent. The lowest number of points indicates an insufficient response, and the highest number of points indicates an excellent response.

## 7. Application Phases

### 7.1. Intent to Apply

- 7.1.1. The Intent to Apply is submitted at [www.HolocaustSurvivorCare.org](http://www.HolocaustSurvivorCare.org).
- 7.1.2. The Intent to Apply consists of the following elements:
  - 7.1.2.1. Name and address of organization
  - 7.1.2.2. Name, title, phone number(s), and email address of application author or main point of contact
  - 7.1.2.3. Name, title, and email address of organization's executive leader
  - 7.1.2.4. Name, title, and email address of corresponding local Jewish Federation's leader, if applicable
  - 7.1.2.5. Geographic area served by program, as specific as possible
  - 7.1.2.6. Confirmation of 501(c)(3) status
  - 7.1.2.7. Status of DUNS number and SAM registration
- 7.1.3. Following submission of the Intent to Apply, applicants will receive a confirmation email.

### 7.2. Stage 1 Application

- 7.2.1. Stage 1 applications will be submitted to [www.HolocaustSurvivorCare.org](http://www.HolocaustSurvivorCare.org) through SurveyMonkey Apply.
- 7.2.2. If any technical support is required during the application process, please contact both JFNA and SurveyMonkey Apply. **Please submit your application**

**2-3 business days prior to the deadline to give JFNA and SurveyMonkey  
Apply time to address any technical questions.**

- 7.2.3. Ensure all acronyms are written out the first time they are used.
- 7.2.4. The proposal consists of the following elements:
  - 7.2.4.1. Questionnaire
  - 7.2.4.2. Application Templates:
    - 7.2.4.2.1. Budget
    - 7.2.4.2.2. Budget Narrative
    - 7.2.4.2.3. Work Plan
  - 7.2.4.3. Financial Documentation:
    - 7.2.4.3.1. Full organization budget for current fiscal year
    - 7.2.4.3.2. Full organization budget for most recent completed fiscal year
    - 7.2.4.3.3. Independent audit letter (management letter)
    - 7.2.4.3.4. Most recent full organization audit
    - 7.2.4.3.5. Most recent organization Single Audit (also known as Subpart F or A-133), if applicable
    - 7.2.4.3.6. A copy of the organization's current IRS tax-exempt status determination letter or most current Form 990, OR Certificate of Incorporation or equivalent document for qualified religious organizations not required to file Forms 990 and 1023
    - 7.2.4.3.7. DUNS number and SAM registration confirmation, or verification that registration is in progress
    - 7.2.4.3.8. Documentation of the organization's indirect cost agreement with the government, if applicable
- 7.2.5. Applicants must also complete the online form with contact information and a 100-word executive summary of the proposed program.
  - 7.2.5.1. Sample executive summary: "Senior Services of Example County will provide socialization events, group therapy, and a friendly visitor program to Holocaust survivors, focusing on those who are socially isolated. The goal of the program is to decrease self-reported social isolation. We will utilize a PCTI based assessment, followed by quarterly evaluations in order to assess the clients' progress. Senior Services will develop a fundraising campaign and use data from our program evaluation to demonstrate impact."
- 7.3. Stage 2 Application
  - 7.3.1. Stage 2 application materials will also be submitted to [www.HolocaustSurvivorCare.org](http://www.HolocaustSurvivorCare.org) through SurveyMonkey Apply.
  - 7.3.2. Applicants that advance to this stage will be required to submit the following items, following JFNA's guidance:
    - 7.3.2.1. Explanation of Program and Budget Revisions
    - 7.3.2.2. Revised Budget
    - 7.3.2.3. Revised Work Plan

7.3.2.4. Any additional materials and information requested

## **8. Guidance for Completing the Application and Templates**

### **8.1. Questionnaire (185 total points)**

#### **8.1.1. Community Background (10 points)**

8.1.1.1. Describe the organization's history of serving Holocaust survivors, the estimated number of survivors that the organization currently serves, and the current services offered to survivors. Include demographic information about the survivor population. (5 points, 300 words)

8.1.1.2. Describe the unmet needs of the Holocaust survivors in the community. (5 points, 200 words)

#### **8.1.2. Program Overview and Details (125 points)**

8.1.2.1. Present a brief summary of the program including its goals. Indicate the number of participants the program aims to benefit in Year 1 and Year 2 of the grant. Explain the rationale and strategy for creating a program with the selected number of participants. (20 points, 200 words)

8.1.2.2. Explain how the services provided through this program would be innovative or different from the services currently provided by the organization to Holocaust Survivors. Explain how the proposed program addresses unmet Holocaust survivor needs in the community. (15 points, 200 words)

8.1.2.3. List and describe the content of any program activity, such as classes, trainings, events, case management, or other services that will be held in Year 1 and Year 2 of the grant, indicating how many events will take place in each program year. Please ensure this information is reflected in the Work Plan. (20 points, 800 words)

8.1.2.4. Explain the observable, expected outcomes from the program. (20 points, 100 words)

8.1.2.5. Explain how the expected outcomes will be achieved using the PCTI approach. (15 points, 100 words)

8.1.2.6. Explain the organization's strategy to include program participants (i.e. Holocaust survivors, caregivers, or community service providers) in the planning and implementation of the proposed PCTI program. (10 points, 100 words)

8.1.2.7. Explain the organization's capacity to successfully carry out the program proposal in terms of staffing, administrative support, technology, financial resource management, other infrastructure, and ability to comply with grant requirements. Specify which staff members will be responsible for carrying out what grant-related responsibilities. (15 points, 200 words)

8.1.2.8. Describe the organization's plan to evaluate the impact of this proposed program on its participants. (10 points, 200 words)

8.1.2.9. *\*This question is only required if applicant proposes to work with sub-subgrantee(s) or community partnerships.\** Indicate the roles and responsibilities of each partner and how, together, these roles provide a cohesive strategy for implementing the program. Describe how knowledge of PCTI care will be transferred to or from the sub-subgrantee or community partner. Explain the communications strategy, including the frequency and mode of communication between subgrantees and partners. If the program will engage a sub-subgrantee, explain how funding will be overseen. Indicate whether the sub-subgrantee partner and/or community partner have already agreed to the partnership. (0 points, 300 words)

8.1.3. **Sustainability and Dissemination** (50 points)

8.1.3.1. Describe the organization's plan to meet the required minimum match. Explain how the strategy is feasible and realistic. (10 points, 100 words)

8.1.3.2. Explain the organization's strategy to integrate PCTI principles into the organization's work with other populations. (10 points, 200 words)

8.1.3.3. Explain the organization's strategy to transfer knowledge of PCTI care to other organizations or stakeholders in the aging services network. (10 points, 200 words)

8.1.3.4. Explain how the organization will prevent negative impacts on clients after the grant period ends. (15 points, 200 words)

8.1.3.5. Explain the organization's strategy to sustain the program after the grant period ends. (5 points, 100 words)

8.2. **Budget** (35 points)

*Note: This guidance is best utilized when read in combination with the provided Budget template.*

8.2.1. Submit a proposed budget using the template provided. **Only budgets submitted on this template will be reviewed.** List the amount of JFNA funds requested, the applicant's minimum match, and the total program budget. If there is Overmatch, the Overmatch should be reflected on a separate line and not counted in the total program budget. The budget template contains formulas that will automatically calculate the minimum required match, based on the amount of funding requested from JFNA. Applicants may remove the formulas if necessary. Applicants should add lines for additional costs as needed.

8.2.1.1. This budget should encompass a two-year programmatic budget, covering the period of March 1, 2020 through February 28, 2021 and from March 1, 2021 through February 28, 2022.

8.2.2. Budget Scoring:

8.2.2.1. A budget for this grant program must have the following characteristics:

- 8.2.2.1.1. Expenses and revenue equal to each other (10 points)
- 8.2.2.1.2. Requested amount and line items match the budget narrative (5 points)
- 8.2.2.1.3. Budget is reasonable to meet the goals proposed in the application (20 points)
- 8.2.3. Applicant's budget should include:
  - 8.2.3.1. Program Revenue (listed by source):
    - 8.2.3.1.1. Proposed Award from JFNA
    - 8.2.3.1.2. Agency Support
    - 8.2.3.1.3. Federation Grants
    - 8.2.3.1.4. State Government Grants
    - 8.2.3.1.5. Local Government Grants
    - 8.2.3.1.6. Foundation Grants
    - 8.2.3.1.7. Individual Contributions
  - 8.2.3.2. Program Expenses:
    - 8.2.3.2.1. All program personnel (full or part-time) directly employed by organization
    - 8.2.3.2.2. Fringe benefits
    - 8.2.3.2.3. Consultants
    - 8.2.3.2.4. Travel to JFNA's annual Training Workshops (2 total, depending on funding for Year 2)
    - 8.2.3.2.5. Event space
    - 8.2.3.2.6. Food and beverages
    - 8.2.3.2.7. Activity supplies
    - 8.2.3.2.8. Entertainment
    - 8.2.3.2.9. Marketing for program outreach and events
    - 8.2.3.2.10. Printing and copying for outreach and events
    - 8.2.3.2.11. Website creation and/or maintenance related to the proposed program
    - 8.2.3.2.12. Staff travel for service delivery
    - 8.2.3.2.13. Transportation for Holocaust survivors
    - 8.2.3.2.14. Contractual (such as outsourced congregate meal program or third-party home health aides)
  - 8.2.3.3. Overhead Expenses:
    - 8.2.3.3.1.1. Rental costs for office space (excluding the cost of short-term rentals for event space for program-related activities)
    - 8.2.3.3.1.2. Costs of operating and maintaining facilities
    - 8.2.3.3.1.3. General administration
    - 8.2.3.3.1.4. General expenses such as salaries and expenses of executive officers, personnel administration, accounting and office equipment and supplies.

- 8.2.3.3.1.5. Overhead **does not** include cellular phones or computers that are specifically dedicated to the program.
- 8.2.3.3.1.6. **Overhead may not exceed 10% of total program budget** (JFNA grant + minimum match).

### 8.3. Budget Narrative (30 points)

*Note: This guidance is best utilized when read in combination with the Budget Narrative section in the application portal.*

8.3.1. The budget narrative explains the rationale of the organization’s proposed budget, including program revenue sources and program expenses. The Review Committee will not be able to contact applicants with questions about the budget. Please use the budget narrative to explain the numbers and decisions behind the proposed budget. **All applicants are required to use the provided template for their budget narrative.**

#### 8.3.2. Budget Narrative Scoring

8.3.2.1. The budget narrative for this grant should include the following characteristics:

8.3.2.1.1. A feasible and realistic explanation of funding sources for each financial contribution indicated on the budget (5 points)

8.3.2.1.2. All information about program staffing, including a listing by position, all full or part-time employees dedicated to this program, and whether these constitute existing or new staff for the organization (5 points)

8.3.2.1.3. A list and explanation of the costs associated with activities, events, classes, and meetings (10 points)

8.3.2.1.4. The program costs in the budget correlate with the program tasks in the Work Plan (10 points)

#### 8.3.3. Program Revenue

8.3.3.1. Financial Contributions: Include an explanation of each funding source and whether that funding is secured, in process, or anticipated.

8.3.3.2. In-Kind Contributions: List all in-kind/non-monetary contributions the organization anticipates receiving and using for this program. Include a breakdown of the fair market monetary value. List the source of the contribution (i.e. an individual, organization, etc.). For contributions of personnel, please include salary/wage levels for each staff member and/or consultant. In addition, provide the cost of rental space, if applicable. Clarify whether each contribution is secured, in process, or anticipated. Volunteer hours can be calculated with the following equation: number of hours worked multiplied by \$24.69 = value of in-kind contribution.

8.3.4. Program Expenses

8.3.4.1. Personnel: List all personnel supported by the JFNA grant, including staff members and consultants (excluding homecare aides). Type 'staff' or 'consultant' to indicate who is filling the position. Type 'current' or 'future' to differentiate between personnel who are currently employed by the organization and future hires. Enter the percent of FTE, the annual salary, and the budgeted amount.

8.3.4.2. Training Workshop: JFNA requires subgrantee participation in each annual Training Workshop. Include the breakdown costs of staff travel to the JFNA Training Workshop. For this purpose, estimate costs for attending a Training Workshop in Dallas, Texas, in May 2020, lasting two days and two nights, including a maximum cost of \$2,500. Subgrantees may send as many staff to the Training Workshops as they wish within the \$2,500 allowable budget. Any charges above \$2,500 cannot be charged to the JFNA subgrant. An additional \$2,500 may be budgeted for a Training Workshop in Year 2.

8.3.4.3. Program Activities (events, classes, and meetings): Explain the cost for the following items and activities necessary to implement the program. Please include the number of events, people, and/or items:

8.3.4.3.1. Event space

8.3.4.3.2. Food and beverages

8.3.4.3.3. Activity supplies and materials

8.3.4.3.4. Entertainment

8.3.4.3.5. Marketing for program outreach and events

8.3.4.3.6. Printing and copying

8.3.4.3.7. Website

8.3.4.3.8. Staff travel for service delivery

8.3.4.3.9. Travel for Holocaust survivors if travel is part of this program

8.3.4.4. Overhead: Define each item and its cost/rate below. Please indicate if the organization has an indirect cost agreement with the federal government. If applicable, documentation of the indirect cost agreement should be uploaded in the Financial Documentation section of the application portal.

8.4. Work Plan (35 points)

*Note: This guidance is best utilized when read in combination with the provided Work Plan template.*

8.4.1. Work Plan Definitions:

8.4.1.1. Goal: An aim or desired result of a program, event, or initiative (e.g. improved mental health among Holocaust survivors)

- 8.4.1.2. Outcome: The measurable change or benefit that results from the program (e.g. 30% decrease in Holocaust survivors reporting that they feel depressed)
- 8.4.1.3. Major Objective: Primary desired result of a task (e.g. increased organization capacity to provide mental health services to Holocaust survivors)
- 8.4.1.4. Key Task: A focused and specific task often required to be finished within a certain time that is critical for reaching the major objective (e.g. hiring of mental health professionals)
- 8.4.2. Work Plan Scoring
  - 8.4.2.1. The work plan for this grant should include the following characteristics:
    - 8.4.2.1.1. Clear program goals (5 points)
    - 8.4.2.1.2. Measurable program outcomes (5 points)
    - 8.4.2.1.3. Reasonable objectives and tasks (5 points)
    - 8.4.2.1.4. Reasonable timeframes (5 points)
    - 8.4.2.1.5. Feasible and realistic amount of work required for each staff member (10 points)
    - 8.4.2.1.6. Program implementation will begin by March 1, 2020 (5 points)
- 8.4.3. Using the template provided, create a Work Plan for each program goal:
  - 8.4.3.1. Fill out the first page of the template, listing every goal of the program.
  - 8.4.3.2. Complete a separate chart for each goal.
  - 8.4.3.3. List the goal and measurable outcome at the top of the chart.
  - 8.4.3.4. List the major objectives next to the numbered row, and the main tasks under the objectives. Add rows for tasks and objectives, as necessary. Delete rows that are not necessary.
  - 8.4.3.5. In the column titled "Lead Person(s)," note the job title of the individual who will take the lead on accomplishing the task.
  - 8.4.3.6. Indicate the anticipated completion dates for the major objectives by filling the box(es) in black that correspond with the month(s) when the tasks will be addressed.
  - 8.4.3.7. Create a key, listing each staff position entered in the Work Plan and its associated abbreviation (e.g. SVP = Senior Vice President).
- 8.5. Overall Assessment Scoring (20 points)
  - 8.5.1. The cumulative proposed application (questionnaire, budget, budget narrative, and work plan) is clear, cohesive, and realistic, and likely to result in the stated outcomes (20 points)