REQUEST FOR PROPOSALS (RFP) SUPPORTING SAFER COMMUNITIES PROGRAM, A COLLABORATION WITH THE MIAMI-DADE COUNTY COMMUNITY VIOLENCE INTERVENTION INITIATIVE

1) BACKGROUND

Miami-Dade County Mayor Daniella Levine Cava, with unanimous support from the Board of County Commissioners, approved The Carrie Meek Foundation, Inc. (the "Foundation") to administer \$8.1 million over three years for the Miami-Dade County Community Violence Intervention Initiative ("CVI"). CVI is a communitybased localized approach to gun violence prevention, by identifying individuals and communities that are at the highest risk, and working to reduce violence through targeted intervention strategies. In collaboration with Miami-Dade County (the "County") through its Office of Neighborhood Safety, the Foundation will implement CVI through its Supporting Safer Communities Program ("Program"). The goals of the collaboration are to: (1) increase the availability of resources that support residents impacted by violence and improve safety in their neighborhoods; (2) increase access to, and use of, services that address the root causes of violence in communities and help residents thrive; (3) mobilize and activate more residents to engage with Projects and Initiatives that build safer and supportive communities across the County; and (4) support and amplify efforts that have a positive impact on violence reduction (collectively, "Program Goals"). The Foundation is uniquely positioned to bring together institutions, nonprofits, faith-based and grassroots organizations to develop culturally relevant, resident-centered solutions to achieve these Program Goals. This collaboration aims to build and strengthen the response to address the root causes of violence, specifically gun violence, through community-led efforts that are rooted in best practice, and responsive to the needs of residents.

Through this Request For Proposals ("RFP") solicitation, the Foundation seeks Applications from grassroots groups, individuals, neighborhood-based organizations, and faith-based, civic, and other established community-serving organizations for Projects and Initiatives that are responsive to, and can address, the factors driving gun violence.

The Program will prioritize grant awards to Applications that provide the best solutions to achieving the Program Goals, directly reach, engage and support impacted residents and communities, and foster collaborations that can expand the network of resources and holistic solutions for residents and communities impacted by gun violence.

The Foundation will evaluate Applications, make funding decisions, and award grants to Applicants that meet the eligibility criteria and whose Application best achieves the overall Program Goals and specified goals for each Service Area (as defined below). All Program Service Area (as defined below) Initiatives must tie directly to the Program Goals. The terms of Grant Agreements will be determined through negotiations with each selected Grantee.

The following are the Service Areas identified for funding (each a "Service Area"):

High-risk Intervention: Strategic interventions that are administered by hiring of individuals who are trained to holistically address instances of violence in the community by offering support to those who have been affected, implementing measures that could prevent violence, and identifying post-incident scenarios where retaliatory violence is possible. Services will enhance anti-violence efforts throughout communities in the County by funding Projects and Initiatives that hire, deploy, and embed adults with the credibility, trusted relationships, and lived experience to safely provide proactive and responsive interventions. This Service Area goal is to expand the use of high-risk interventionists as an anti-violence intervention strategy and increase their engagement with communities and residents to improve safety, provide support, and offer safe interventions that can proactively disrupt situations that could potentially escalate into violence.

- Reentry Services: Enhance reentry services in the County by funding Projects and Initiatives for
 individuals returning from incarceration, including juveniles that provide wraparound reentry services
 such as: workforce training and development, employment services, housing, family reunification,
 substance abuse treatment, rights restoration, and restorative justice. This Service Area goal is to
 expand the availability of services for individuals returning from incarceration and increase the use of
 holistic support to address the stability, resources and opportunities they need to successfully reintegrate
 into the community and achieve a positive, fresh start.
- Mental Health & Victim Outreach Services: Enhance mental health services, with an emphasis on trauma-informed care, and outreach across communities in the County by funding Initiatives that support survivors of gun violence, and individuals directly and indirectly impacted by gun violence, including youth. Services will be culturally sensitive, located within their community, and conducted by individuals and entities that have credibility, community trust, and established linkages to wraparound support assistance. This Service Area goal is to expand the support available for victims and survivors of gun violence and individuals impacted by gun violence. This expansion should also serve to increase the use of Services that can help these individuals address and heal from trauma and lessen their potential of being involved in, or impacted by, future violence.

Grassroots Groups and Service Areas for Funding

Despite their size, Grassroots Groups and organizations bring vital – but often overlooked – proximity to the issues, in terms of knowledge, lived experience, approaches, community roots and relationships. Awards will focus on expanding their Initiatives in the Service Areas and creating collaborations to build safer, more supportive communities for residents – prioritizing those disparately impacted by community/gun violence.

This RFP includes a special definition and consideration for "Grassroots Groups," which is provided in the "General Definitions" section. Funds to support Initiatives are included to support Projects developed or operated by Grassroots Groups that tie back to the Program Goals. Services include, but are not limited to the following:

- 1) Develop and/or expand Projects or Initiatives that address any of the three Service Areas, and the Service Area goals.
- 2) Develop and/or expand community-rooted efforts to reduce violence and/or improve safety in communities. Examples could include but are not limited to:
 - Projects that seek to expand, as an anti-violence strategy, the availability of community resources and opportunities that provide safe and supportive spaces, activities, services, and relationships to engage and develop youth at risk of being impacted by community violence such as STEAM-focused activities, youth sports and other health and wellness activities, college and post-secondary prep; employment and entrepreneurship guidance including internships.
 - Projects that utilize anti-violence strategies to provide community support and intervention such as food access, workforce training and development, neighborhood revitalization, substance abuse treatment and prevention.

Capacity Building and Training and Technical Assistance

The Program will further invest in the County's community-centered organizations and groups by funding at least one entity, for which a separate solicitation will be issued, to provide capacity building, training, and technical assistance to funded community organizations and Grassroots Groups.

2) GENERAL DEFINITIONS

The following are definitions of words and expressions used in this RFP to convey their meaning, except when it is clear from the context that another meaning is intended:

- a) The word "Applicant" to mean the person, entity, firm, or organization that submits an Application in response to this RFP, and as identified by the Applicant in the Foundation's electronic Application submission system or as stated in the Applicant's paper submission.
- b) The word "Application" to mean a fully completed and signed submission by the Applicant that presents what is being proposed and provides all required information and documents for this RFP. The Application is what the Foundation evaluates, and if awarded, may be amended, or modified through negotiations.
- c) The word "Collaboration" to mean two or more entities intentionally working together in a clearly defined relationship with specific roles, responsibilities, and contributions to achieve mutual goals and Program outcomes. Collaborations may be proposed by the Applicant in the Application or may be formed as a result of the Grant Agreement negotiations with the Foundation. To this end, the Foundation will contract with the prime contractor or Fiscal Agent, as applicable.
- d) The words "Community-based Organizations" include nonprofit organizations, faith-based groups, and other formal and informal initiatives that provide social services to assist Miami-Dade residents with their human, educational, economic, health or public safety needs.
- e) The words "Fiscal Agent" to mean a 501(c)(3) organization that agrees to serve as the fiscal agent to manage the receipt and disbursement of Grant Funds on behalf of a Grassroots Group, Project or Initiative that may not have 501(c)(3) status, which Fiscal Agent can only apply as a lead Applicant on behalf of a Collaboration and cannot apply as a separate Applicant other than under the Technical Assistance, Training and Capacity Building Grant.
- f) The word "Foundation" or abbreviated "CMF" to mean The Carrie Meek Foundation, Inc., a 501(c)3 charitable organization in the State of Florida.
- g) The words "Grant Agreement" to mean the final agreement negotiated and agreed upon by the Grantee and the Foundation which governs the terms and conditions for the Grantee to be awarded Grant Funds.
- h) The word "**Grantee**" to mean the entity person, firm, or organization that receives any grant award resulting from this RFP process.
- i) The words "Grant Funds" to mean the funds disbursed to any Grantee as a result of the RFP process.
- j) The words "Grassroots Groups" to mean organizations that are community-based small groups or entities or groups of people led by individuals that may have no formal organizational structure, that conduct Projects or Initiatives, and/or provide direct services to the community and that have all the following characteristics:
 - 1. Are based in, and serving, a community/neighborhood impacted by community gun violence.
 - 2. Are targeting residents who live in or come from a community/neighborhood impacted by gun violence.
 - 3. Have leaders (formal or informal) who have lived experience that informs their work.
 - 4. Have strong relationships, access, and credibility with residents and stakeholders.
 - 5. Have demonstrated experience organizing and providing formal or informal services, support, and activities in and for their community.
 - 6. Have an annual operating budget of no greater than \$500,000.00 and paid staff of 15 or less people (not counting employees hired for a specific time limited contract).
- k) The words "**Nonprofit**" to mean an organization that has a designation as a 501(c)(3) entity from the Internal Revenue Service of the United States government.
- I) The words "**Project**" or "**Initiative**" to mean all matters and things that will be required to be done by the Grantee in accordance with the Scope of Services proposed by the Applicant and included in the negotiated Grant Agreement, and the terms and conditions of this RFP.

- m) The words "Request for Proposals" or expression "RFP" to mean the Foundation's method of soliciting proposals in the form of an Application, that will require written information and associated documents as attachments, to provide the Services requested.
- n) The words "**Review Team**" to mean the group of individuals appointed by the Foundation, who are tasked with reviewing and rating Applications submitted in response to this RFP.
- o) The words "**Selection Committee**" to mean the individuals appointed by the Foundation to review and evaluate Application ratings forwarded from the Review Team for consideration of a grant award.
- p) The words "Scope of Service(s)" to mean work specified in this RFP, which details the Services to be performed by the Grantee.
- q) The word "Submittable" to mean the Foundation's electronic Application submission system.
- r) The word "**Subcontractor**" to mean any person, firm, entity, or organization, other than the employees of the Grantee, who contracts with the Grantee to provide labor, or labor and materials, in connection with the Services to be provided, whether directly or indirectly, on behalf of the Grantee.

3) FUNDING REQUESTS

The maximum grant amount for any award is \$500,000.00. The Grantee Grant Cycle is 18 months. Grantees shall be awarded a contract for 18 months. One-time community engagement events or short-term immersive activities proposals may be awarded a contract for less than 18 months, to be determined at the discretion of the Foundation. Funding requests for the Project that is the subject of your Application should be limited to your proposed Project budget for which you are applying. The focus is to distribute these funds widely, encourage collaboration, and ensure sustainability.

4) ELIGIBILITY: WHO CAN APPLY

The Application process for all Service Areas is open to any Grassroots Groups, individuals, small neighborhood-based organizations, and faith-based, civic and other established community-serving organizations, and any existing 501(c)(3) organizations that provide interventions that address the factors driving community violence and gun violence. Grants can only be paid to an organization with 501(c)(3) status. The Application process is open to groups or individuals without 501(c)(3) status if (a) it already has a Fiscal Agent with 501(c)(3) status and that organization is identified in the Application; OR (b) it requires assistance in creating a relationship with a 501(c)(3) Fiscal Agent and indicates this need in the Application.

All services that are proposed must be delivered in Miami-Dade County and must serve residents of the County. Faith-based organization cannot use Grant Funds to advance or promote a specific religious belief and services must be delivered without consideration of membership in any specific religious organization or faith.

COLLABORATION ENCOURAGED

Applications evidencing collaboration with other community organizations are encouraged to foster opportunities that improve the existing community-based infrastructure. The Foundation encourages Applicants to bring diverse partners and collaborators to their work to strengthen their proposed services, especially diversity in the size of organization (budget), race/ethnicity/gender identity of organization staff/leadership, and areas served.

5) RFP CONTACT INFORMATION

Contact Person: Holly Woodbury

Address: 4000 NW 142 Street, Opa-locka, Florida 33054

Telephone: 305-537-6791

E-mail: <u>SaferCommunity@CarrieMeekFoundation.org</u> Website: <u>CarrieMeekFoundation.org/SaferCommunity</u>

6) RFP TIMELINE

The anticipated schedule for this RFP is as follows:

COMMUNITY INFORMATION SESSIONS AND TECHNICAL ASSISTANCE:

COMMUNITY INFORMATION SESSIONS AND TECHNICAL ASSISTANCE FOR THIS RFP WILL BE PUBLICALLY NOTICED ON THE CARRIE MEEK FOUNDATION INC, WEBSITE. ADDITIONALLY, SESSIONS WILL BE NOTICED ON SOCIAL MEDIA SITES, LOCAL MEDIA, DIGITAL MEDIA, AND THROUGH COMMUNITY OUTREACH RESOURCES.

Should the Americans with Disabilities Act ("ADA") accommodation be needed to participate in Community Information Sessions and Technical Assistance (i.e., materials in alternate format, sign language interpreter, etc.), please contact the Foundation via email at SaferCommunity@CarrieMeekFoundation.org or phone number (305) 537-6791, five days prior to the date of your desired session to initiate your request.

RFP Release

Deadline for Receipt of Questions:

Deadline to Submit Request for Assistance to Submit your Application:

April 5, 2023

April 21, 2023

May 5, 2023

May 12, 2023

Evaluation Process:

Projected Award Notification Date:

May 12, 2023

May - June, 2023

July – August, 2023

7) APPLICATION SUBMISSION

Interested parties must follow the submission guidelines as prescribed below:

7.1 Application Submission Instructions: Submission to this RFP is to be made through "Submittable," the Foundation's secure web-based platform. The Application can be accessed through Apply.CarrieMeekFoundation.org. No Application can be submitted after the Application submission due date, May 12, 2023 and time, 5:00 PM EST. The Foundation will in no way be responsible for delays caused by the Applicant's technical difficulty or caused by any other occurrence.

7.2 Paper Submissions:

Electronic Application submission through Submittable is preferred, as such, paper applications are discouraged. However, should you require assistance to access Submittable and/or require a paper application, you should contact the Foundation to receive technical support on the Application process. The Foundation will provide a paper application that is exactly the same as the Submittable Application form. A completed paper application must be received by the Foundation by the deadline stated in Section 7.1 of this RFP.

Paper submissions may be submitted in hard copy form, sent by mail or hand-delivered to the offices of the Foundation at 4000 NW 142nd Street, Opa-locka, Florida 33054. Foundation staff will accept the paper Application and note its acceptance in the electronic system. Applicant will be provided a receipt acknowledging their submission of the paper application.

The Foundation will provide support to applicants in completing and submitting its application in either format. Information on accessing this support can be found on the Program website: CarrieMeekFoundation.org/SaferCommunity. The Foundation will ensure that all information submitted as part of an Application, including but not limited to any proprietary information and/or intellectual property, will be solely used for this RFP process and that all staff and reviewers shall adhere to confidentiality requirements set forth by the Foundation.

7.3 Submission of Supplemental Information to the Application in Video and Audio Formats: In addition to the written information required for an Application, Applicants may submit supplemental information in a video or audio format that enables the Foundation to better-understand the Applicant and its Application. Video and/or

audio content should not exceed 10 minutes total. For electronic submissions on Submittable, the applicant can upload the content or provide a link. For paper submissions, the content should be included on a digital flash-drive that contains only this content and is included in the mailed or hand-delivered Application. Any supplemental information submitted will be considered during the evaluation of Applications. All supplemental information, including flash-drive, shall become property of the Foundation once submitted, and shall not be returned to the Applicant.

7.4 ADA and Special Technical Assistance Accommodations:

The Foundation will make available office hours at designated times and locations throughout the Miami-Dade County community for Applicants requiring special technical assistance and ADA accommodations. These designated office hours and locations will be publicly noticed on the Carrie Meek Foundation website, and additionally on social media sites, local media, digital media, and through community outreach resources.

Upon special request by Applicants who cannot attend any of the designated office hours and location, CMF will strive to meet customized requests. Customized requests for ADA and technical assistance accommodations must be made at least five business days in advance and by no later than May 5, 2023, by contacting the Foundation to schedule an appointment with Foundation staff. Requests for assistance can be made by phone at 305-537-6791 or through the Foundation's email: SaferCommunity@CarrieMeekFoundation.org.

7.5 Submissions May Address Multiple Service Areas: An Applicant may submit only one Application. However, the Project/Initiative being proposed as its community intervention for addressing the factors driving community and gun violence can be one that includes and incorporates one or more of the Service Areas described in the Background section of this RFP. For example, the Applicant's Project or Initiative could be one that is being done by a Grassroots Group, whose Project's approach includes High-risk interventions, working with survivors, and individuals returning from incarceration. When completing the Application in Submittable (or the Paper Application), Applicants will be asked to indicate which Service Area(s) with which their work is most directly aligned to ensure their Project ties directly to the Program Goals. The only exception to submitting only one application is for a fiscal agent for a collaborative that also manages its own direct service program.

7.6 Requests for Additional Information or Inquiries: Applicants may contact the Foundation at 305-537-6791 to request additional information or inquiries. All information related to this RFP can be found on the website: CarrieMeekFoundation.org/SaferCommunity

<u>7.7 RFP Updates from the Foundation</u>: The Foundation will issue responses to inquiries and any changes to this RFP it deems necessary by posting addenda via the Foundation's website prior to the Application submission due date. Applicants who obtain copies of this RFP from sources other than through Submittable and the Foundation's website risk the possibility of not receiving addenda and are solely responsible for those risks.

8) APPLICATION EVALUATION PROCESS

8.1 The Foundation may, at its sole and absolute discretion reject all or any part of any or all Applications; negotiate project scope and fees as part of the review and selection process; postpone, cancel or waive any irregularities of this RFP process at any time.

8.2 Communication with CMF Staff and Review Team Members:

8.2.1 <u>Communications with CMF Staff:</u> Communications with CMF staff must be directed to the Contact Person identified in Section 5 of this RFP. After the closing date for Applications (Application submission due date), Applicants are notified that direct communication regarding this RFP, written or otherwise, with CMF staff is limited to instructional matters regarding process and logistics. Applicant may be contacted by CMF staff regarding their Application submission. Such communication is permitted as the information exchange is intended to clarify information presented in the Application and support the Application evaluation process.

- 8.2.2 <u>Communications with Review Team Member(s):</u> Communications with Review Team Member(s) are prohibited.
- 8.2.3 <u>Communications with Selection Committee Members:</u> Other than at oral presentation interviews, communications with Selection Committee members are prohibited.

8.3 Review of Applications for Responsiveness

Each Application will be reviewed to determine if the Application is responsive to the submission requirements outlined in this RFP. A responsive Application is one which follows the requirements of this RFP, includes all documentation, is submitted in the format outlined in this RFP, is of timely submission, and has the appropriate signatures as required on each document. The Foundation will conduct an initial review of each Application submission to ensure the Application is fully completed, and provides all of the information requested in the RFP. Each Application determined to be responsive to the RFP will be reviewed and evaluated by the Foundation. Applications deemed non-responsive will not be eligible for further consideration for grant award.

8.4 Evaluation of Applications

Following the responsiveness review process identified in Section 8.3, eligible Applications will be evaluated using a two-step evaluation process, consisting of an independent rating process by a Review Team appointed by the Foundation, and a secondary review by the Selection Committee to determine which Applications will be further considered for negotiations and potential grant award. Review Teams will be comprised of professionals and subject-matter experts within the local area or from private, non-profit, and governmental/quasi-governmental organizations with the appropriate experience and/or knowledge, striving to ensure that the Review Team is diverse in its makeup. A similar make-up for the Selection Committee will also be in place.

Any Applicant, whether a lead Applicant or Subcontractor, may proffer the experience or qualifications of its corporate parent, affiliate, or subsidiary (collectively "an **Affiliated Company**"). However, given the unique nature of individual corporate relationships, Applicants seeking to rely on the experience or qualifications of an affiliated company are advised that the Review Team shall have the discretion to determine what weight, if any, it wishes to give such proffered experience or qualification on a case-by-case basis. The Review Team and Selection Committee may base such decision on the particulars of the relationship between the Applicant and the Affiliated Company, as evidenced by the information and documentation provided in the Application in response to this RFP, and during oral presentations Interviews, or otherwise presented at the request of the Review Team or Selection Committee.

8.4.1 <u>First step:</u> The first step will focus on a technical review and rating where the Review Team will rate the proposed Project or Initiative in accordance with the application evaluation criteria listed below. Application evaluation criteria are itemized with their respective weights for a maximum total of one hundred (100) points per Review Team member. The Review Team will ensure inter-rater reliability among ratings being forwarded to the Selection Committee,

Application Evaluation Criteria

Max Points Per Review Team Member

Approach (45 points):

- The proposed Project/Initiative is in alignment with the Program Goals.
- The Applicant's approach to Services is clear and responsive.
- The proposed Project/Initiative plan thoroughly describes how the Services will be provided.
- The Applicant identifies the desired outcomes of their Project/Initiative.
- The Applicant clearly communicates a realistic/reasonable plan to carry-out the proposed Project/Initiative with success.
- The Applicant describes how they will engage residents at risk of committing or falling victim to community violence.
- The Applicant proposes to provide Services in communities that demonstrate high levels of community and our violence.

 The Applicant currently provides Services in the local neighborhood/community it will directly engage and serve.

Relevant Experience, Past Performance, and Qualifications (20 points):

- The Applicant provides relevant experience, past performance, and qualifications of key personnel through demonstration of the following:
 - The Applicant provides evidence that the Project/Initiative will be led by individual(s) with lived experience that informs their work and connects them to the issues, giving them cultural competence regarding the community and residents they will engage and serve.
 - The Applicant will have sufficient personnel/professional staff, including Subcontractor personnel experience and/or qualifications to carry out the proposed Project/Initiative.
 - The Application clearly describes the Applicant's experience and or exposure in providing similar Services to those proposed.
 - The Applicant demonstrates experience working directly with individuals impacted by violence or at high-potential risk for involvement in community/gun violence.
 - The Applicant has established relationships and access among stakeholders and those most impacted by/currently involved in community and gun violence.

Data Collection and Evaluation (15 points):

- The Applicant describes what data they currently collect.
- The Applicant describes what data they will collect to measure the success of their Project/Initiative.
- The data captured for the proposed Project/Initiative aligns with the Program Goals.
- The Applicant describes how they will measure the success of their Project/Initiative.

Proposer's Budget and Financial Stability (10 points)

- The Applicant provides a complete, cost-effective budget that aligns with the technical response.
- The Applicant provides evidence of financial stability.

Applicant's Funding Request (10 points)

- The funding request is complete in its submission, accounting for all elements of proposed Project/Initiative.
- The funding request is realistic and aligns with the scope and deployment of the Project/Initiative proposed and its operating budget.

Total Points 100

8.4.2 <u>Second step:</u> The second step will be conducted by the Selection Committee, a review panel whose makeup includes personnel deemed qualified by the Foundation and may include members of the Review Team. The Selection Committee will consider ratings from the Review Team and other factors relevant to the Services proposed. The Selection Committee will make determinations regarding which Applications will be further considered for negotiations and potential grant award.

8.5 Oral Presentations Interviews

The Selection Committee may request an oral presentation interview with Applicants remaining in consideration after the initial evaluation and rating by the Review Team. Oral presentations/interviews may be conducted inperson, via Zoom, or other media platform. The Foundation will contact Applicants with whom oral presentations interviews are desired. The Applicants will be provided details of the proceedings, subject matters to be discussed, time, date, and location, if applicable, of the proceedings. After oral presentations interviews, the Selection Committee will finalize evaluations and make recommendations to the Foundation for negotiations. Upon approval by the Foundation, selected Applicants will be moved forward in the process for negotiations.

9) **NEGOTIATIONS**

The Selection Committee will conduct negotiations with the selected Applicants as part of the selection process. Such negotiations may include discussions with an Applicant or multiple Applicants. Negotiations may include Scope of Services, opportunities for Collaboration, and grant allocation for the proposed Services.

If the Foundation and the Applicant cannot reach a mutually agreeable Grant Agreement, the Foundation reserves the right to terminate negotiations and may, at the Foundation's discretion, begin negotiations with another Applicant participating in the process. No Applicant shall have any rights, causes of action or claims against the Foundation or the County arising from such negotiations or termination thereof as there is no obligation or commitment on the part of the Foundation until a final Grant Agreement is agreed upon by the Foundation, in its sole and absolute discretion.

Any Applicant recommended for negotiations may be asked to provide to the Foundation:

- 1) Its most recent business financial statements or 990.
- 2) Information concerning any prior or pending litigation, either civil or criminal, involving a governmental agency or which may affect the performance of the services to be rendered herein, in which the Applicant, any of its employees or subcontractors is or has been involved within the last three years.
- 3) Disclosure of any lawsuits which include allegations of discrimination in the last ten years prior to date of RFP, the disposition of such lawsuits, or statement that there are NO such lawsuits.

10) GRANT AWARD

Any grant award, resulting from this RFP, will be at the Foundation's sole discretion. The Foundation may encourage collaborations among Applicants to ensure Program Goals are addressed. Such collaborations will be negotiated with the respective parties to ensure all parties' goals are aligned.

Applicant(s) will be notified of the Foundation's grant award decision via email. The Foundation's decision of whether to make a grant award and to which Applicant(s) shall be final.

11) FUNDS RELEASE SCHEDULE

Subject to negotiations with the Foundation, Grant Funds will be released under terms of the Grantee Agreement. It is the Foundation's intent to fully fund Projects and Initiatives awarded based on the scope of services, and timing of the Grantee's performance in achieving Program Goals. At the Foundation's sole discretion, a Grantee may be fully funded at award or at benchmarks and milestones established during negotiations.

12) OPPORTUNITY TO REVIEW OUTCOME OF RFP PROCESS

The Foundation will provide an opportunity for Applicants to review the RFP process and their Application submission. A request to review the RFP process should be submitted to the Foundation's contact person listed in Section 5. Such request should be made within 10 business days after notification of awards have been made. The Foundation will arrange a review to address issues raised by the Applicant.

13) INSURANCE

a) Insurance Requirements

Insurance requirements, if any, will be established during negotiations and will be contained in the Grant Agreement. Applicant's budget may be adjusted to account for any insurance requirements. Applicant shall provide to the Foundation, prior to commencement of any work under any grant, Certificates of Insurance which indicate insurance coverage has been obtained that meet the stated requirements in the Grant Agreement.