

Brief Organization History

Since its inception in 1974, Zeta National Educational Foundation (ZNEF) has been committed to serving individuals and communities within the United States that would be deemed underserved. Initially starting with an emphasis as a scholarship granting entity, the evolution of ZNEF has resulted from keeping a keen eye of the persistent issues plaguing the United States and seeking to provide support to reduce those issues. ZNEF was drawn to this opportunity as its work over the last few years has had an environmental justice underpinning. Our multi-year work with the National Park Service and U.S. Fish and Wildlife on preservation and conservation efforts, has sparked a great interest in identify a level of interest in the environment from minority communities. As addressed in Executive Orders 14008 and 13985, President Biden has identified environmental issues as a priority of his domestic security approach. The mission of the EPA resonates with ZNEF, as ZNEF has embarked on a journey since its creation to provide access and resources to adversely and disproportionately affected communities. This has occurred mainly through education, research and attempting to mitigate of societal ills such as health harms and risks through programming. In fact, in 1999 ZNEF served as a partnering organization in the Human Genome Project, which was funded by the United States Department of Energy and National Institute of Health. This resulted in a significant increase in data gathering in minority-based communities through information sessions and use of researchers attained by ZNEF.

ZNEF is endeared to assisting with finding pathways that allow families, especially those from underserved communities, to thrive in all aspects of life, and pursuing external funding opportunities routinely to help achieve that goal. Racial disparities in environmental issues is not a new discovery. The overrepresentation of minority communities that experience the most dire of adverse environmental effects has been well documented (Patnik et al, 2020; Environmental Protection Agency, 2023; National Institute of Health, 2021, United States Department of Justice, 2023' Nuclear Regulatory Commission, 1987; American Medical Association, 2023). In fact, the term environmental racism, has been used to describe how dire this situation is, with some calling it the “New Jim Crow” (Patnik, et al, 2020). Their proximity to hazardous waste, whether it is a chemical plant, barriers to quality healthcare, lack of access to clean water, polluted air or low air quality, grocery stores not being located in their communities, or their inability to adapt to problems caused by climate change are some of the issues regularly discussed in the conversations regarding environmental racism. Environmental justice programs, such as the EPA’s Thriving Community Grantmaking Program, with this historic level of funding, can help make a difference in these communities. As a result of this experience, managing federal dollars to carryout programming throughout the nation with fidelity, ZNEF feels it is perfectly poised to serve as a grantmaking entity.

Areas of Focus

Through the Thriving Communities Grantmaking Program, ZNEF’s grantmaking plans to focus on four key areas that are endeared to ZNEF and highlighted as area of concern for the EPA; these areas are improving food access to reduce vehicle miles traveled, emergency preparedness and disaster resiliency, cleanup projects and environmental justice training for youth. While these focus areas are important, ZNEF recognizes the ingenuity of the unknown. We are certainly open to funding projects that fall outside of the four focus areas, but have a strong environmental/health justice focus, as the outcomes reached through those opportunities, will align with those of the four focus areas; reduce the impact of environmental issues to health

create a safe environment for the next generation. Having subgrantees who are committed to improve not only the environment, but have a great impact on the human condition and health determinants is vitally important. We look forward to seeing the innovative ways the community-based organizations seek to use the funding to make strides towards realizing environmental justice.

Improving Food Access to Reduce Vehicle Miles Traveled

Government funded food assistance programs exist, yet the barrier access to quality food still persists, especially for those in the underserved and rural communities. The lack of access to quality food has been given the term food desert. Today, it is frequently used by nonprofits and governmental agencies like the United States Department of Agriculture and Center for Disease Control and Prevention to describe the lack of access to fortifying, fresh food. Of particular note, this issue has brought to light food swamps-communities that have been found to be overrun with fast food only options and the high occurrence of convenience and liquor stores that typically only occur in Black and Latino communities. The United States Department of Agriculture annually furnishes a food desert map that allows you drill down into communities by zip code to see their food desert ranking (United States Department of Agriculture, 2023).

Another layer to the food insecurity issue with environmental implications includes the environmental impact when a person must take multiple forms of transportation to access a quality grocery store, having limited access to food options such as fresh produce, traveling further to get to these healthier options and meats and even having the ability to travel to charitable organizations such as food pantries. The Centers for Disease Control even cited that “A poor transportation system cuts off access to many food outlets especially for those who do not own a car or have no access to reliable and affordable public transportation” (Centers for Disease Control, 2021). This is not a problem just in rural environments, this can also affect urban environments. According to Food Security, “studies have consistently shown that there are fewer full-service food markets per capita in neighborhoods with predominantly low income, minority, or immigrant residents” (Food Security, 2022). This is further exacerbated in rural environments, when they have no public transit system due to their location in very remote, sometimes underdeveloped areas. Having access to healthy food options is critically important due to its implications on health. There are so many health issues that result from poor diet, and having access to quality foods is important to this occurring. How can this issue be addressed? ZNEF invites organizations with innovative ideas to submit applications that will address this issue through this funding.

Emergency Preparedness and Disaster Resiliency

While disaster preparation methodologies have existed for decades, underserved communities persistently are not prepared for disaster. Hurricane season, extreme summer heat, tornadoes, blistering winters and unforeseen weather events (hail, thunderstorms, etc.) impacts everyone, especially these communities. Historically, minority communities are not prepared for disasters (Red Cross, 2023). Having community-based organizations who are already familiar with their community leading efforts helping to them prepare for disaster will be vital to mitigate property damage and potentially loss of life. Resiliency, also categorized as the ability to 'bounce back' after a significant weather event has occurred affects these communities. As these events appear to occur more frequently having impact to property and disrupting major infrastructure elements (access to clean water, electrical power, etc.) ZNEF recognizes the empowerment that can occur

form grantmaking in these areas. On the surface, natural disasters are not known to have a respect of person when they occur. They often happen with little to no warning and affect wealthy and underserved communities alike. The aftermath of a natural disaster is when the disparity is most realized. Having insurance, funds available for the deductible to have repairs performed, or even access to secure safe housing or healthcare in the after math of a storm is often elusive to underserved communities. Shriver Center on Poverty Law notes “disasters ultimately topple struggling families from their precarious state, often leaving them stuck in mold-infested, uninhabitable housing and pushing them in a deeper financial hole than ever before”(2023).

Even before disaster strikes, preparation for potential disasters such as hurricane season, bitterly cold winters, or extremely hot temperatures, often leave minority communities in a lurch. Some credit Hurricane Katrina, which devastated the Greater New Orleans and surrounding areas in 2005 for shining a light on these disparities, for the way citizens, mostly of minority communities, were unable to leave the area ahead of the numerous warnings of the devastation the storm would cause. Dilapidated infrastructure coupled with quickly changing climate conditions are both causes for citizens to be enact an emergency plan of action in the event of a natural disaster. Ready.gov emphasizes making a plan and even provides guidance on low or no cost provisions that will allow for emergency preparation methods, but this is still out of reach for many, especially those on governmental assistance programs. Therefore, ZNEF would like to see applications that target these communities providing ZNEF is interested in funding projects that focus on efforts preparing for disaster and recovery or resiliency efforts after the disaster events occur.

Environmental Justice Training for Youth

In the famed quote from former President John K. Kennedy “*The future promise of any nation can be directly measured by the present prospects of its youth.*” ZNEF’s commitment to scholarship since its founding, makes it greatly connected to ensuring the next generation of leaders are well trained to understand the profound impact environmental justice has on health justice. As a result, environmental justice training for youth is another focus area. For example, Greta Thunberg, a world renown Swedish youth who has become a formidable force within the environmental activist community, demonstrates the power youth have in moving the needle towards change. ZNEF would like to partake in inspiring the next American youth advocate in social justice through this grantmaking opportunity. Youth often have an untainted vantagepoint that allows a for a fresh perspective and approach to societal issues. The younger generation is looking at the way climate change is affecting their communities and others around the country and world. The internet and access to national and international media sources allows the youth to be able to tune into crises happening around the America and the globe. They are seeing the lack of response to the Flint, Michigan and Jackson, Mississippi water crisis, the catastrophic flash flooding in places such as Baton Rouge, Louisiana and New York. Many of our youth are called to action to find solutions to mitigate these instances from occurring or once known, put programs in place that can help reduce the effects of these occurrence disrupting the lives of citizens.

K-12 education has had a Science, Technology, Engineering and Mathematics (STEM) explosion. Children’s natural curiosity on how things work aligns perfectly with learning about the delicate balance that must exist within the environment for proper functionality. Having youth becoming leaders in the field of environmental justice aligns perfectly with the emphasis

on STEM education and even dovetail into STEAM. STEAM stands for Science, Technology, Engineering, Arts and Mathematics. The inclusion of the arts, whether visual language or physical arts, creates a more well-rounded approach to the staunch rigors of the hard science-based STEM activities, but speaks to the interconnectivity or holistic approach to learning about eco-friendly products, sustainability, toxic chemicals, proper waste disposal and poisonous materials. Building on the 1990's EPA's Youth and the Environment Program, allowing youth to see potential career paths in fields that have direct effect on the environment will help further this cause.

Small Cleanup Projects

Community cleanup projects are a great way to revitalize a community, as they address the issue of property that has been neglected, misused, vandalized. Overtime, all buildings that do not have a plan in place to maintain them, will require some level of maintenance. These types of projects can have a wide range of focus areas such as “parks, riverbanks, schoolyards, sidewalks, playing fields, and even parking lots” (Department of Justice, 2023). Blight reduction and community cleanup have been linked to interdisciplinary affects such as reducing crime, increasing property values and restoring a sense of pride in the community. Blight reduction programs have become a component of municipal services, as code enforcement is almost a required department. At the heart of blight reduction programs or code enforcement, is compliance and safety of the public when coming in contact with the affected buildings or structures. Citizens could be hurt when encountering buildings that are not up to code. Keeping playgrounds, highways or sidewalks free of trash and debris for the individuals walking along them is also important. There are several benefits to cleanup projects such as reducing the carbon footprint, making communities more attractive to business, restoring immunity pride and improving the quality of live for residents (University of Kansas, 2023).

Environmental Issues and Health

In 2023, there are several environmentally-based, health related issues plaguing the United States, that are attributed to climate change. The National Environmental Health Association lists climate change as a “the single biggest human health threat of the 21st century” (National Environmental Health Association, 2023). Various forms of pollution-water, air, chemical and plastic pollution have been proven to have adverse effects on the environment and people alike (World Health Organization, 2023). The link between environmental problems and health are interrelated, especially in underserved communities (U.S. Department of Health and Human Services, 2023; World Health Organization, 2023; National Institute of Health, University of California-Davis, 2022, Centers for Disease Control and Prevention, 2023).

Whether discussing “cancer alley” in Louisiana, the lack of access to clean drinking water in Flint, Michigan or Jackson, Mississippi, or the wildfires in California, they all have the common thread of being an environmental threat that has implications to the health and safety of the citizens of that community. ZNEF recognizes this concern, as we have multi-year partnerships that center around preservation and conservation of natural resources via partnerships with the National Parks Service and U.S. Fish and Wildlife Services. We hope to reduce the “adversely or disproportionately affected by environmental, climate, and human health policy outcomes” (EPA, 2023).

ZNEF's Rationale for a National Grantmaking Application

ZNEF was drawn to this opportunity as its work over the last few years has had an environmental justice focus. Our work with the National Park Service and U.S. Fish and Wildlife on preservation and conservation efforts, has sparked a great interest in identify a level of interest in the environment from minority communities. Additionally, in researching the nexus between environmental conditions and its effects on health, especially in minority communities, has further piqued ZNEF's interest in providing robust opportunities to help evoke changes to this phenomenon. Becoming a Grantmaker with the EPA would provide funding make this a reality. ZNEF has had to perpetually evolve since its founding to ensure it remains relevant in contemporary society. Applications that were once received via a paper application that involved the United States Postal System, are now collected via an online electronic system. Having a voluminous paper application or application packet is not an advantageous approach for efficiency in today's society. It is important to denote this change, as it speaks to ZNEF's attention to streamlining the cumbersome process completing an application by hand can produce, especially for individuals in a underserved, remote or tribal community. An additional issue was that the applicant was also required to then mail the application off, which resulting in resources such as transportation being used to get to the Post Office and money used to mail the application off being spent for the chance to win an award.

Switching to an online system reduces that burden and allows ZNEF to keep an electronic record of the applications received, its scoring history, and the disposition to award or not award all within a cloud-based system, which drives efficiency. This modernization allowed the application process to exponentially grow from receiving a couple hundred applications to now at least 2,000 applications are received, reviewed, scored and awarded annually. This also demonstrates that ZNEF has the capacity to receive a voluminous number of applications and through a rigorous review and scoring process, award accordingly for the current 15 named awards we make annually. It should also be noted that an online application process is not without its own potential issues. Having access to a stable internet connection to compile and submit the application could be a potential issue, especially with rural applicants. Having a telephone number readily available to assist with technical assistance will be critical to assist in alleviating this burden.

ZNEF National Grantmaking Plan's Alignment with the EPA's Strategic Plan Overview		
EPA Strategic Goal Strategy		
Strategy 2: Consider the Health of Children at All Life Stages and Other Vulnerable Populations		Strategy 4: Strengthen Tribal, State, and Local Partnerships and Enhance Engagement
EPA Strategic Goal	EPA Strategic Objective(s)	ZNEF's Grant Making Plan Alignment
Goal 1: Tackle the Climate Crisis	1.2: Accelerate Resilience and Adaptation to Climate Change Impacts	Encouraging applications to seek to teach the youth about environmental justice and train them to address these issues in a local and national context.
Goal 2	2.1: Promote Environmental	Implementing an aggressive marketing strategy to increase the number of

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Take Decisive Action to Advance Environmental Justice and Civil Rights	Justice and Civil Rights at the Federal, Tribal, State, and Local Levels; 2.2: Embed Environmental Justice and Civil Rights into EPA's Programs, Policies, and Activities	applications received from urban, rural and US territories and tribal councils. Encouraging applications from underserved, local, state and tribal partnerships.
Goal 6: Safeguard and Revitalize Communities	6.1: Clean Up and Restore Land for Productive Uses and Healthy Communities; 6.2: Reduce Waste and Prevent Environmental Contamination Safeguard and Revitalize Communities; 6.3: Prepare for and Respond to Environmental Emergencies	Encouraging subgrantees applications with emergency preparedness, disaster resiliency, pollution awareness and pollution reduction activities such as community cleanup and efficient ways to connect healthy foods to underserved communities.
Goal 7: Ensure Safety of Chemicals for People and the Environment	7.2 promote pollution prevention	Encouraging applications that seek to educate the general public on pollution and preventative methodologies on reducing it.

Outputs, Outcomes and Performance Management Plans

We are excited to see the ways the subgrantees will address environmental justice issues withing their communities. ZNEF staff will review and track the following:

Project Outputs

As outlined by the EPA, our outputs will include: Tracking the number of Fixed Amount applications received compared to the number we plan to award; the number of Fixed Amount applications received compared to the number awarded; the number of Phase I applications received compared to the number award; the number of Phase II applications received compared to the number we plan to award; the number of Phase III applications received compared to the number we plan to award.

Project Outcomes

Additionally, we will closely monitor program activities that allow us to track the following outcomes: Increasing emergency preparedness, disaster resiliency awareness activities performed

as a result of this funding; Increasing the number of cleanup activities performed as a result of this funding; Increasing the number of youth trained in environmental justice; Increasing the number of environmental justice education; and Documenting all webinars, workshops, conference or meeting presentations, and technical assistance trips.

Subgrantee Evaluation Procedures/Performance Management Plan

As a recipient of private, corporate and federal funding, ZNEF understands the pivotal role evaluation has in the life cycle of the grant process. Grant evaluation will allow ZNEF to track the goals and objectives outlined in the subgrantee application. Additionally, it will allow ZNEF to report to the EPA the progress of the funds being used within the targeted populations and subsequently allows the Agency and President Biden to meet their administrative goals. ZNEF's evaluation process will include various data driven, outcome derived evaluation methods. The information provided below depicts the comprehensive plan of action to capture the evaluation materials for the subgrantees. This detailed plan allows for information to be attained in four research-based ways: qualitative, quantitative, formative and summative.

What type of data that will be used? Qualitative Data: Application packet materials, especially the needs assessment and statement of need. Quantitative Data: Logs of activities such as attendance of events, number of cleanups, number of volunteers, educational sessions conducted, database entries, etc. **When will data be collected?** Formative Data: At the beginning of each subgrantee's activities; Summative Data: Last week or at the conclusion of the environmental justice intervention being instituted within the community. **Which annual cohorts of data will be collected?** School and grade cohorts. **Data collection methods used?** Qualitative Data: Needs assessment, community focus groups, interviews of environmental subject matter experts, community observations, logs of progress and exit interviews, etc. Quantitative Data: tracking attendees, researchers and other interested parties in increasing health justice output and program records. **How will the data be analyzed?** Qualitative Data: Review of environmental justice needs assessment to monitor progress towards reducing environmental issues impact on underserved communities; Quantitative Data-Disaggregating diagnostic test results (pre/post tests before and after environmental impact interventions), logs, analyzing environmental impact reports and attendance of events. **When will report and outcome data will be available?** Weekly, per quarter, annually. **What regularly reported information will indicate if the project met objectives and goals?** Subgrantee logs of information related to their grant such as subgrantee attendance of program sessions or events, acquisition of pertinent materials and supplies, environmental justice knowledge distribution, blight reduction, and other activities that reduce the impact of environmental issues for underserved communities. **Who is responsible?** ZNEF staff and targeted subgrantee personnel.

ZNEF's Capacity

ZNEF sees this grantmaking opportunity as a way of lessening the devastating environmental issues that have an impact on health determinants, to extend the vitality of the environment. Our goals and objectives are S.M.A.R.T.-specific, measurable, achievable, realistic and time-bound. While ZNEF has managed prior federal funding, it has not managed a grant of this size. However, we are keenly aware that having staff who are knowledgeable about federal requirements for grant will be key to the grantmaking process. Our requirement for staff will be as follows: The **Director** will be required to have prior federal grant management experience;

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knowledge of project and process management principals; the ability to interpret federal law to determine allowable activities; prior experience leading an office/staff towards objectives and goals to include directing staff; experience collaborating with an Advisory Board to set organizational goals; knowledge of federal regulations to include (Uniform Grant Guidance, OMB Circulars and EPA specific regulations); The **Office Manager and Program Coordinators** prior federal grant management experience; knowledge of project and process management principals; experience collaborating with an Advisory Board; knowledge of carrying out program functions to reach goals and objectives; The **Comptroller** will be required to have prior federal fiscal management experience; knowledge of project and process management principals; the ability to interpret federal fiscal law to determine allowable activities; experience collaborating with an Advisory Board; knowledge of federal regulations to include (Uniform Grant Guidance, OMB Circulars and EPA specific regulations) maintain payroll, manage accounts payable and receivable

Having competent, qualified staffers will enable ZNEF to meet the goals of the EPA and manage the grantmaking process with fidelity. The three-year timeframe that the grant funds need to be expended within will not poise an issue for ZNEF's approach to awarding funds in a timely manner. Upon notification of the award, ZNEF's Thriving Communities Team will begin the process of designing the online based application and securing needed personnel. This can only be achieved with leveraging ZNEF's relationships currently in place with various organizations to attract quality applications from eligible community-based organizations. This approach, coupled with a streamlined application, will ensure that the funds are able to be received by the subgrantees within two months of their successful application to begin working towards meeting project goals and objectives.

Our Goals:

- Provide a clear framework for ZNEF subgrantee to address environmental justice issues through a streamlined application and implementation process.
- Advise and collaborate with the ZNEF Advisory Board to drive actions and responses to environmental justice projects that will be funded, impacting our communities.
- Partner with organizations and affiliates that are private, corporate or government-based, such as Zeta Phi Beta Sorority, Incorporated, to invite grant applications that address the environmental justice concerns addressed in the four focus areas.
- Be a visible and vocal force on the social and political landscape to ensure our voices are included in public policy decisions and the governing of communities, schools, housing, health, and systemic legal issues.
- Engage in technical assistance and provide guidance to aide in the implementation of activities that promote environmental and health justice programming through this grantmaking funding.
- Ensure that all subgrantees include a longevity plan that address sustainability of the funded projects to ensure the funding is used to make a significant impact within their community, especially subgrantees who will focus on underserved populations.

How Goals will be Achieved:

Meet and exceed all fiscal and programmatic deadlines outlined by the EPA; Increase community involved decision making on environmental issues that affect their community; Increase collaborations between various partners that work towards advancing the principles of

the EPA within their communities; Increase community awareness about disaster preparedness, disaster resiliency, and food insecurity through education programs; Decrease the number of miles traveled to have access to healthy food options, especially for underserved communities; Restore community pride through providing small investments into communities to reduce environmental justice issues.

Project Management/Managed Services

Since 1974, ZNEF has performed numerous, multi-stage, projects that required a laser-like focus on ensuring deliverables were met in a timely fashion. Deploying the evidence-based strategies of project management has played an integral role in helping to meet the objectives and goals for our various projects. These projects have been funded through federal, private foundation or corporate funds. ZNEF has consistently met the deliverables for all projects we have undertaken and met the timelines for them. Our ability manage services for other entities has been the cornerstone of the projects we have had. Operating in the essence of efficiency, we are able to provide these services at a high level, with minimal budgets and ensure the goals and objectives are met.

Fiscal Management

ZNEF understands the importance of fiscal confidence when partnering with organizations that are entrusting us with six or seven figure budgets for project or program implementation. The EPA can rest assured that ZNEF serving as a grantmaking entity shifts the role we would play for accountability purposes. Even though it will be serving as a passthrough entity, having a full-time Comptroller will oversee the fiscal component of the grantmaking process. As such, ZNEF implements unyielding financial procedures to assure fidelity in project spending. The basis of accounting, bank reconciliation, journal entries are routinely performed. Monthly closeout is performed and sound recordkeeping practices (documentation) is required for all expenditures. Financial reports are internally generated and will be shared with the EPA in intervals and as requested to attest to financial fidelity. ZNEF would require all subgrantees to become familiar with fiscal procedures prescribed in the Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards; Title 2 CFR, Parts 200 and 1500, via an attestation in their respective Memorandum of Understanding (MOU) prior to any funds being disbursed. An electronic management system will be used by ZNEF staff and subgrantees for greater accountability and fiscal tracking.

ZNEF Conflict of Interest Policy

ZNEF Advisory Team Members will be integral to the application process, as they will help to establish the weight of each section of the application. Additionally, they may help review, score and discuss applications for potential awards. To avoid any implication of impropriety, members of the Advisory Committee, their relatives (immediate and distant), places of employment, or any companies affiliated with an advisory Committee Member are ineligible to receive subawards. At the time of discovery of a substantiated conflict of interest, the member of the Advisory Committee will be immediately dismissed and the entity applying for funding will be deemed ineligible to continue in the review process. In the event an award has been made and a conflict is discovered, engagement of the ZNEF Legal Team will be enacted and remedies for violating this clause may result in legal actions being taken.

ZNEF Procurement Policy

Though not a governmental entity, ZNEF has instituted policies that closely align with GAAP and Uniform Grant Guidance, as it relates to purchasing. ZNEF will require that all purchases will require documentation that demonstrates pricing is competitive and reasonable. Micro-purchases, those under \$10,000 will not be subject to this rules, but those purchases will only apply to certain categories such as equipment and supplies. Expenditures exceeding \$250,000 will be required a minimum of three quotes. There may be instances where a company is selected that does not provide the lowest quote; that would require a strong written justification of why they are being selected. The use of acquiring contractors through sole sourcing will be prohibited.

ZNEF Advisory Committee

The ZNEF Advisory Committee will be comprised of 10 members from around the nation who are committed to environmental justice. They help with: Increasing program status throughout the nation; Identifying individuals in the community with expertise in program evaluation; Project planning; Obtaining information on past experience with grant projects and input on a variety of fields, such as accounting, medicine, research, fundraising, and marketing; and Recruiting program participants and soliciting community involvement. The ZNEF Advisory Committee will have diverse representation mirroring the nation with an interest or background in environmental justice. This will make certain there is an intentionality on environmental justice.

Application Review Process

ZNEF anticipates thousands of applications being received. As a result, the use of a sophisticated online system will be used that will allow artificial intelligence to help filter out incomplete applications. This is a necessary stage, so that the reviewers are not idling on applications that are not complete and therefore not in contention for funding. The ZNEF Executive Director and four Program Coordinators will be employed to facilitate the review process. The ten-member Advisory Council will be afforded the opportunity to assist with creating, reviewing and scoring applications as well. This is why the Conflict-of-Interest policy is crucial to our approach, as their decision making could impact an organization being funded, and we must ensure the integrity of the process, since they will help carve out additional details on the application.

Solicitation of Feedback for ZNEF's Application Process Improvement

Technology will be integrated into the solicitation process to allow applicants and subgrantees to help refine the application and implementation process. Videos, posts to social media, testimonials and other documentation efforts that showcase the impact this program is having in the community will be vital to encouraging other organizations to submit an application. We will seek to highlight stories that discuss the application process, differences between ZNEF's process and federally applying, interaction with ZNEF staff, technical assistance throughout the project implementation, and closeout. To further improve the grantmaking application process, input will be requested from organizations that are funded and those who do not receive funding to further refine ZNEF's process. A survey will be sent the email address on record for all subgrantee applicants. Surveys will be issued throughout the grant implementation process and feedback solicited through focus groups of subgrantees.

Reliance on Technology

Technology ZNEF understands the preeminent role technology plays in the coordination of a nation-wide programming. As such, reliance on building or adopting electronic systems that suit the needs of the administrative functions required to carry out this grant will be the one of the first tasks undertaken. From design/development, testing and going live, ZNEF anticipates having an RFA system in place within four (4) months of award notification. The grants management system for tracking and review will be in place within seven (7) months of the award notification, and one month into the call for applications.

ZNEF 's Commitment to Diversity

Since its founding in 1974, ZNEF has been a staunch proponent for diversity. To further ensure the applicant pool is as diverse as possible, solicitations for applications will be sent to a variety of entities that are steeped in diversity. This will include marketing programs to the 105 Historically Black College and Universities in addition to colleges and universities with a minority serving institution designation.

ZNEF is especially sensitive to the environmental justice issues disproportionately affecting minority and underserved communities. Our approach as a grantmaking entity will have a prioritization on community- based nonprofit organizations that have historically realized success in minority communities. Therefore, a focus on minority serving organizations will be integrated into receiving the notice of applications to invite minority involvement.

Types of Projects ZNEF Seeks to Support

ZNEF will be seeking frontline community-based organizations to serve as subgrantees that are interested in making a significant impact within their communities with the Phase I, Phase II and Phase III funding. The following includes, but does not limit, the types of programming ZNEF will be looking to award subgrants to: Environmental Justice Education for Youth; Emergency Preparedness Education; Disaster Resiliency Education; Blight Mitigation Education; Mobilize Community Resiliency Efforts; Increase Greenspace Workforce Development Opportunities; Emission Reduction Efforts; Direct Support and Supplies to Underserved Communities; Property Acquisition (pursuant to federal guidelines) and Other Activities that Align with the EPA's Program Goals and Objectives. ZNEF is also interested in funding subgrantees with a high ratio of direct costs associated with implementing the grant to these communities, especially underserved and disadvantaged communities, as opposed to large amounts for indirect costs.

ZNEF'S Commitment to a Collaborative Approach

ZNEF is committed to funding subgrantees that infuse, and make clear, a collaborative approach in their grant application. Environmental justice is an interdisciplinary issue that cannot be addressed in a singular context. The sense of responsibility for any environmental issue is a herculean task that requires a team approach to prevent silos and encourage widespread success. Subgrantees will need to demonstrate collaboration with other community-based nonprofits, universities, colleges, school districts, state agencies, municipal departments, foundations, corporations and other businesses located within the community the subgrantee is looking to implement their grant activities in. Some of the benefits of this approach results in leveraging resources, access to subject matter experts, progression in research and increases the capabilities of the project to reach the overarching goals of the project.

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It is crucial that subgrantees make it clear how they will engage the community to have a significant role in the decisions and activities that affect their environment and/or health. We are looking to include the powerful influence of the people's voice in regulatory decision making of municipal or federal agencies on environmental justice issues. Therefore, the inclusion of affected community, must well integrated into funded applications. ZNEF will partner with Zeta to acquire commercial office space for ZNEF staff, have access to Zeta's marketing and communication staff and have members apply to serve on the Advisory Council for this opportunity.

Zeta Phi Beta Sorority, Incorporated Partnership

As outlined in the Inflation Reduction Act, ZNEF, like the EPA, recognizes the value community-based organizations bring as resource support. ZNEF will partner with Zeta Phi Beta Sorority, Incorporated, that has over 125,000 members and access to chapters located throughout the United States in 850 chapters. These chapters are organized on college campuses, urban cities, rural locales throughout the US and render community service in a variety of ways to include environmental justice activities. The tangibles of this partnership will include: Rental of commercial office space for ZNEF Grantmaking Staff; Collaboration of Marketing and Communication Professionals to assist in creating digital, print, video and social media marketing materials; Invite members to apply to become members of the ZNEF Grantmaking Advisory Council; Access to nearly 850 chapters and their members in the United States located in urban and rural locales, Alaska, Hawaii, and the U.S. Virgin Islands helping to advertise the subgrantee opportunity, encouraging eligible community-based nonprofits to apply. The cities where chapters are located includes New York, Los Angeles, Dallas, Atlanta, Boston, Houston, Indianapolis, Chicago, Detroit, Miami, Baltimore, Memphis, Portland, Orlando, Jacksonville, San Antonio, New Orleans, Oklahoma City and Philadelphia, which are all designated major cities by the United States Census Bureau due to their population size. Alternatively, Zeta also has chapters in rural areas throughout the United States and territories, as defined by the United States Census Bureau which will also be used to help increase the applications received from rurally located community-based organizations.

Application Invitations/Marketing Strategy

ZNEF plans to rely heavily on a digital marketing strategy to advertise and invite community-based organizations to apply for the Thriving Community Grants. Our intended audience is clear, community-based nonprofit organizations that have a connection to the community they serve who desire funding to help reduce an environmental justice issue that has been identified as a focus area by ZNEF. The strategy to publicize the Thriving Community application will include national print and digital campaigns. We will also use Zeta chapters throughout the US to help advertise the application opening. As such, we anticipate receiving an overwhelming number of applications for each of the Phases, per grant cycle. All efforts of advertisement, publicizing and announcements made towards marketing this opportunity will be documented through digital files.

The application in Year 1, due to starting in February, will only be open a month. For Year 2 and 3, they will be open for two months in the fall of the preceding year, so the start date can begin in January. This will allow for the review process to be thorough and will afford the ZNEF staff with several weeks to properly onboard subgrantees and allow subgrantees to have a

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full year. In Year 3, there will only be one application period of Fixed Amount, Phase I and Phase II grants, since Phase III grants require a two-year timeframe, which would not be able to be met, offering them in Year 3. This will allow the Team to focus on ensuring all timeframes are met to meet the EPA programmatic and fiscal guidelines. If a Phase is not fully funded, another competition will launch, seeking applications for that specific Phase.

Year	Grant Opens*	Grant Closes*	Subgrantees Announced*	Number of Awards
Year I: 2024	February 1, 2024	March 1, 2024	April 1, 2024	Fixed Amount:5 Phase I:15 Phase II:15 Phase III:20
Year II: 2025	October 1, 2024	December 2, 2024	January 2, 2025	Fixed Amount:5 Phase I:15 Phase II:15 Phase III:20
Year III: 2026	October 1, 2025	December 1, 2025	January 2, 2026	Fixed Amount:25 Phase I:30 Phase II:30 Phase III:0

*ZNEF recognizes that the timeline mentioned above is contingent on availability of funding for the program. While unforeseen circumstances cannot be anticipated, it is ZNEF ardent intentions that this timeline will be closely implemented.

Utilizing search engine marketing will be utilized to help individuals searching for grant opportunities to see our grant information and peruse our website with the intended purpose of submitting an application. Organizing a website will be deployed within one week of being notified of funding. Though it will essentially just be a landing page, a counter will be added to depict the anticipated release date of the subgrantee application and begin amassing an email list of interested applicants. Information will be updated as it is available to keep interested parties informed of the application process, to include through the launch of the live application.

A well-designed website, ripe with information on the grantmaking process, links to technical assistance in written and video form, frequently asked questions (FAQs) and contact information for ZNEF staff. ZNEF recognizes that attaining the skills of someone who is versed in digital, community-based marketing with a national bandwidth may need to be retained to increase our ability to inform the public of the grantmaking opportunity.

Email marketing will also be used. Sending out our grantmaking information to national nonprofit groups in the areas of environmental justice, health justice, pollution reduction, community cleanup, food desert eradication, environmental justice training of youth and disaster preparedness and disaster resiliency programs will be another strategy that helps spread the word and garner applications. As these as federal funds, we will network with all members in the United States House of Representatives and the United States Senators to post this

opportunity to their websites and post on social media, inviting applications. Additionally, state legislative, municipal and tribal committees on environmental issues and health will be contacted with the grant information to help increase exposure of the application to community-based organizations.

Due to ZNEF's partnerships and collaborations with numerous nationally recognized organizations, ZNEF feels it is prudent to solicit applicants from unique sources. An aggressive strategy to invite applications from community-based organizations through sharing ZNEF's Thriving Communities Request for Application with organizations that have a nationally known reputation of assisting communities that are disenfranchised, underserved and would have and established rapport/access to the targeted populations. This would be organizations such as the National Association of for the National Congress of American Indians, National Indian Justice Center, Historically Black Colleges and Universities (HBCU), Minority Serving Institutions (MSI), Hispanic Serving Institutions (MSI), Advancement of Color People (NAACP), National Council for Negro Women (NCNW).

With Vice President Kamala Harris shining a light on Black Greek-lettered organizations, invitations to these organizations (Alpha Phi Alpha Fraternity, Inc., Alpha Kappa Alpha Sorority, Inc., Kappa Alpha Psi Fraternity, Inc., Omega Psi Phi Fraternity, Inc., Delta Sigma Theta Fraternity, Inc., Phi Beta Sigma Fraternity, Inc., Sigma Gamma Rho Sorority, Inc., Iota Phi Theta Fraternity, Inc.), all of whom boasts memberships well over 100,000 members, are connected to a myriad of nonprofit entities and would be invited to submit applications.

Direct communication will commence with the RFA being sent to nonprofit organizations in the inhabited United States territories to include U.S. Virgin Islands, Puerto Rico, American Samoa, Guam and Northern Mariana Island. Solicitation will also occur with school districts, municipalities, rural associations, and environmentally focused organizations that align with the goals of ZNEF's Thriving Communities Grantmaking program and the EPA.

Designing a Competitive Application Process

ZNEF is looking for innovative approaches to longstanding environmental justice issues that identify new strategies for engagement, especially for underserved communities. Capacity building, training, and promoting grant governance through effective and efficient grant and fiscal management are paramount to this process. ZNEF will required subgrantees to develop S.M.A.R.T. (specific, measurable, achievable, realistic and time-bound) applications that has one or more of the four focus areas as a foundation to their activities, though other areas that address environmental justice will also be considered. To align with the EPA's directives, the application process has been streamlined to only ask questions to seek to align the intended activities with ZNEF and EPA goals. Our approach is a national, open call for applications. Once application process is released, we may consider reopening the application for a particular Phase, if enough qualified applications are not available for consideration. We anticipate providing all applicants with a disposition letter (detailing they are not being considered or they are advancing in the consideration process), to ensure consistent communication is given throughout the grant review process. Applicants that are not successful, will be added to a listserv/database where they will receive announcements of the opening of the application, to encourage subsequent applications.

Reducing Burden

The opportunity that would be presented in this proposal is extraordinary to disadvantaged and underserved communities. Some of the most deserving community-based nonprofit

organizations, are not in a position to apply for any type of desperately needed funding, let alone federal funding, as they are usually capacity constrained. For example, having staff on hand that is able to navigate the registration process for the required governmental registration systems, such as Sams.gov and grants.gov can be an intimidating and cumbersome process. Both can take up to a month to become cleared for submissions. Grant applications are usually overly arduous in that large amounts of information, some of which is not germane to the program being proposed, is required to be part of the application. Sometimes the barrier could be not being able to articulate clearly the activities that will be performed within the grant, and the community-based organizations does not have the funds to pay for a grant writer. This especially applies to tribal, rural, and community-based organizations. Having access to these communities since 1974, garners ZNEF and advantage in serving as a grantmaking organization because there is already a national rapport with many of these communities throughout the nation that are aware of the ZNEF brand. This will allow us to focus our marketing of the grants to disenfranchised communities quickly, especially taking into account the barrier present for federal applications. ZNEF is also committed to instituting a process that is anchored in efficiency and expediency, alleviating the aforementioned burdens. The system used to capture the RFP will be housed on a cloud-based website that would be easy to search via various search engines to find, in addition to a dedicated tab being placed on our website. Once there, the applicant will be taken through five screens, that will house textboxes, radio buttons or upload links that will allow the applicant to complete the application within 45 minutes.

Another issue with the federal grantmaking process is the time it takes to actually receive the award. Even after notification of a successful proposal submission, it can take up to six (6) months to actually receive the financial portion of the award. For a resource constrained, community-based nonprofit, this can have a dire effect on the services they are able to render and can have an impact on the deliverables of the grant being made on time. ZNEF is committed to developing an electronic grants management system that will ensure that awardees are able to start receiving their funding within one-month of receiving notification of a successful application. The one-month period is needed to ensure the community-based non-profit has their internal infrastructure in place. During this month, ZNEF staff will be in communication with the subgrantee to ensure components needed to begin carrying out activities are put in place for a timely start of grant activities. All subgrantees will receive a dedicated Program Coordinator, a telephone number and email address to can be used to address their concerns and seek technical assistance from as they navigate implementing their grant. ZNEF recognizes that our target applicant will not necessarily have the funds to acquire costs and then request reimbursement. Therefore, our grants management system will have fiscal controls that allow for advance requests that will be substantiated through backup documentation to ensure fidelity in program implementation. Subgrantees will need to have their programs up and running within two months of notification of being awarded.

Addressing the Digital Divide

While Covid-19 caused many fields to innovate with digitization, this did not occur without some challenges. Citizens in areas deemed as rural still face challenges to stable internet connections and those in urban areas have issues affording internet access, both cause a deeper divide of access to information and resources on the health determinates. ZNEF seeks subgrantees that will address the digital divide how we receive our applications. Our subgrantee applications will be provided in formats that are computer based, but do not require an internet

connection. Therefore, the submission process for applicants who do not have a reliable internet connection will not be needed to submit a subgrantee application. Additionally, if awarded, these same applications will be made available to show the grant's progress via reports that also include grant evaluation measures.

Application Submission Types

General contact and grant information will need to be entered into the application website. However, applicants will be afforded the opportunity to submit their project narrative in two ways. First, applications will be given the option to enter their application as an upload of a saved documents from a word processing software. The next option is to enter the application through textboxes. Whether an application is submitted via an upload or entered into textboxes, the character limitation requirements, per section, will be the same for both entries. Use of logic models are encouraged, but not required to be part of the subgrantees application. ZNEF seeks to have the most expansive reach for this opportunity which requires adhering to ADA requirements for the application website.

Pre-Application Activities

Preparing for the application release will be coupled with pre-application webinars and information sessions that will allow subgrantees to receive information on the subgrantee process and a walkthrough of the application. These sessions will take place on: Year 1: January 10, 2024; January 20, 2024; Year 2: August 15, 2024, August 24, 2024, September 10, 2024 and September 28, 2024; August 12, 2025, August 30, 2025, September 8, 2025 and September 22, 2025. These sessions will focus on asking the potential subgrantee's to be introspective prior to applying for the funding. They will include discussing the requirements of open communication to meet goals, deadlines, requests for technical assistance from ZNEF staff, types of awards offered and showing the application system. Frequently Asked Questions will be generated from these sessions and furnished on the website under a dedicated FAQ section. This will be routinely updated as questions are received.

Marketing Strategy-Online, In-Print and In-Person

An aggressive strategy to invite applications from community-based organizations through sharing ZNEF's Thriving Communities Request for Application with organizations that have a nationally known reputation of assisting communities that are disenfranchised, underserved and would have and established rapport/access to the targeted populations. This would be organizations such as the National Association of for the National Congress of American Indians, National Indian Justice Center, Historically Black Colleges and Universities (HBCU), Minority Serving Institutions (MSI), Hispanic Serving Institutions (MSI), Advancement of Color People (NAACP), National Council for Negro Women (NCNW).

With Vice President Kamala Harris shining a light on Black Greek-lettered organizations, invitations to the Divine Nine organizations (Alpha Phi Alpha Fraternity, Inc., Alpha Kappa Alpha Sorority, Inc., Kappa Alpha Psi Fraternity, Inc., Omega Psi Phi Fraternity, Inc., Delta Sigma Theta Fraternity, Inc., Phi Beta Sigma Fraternity, Inc., Zeta Phi Beta Sorority, Inc., Sigma Gamma Rho Sorority, Inc., Iota Phi Theta Fraternity, Inc.), all of whom have IRS designated 501 (c) 3 nonprofit entities and would be invited to submit applications.

Our marketing strategy would also include sending the RFA to school districts, municipalities, rural associations, and environmentally focused organizations that align with the goals of ZNEF's Thriving Communities Grantmaking program and the EPA.

This will include direct communication of the RFA with nonprofit organizations in the inhabited United States territories to include U.S. Virgin Islands, Puerto Rico, American Samoa, Guam and Northern Mariana Island.

Grant solicitation will occur through various forms. Documents such as letters, posters, brochures and other printed materials that will publicized the grants will be made available with the intention of saturation of our targeted population to increase the amount of applications received. ZNEF intends to minimally print promotional materials to align with the efforts of the grant to promote more environmentally conscious practices.

Online marketing via social media advertisements and state or municipal grant announcement boards will also be used to reduce costs of printed materials and generate interest in applicants.

In-person opportunities will be organized in areas where a significant interest in grant applications can be generated from the target populations. These locations will include large scale events where underserved community-based organizations will be present to market the grants directly to our intended subgrantee populations, with the goal of increasing quality subgrantee application submissions. These conferences or meetings will have at least 2,000 or more and will include a booth or brief speaking opportunity where the grantmaking process will be made available to attendees.

These are all strategies ZNEF has used with previous opportunities that afford us the desired results and we are assured the same will hold true for the Thriving Communities Grantmaking opportunity.

Overcoming Language Barriers

ZNEF welcomes the opportunity to collaborate with communities and community-based organizations where English is not their first language. Materials will be prepared in Spanish and other languages to ensure the announcement of the grant is reaching as many underserved communities as possible.

Grants Management System

ZNEF has received private, corporate and governmental funding. These opportunities have been secured through manual and electronic applications. This has made us keenly aware of the attention to detail required to ensure grant activities are implemented with fidelity. Optimizing the use of those funds would be best served through an electronic, cloud-based system to track the activities performed under this grant. Technology based options also reduce the need for more frequent travel through allowing technology to be utilized.

ZNEF prioritizes proper use of the funding to ensure all funds are used for their intended purpose. Having a system in place that reduces reporting barriers will be the a critical aspect to the successful implementation of this grant. The system used to track this will play an integral role in this occurring. The system used will be able to accept subgrantees grant applications, allow for multiple user reviewing and scoring applications, regardless of their location within the United States. Additionally, oversight of program and financial management will occur daily, with bi-weekly reporting requirements.

A secure web-based system will be constructed to capture all subgrantee applications. Users will be required to establish login credentials to access the application. This creates an online

environment where the submitter and reviewer can manage their applications. The ability for various users to download the entire application package or specific components to simultaneously will be a feature of this system. Subgrantee applicants that are applying for multiple years of funding will have an option to copy over application details from a previous submission. An online system check will perform an analysis of the information submitted and will require all application components to be submitted prior to application submission. This will allow subgrantees to be assured that they completed all required application components, with a timestamp to verify their submission.

Components of the Application Process

In keeping with reducing the barrier of applying for federal funding, all components of the ZNEF subgrantee application will either be textboxes with character limitations or a section that requires an upload. The application provides the strategic direction the subgrantee seeks to reduce undesirable effects in the realm of environmental justice. While high level details are required, conciseness will be paramount.

Applicant Contact Information will include the following:

- Name of Organization
- Organization Address
- Point of Contact Name
- Point of Contact Telephone Number
- Point of Contact Email Address
- Service Area Zip Code(s)
- Board Member Names/Roster

Project Information

- Project Title
- Which of the four focus areas will you address?
 - Improving food access to reduce vehicle miles traveled
 - Emergency preparedness and disaster resiliency
 - Cleanup projects
 - Environmental justice training for youth
- Are you applying for a Fixed Amount Subaward?
- Which Phase application are you applying for?
 - Phase I
 - Phase II
 - Phase III

Statement of Need

The Statement of Need should include quantifiable, baselines for the project. This builds on the Community Needs Assessment with an accurate appraisal of the current situation that the subgrantee is looking to change. This section will answer the question of why. Why is this project worth pursuing? Why should ZNEF, and subsequently the EPA, sow funding into this project?

Documentation of need may come from a variety of qualitative and quantitative sources. Subgrantees can obtain qualitative and quantitative data by:

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- Using existing data gathered (and comparing) national, State, and local information against furnished from county, public agencies, school systems, health systems, environmental firms and adjudicated public court cases.
- Conducting surveys that gather information from a representative sample of your population(s) of focus;
- Identify key community stakeholders who are knowledgeable about the community and can accurately help in prioritizing needs; and
- 4) Utilizing community forums or public meetings to obtain information from community members about the needs facing the community and helping to prioritize needs that will serve as the basis for the subgrantee's application.

Community Needs Assessment (Phase II and Phase III Only)

A Community Needs Assessment will be the first information required to be input into the subgrantee application, as it is an important element of the planning process. This will contain information gathered from conducting a Community Needs Assessment within three (3) years of the date of the subgrantee application, to be certain it addresses current needs within the community.

Previous Environmental Justice Projects

Subgrantees will be required to explain previous environmental justice projects that they have participated in within the last three (3) years. This will give ZNEF Reviewers greater insight into the history of the organization and its connection to environmental justice.

Project Timeline

Subgrantees will be required to provide information on meeting the timelines of the Phase I, Phase II or Phase III funding they seek. Due to the urgency to ensure subgrantees will be able to expend the project funds in the designated timeframe, outlined by the EPA for the respective Phases of the Thriving Community Grant.

Project Work Plan

In this section, ZNEF is looking to see how the subgrantee plans to carry out the various components of the grant. We are seeking a detailed account of project planning, defined goals, implementation strategies and the individuals they will involve to meet those goals. ZNEF is interested to see the innovative ways subgrantees will approach addressing the four areas of focus within their communities and the strategies they will use to meet the challenges and goals of the grant. Community collaboration will be required to be addressed in this section.

Project Sustainability

While ZNEF recognizes the significance these funds will provide to community-based organizations, we seek to provide funding to organizations that will have a sustained impact on their intended community. ZNEF seeks to see some linkage between the subgrantee's application and the project having an impact on the community in a significant way.

Budget Justification

ZNEF will require a strong alignment to the subgrantee's budget and their project narrative. This is to ensure that the project goals and objectives will have the proper financial support to be

carried out to meet grant deadlines and have the intended impact within the underserved communities. The budget justification provides the connection on how costs were derived.

Budget

This section will outline the fiscal categories of personnel, fringe, travel, equipment, supplies, contractual or other of how the grand funds will be used.

Fixed Amount Subawards

Securing grant funding for community-based organizations can really prove to be a challenge. In accordance with the EPA's Subaward Policy, five fixed amount subawards will be made available annually. This will be reserved for applicants with an expressed dire need for funds and will be capped at \$75,000. To qualify for this award, subgrantees will be required to submit a modified application and select that their application is seeking a fixed amount subaward.

ZNEF's Approach for Phase I, Phase II, and Phase III Implementation

ZNEF recognizes the opportunity to serve as a grantmaking entity with this level of funding affording community-based nonprofits seeking to make substantial progress within their communities, as truly historic. Therefore, we seek annually manage a combination portfolio of projects in various stages to maximize the flow of funding into the community-based organizations that will be conducting the activities. Our goals and objectives for these projects are clear-provide funding to community-based non-profits, in an application and implementation process that is devoid of the usual rigors of applying for federal funding.

Fixed Amount/Noncompetitive Award

ZNEF will be looking for subgrantees that have an established record of activism in the one of the four areas of focus within their communities or a closely related field that aligns with EPA environmental justice. The four areas of focus will be improving food access to reduce vehicle miles traveled, emergency preparedness and disaster resiliency, cleanup projects and environmental justice training for youth. These projects will be addressing an immediate, dire need that will not be subject to the full application process of Phase I, Phase II or Phase III awards. In year 1, we would be seeking to grant 5 awards, in the predetermined \$75,000 ceiling. In year 3, when there are additional funds in the budget, a total of 9 of these awards will be furnished. The focus is on subgrantee awards that can be completed within a year, so that we can ensure the funds are spent within the required timeframe.

The projects considered for Noncompetitive Award funding must:

- Establish a connection to one or more of the four ZNEF focus areas;
- Only apply for one ZNEF subgrantee opportunity per calendar year;
- Detail the dire, immediate need of the organization;
- Present a plan that is able to begin implementation within one month of application approval.
- Demonstrate an active role in the community in which they seek to serve;
- Include plans to expediently, yet efficiently use the grant funding within the designated year timeframe;
- Deploy research-based, proven strategies that will help make a significant impact to intended community;

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- Incorporates partnerships with other non-profits, municipal, state, corporate or private collaborations;
- Facilitate real change that will have a lasting impact on the community they seek to serve.

Phase I: Assessment

ZNEF will be looking to award Phase I fundings to subgrantees that have an established record of activism in environmental or health justice within their communities. While they are aware of certain environmental issues impacting health within their community, they have not been able to formally gather information or assess the problem thoroughly due to being capacity constrained. These projects are looking to move their project forward through resource identification. We would be seeking to grant 15 awards in year 1 and 17 awards in Year 3, not to exceed \$150,000 for one year. While ZNEF has identified four areas of focus (improving food access to reduce vehicle miles traveled, emergency preparedness and disaster resiliency, cleanup projects and environmental justice training for youth), projects are not limited to just those environmental justice areas. Addressing more than one environmental issue is encouraged, but not required. Typical types of activities could include but are not limited to preliminary research, surveys, studies, monitoring, sampling, testing and public education.

The projects considered for Phase I funding must:

- Have clearly defined connection to the EPA's desire to reduce environmental justice health impacts through measurable goals and objectives;
- Only apply for one ZNEF subgrantee opportunity per calendar year;
- Can address more than one environmental issue;
- Demonstrate an active role in the community in which they seek to serve;
- Include plans to expediently, yet efficiently use the grant funding within the designated one-year timeframe;
- Deploy research-based, proven strategies that will help make a significant impact to intended community;
- Incorporates partnerships with other non-profits, municipal, state, corporate or private collaborations;
- Present a plan that is able to begin being implemented within two months of application approval; and
- Serve as an impetus to facilitate real change that will have a lasting impact on the community they seek to serve.

Phase II: Planning

For Phase II funding, ZNEF would be looking for subgrantees have an established record of activism in the community they seek to serve. They already have a firm grasp the environmental justice issues within their community and are at the stage of seeking funding to form and implement a community-wide strategy to address them. We would be seeking to grant 15 awards, not to exceed \$250,000 for one (1) to two (2) years. While ZNEF has identified four areas of focus (improving food access to reduce vehicle miles traveled, emergency preparedness and disaster resiliency, cleanup projects and environmental justice training for youth), projects are not limited to just those environmental justice areas. Addressing more than one environmental issue is encouraged, but not required. In Year 3, the Phase II projects that will be

accepted will have a timeframe of one year, to ensure they met the timeline requirements. Offering a two-year, Phase II grant in Year 3 will not allow adequate time for the timeline to be met. Typical types of activities could include but are not limited to partnership building, planning, small land purchases, projects to encourage community involvement, public education and outreach and coordination of community stakeholders.

The projects considered for Phase II funding must:

- Have clearly defined connection to the EPA's desire to reduce environmental justice health impacts through measurable goals and objectives;
- Only apply for one ZNEF subgrantee opportunity per calendar year;
- Present a plan that is able to begin being implemented within two months of application approval.
- Demonstrate an active role in the community in which they seek to serve;
- Include a comprehensive planning approach to address the focus areas in their community to expediently, yet efficiently use the grant funding within the designated one to two-year timeframe;
- Deploy research-based, proven strategies that will help make a significant impact to intended community.

Phase III: Project Development

For subgrantees seeking Phase III funding, ZNEF would be looking for subgrantees have an established record of activism in their communities. These projects have already undergone a project planning phase and have a plan of action in hand they are seeking to implement. They just need financial resources to start the process. We would be seeking to grant 20 awards, not to exceed \$350,000 for two (2) years. While ZNEF has identified four areas of focus (improving food access to reduce vehicle miles traveled, emergency preparedness and disaster resiliency, cleanup projects and environmental justice training for youth), projects are not limited to just those environmental justice areas. Addressing more than one environmental issue is encouraged, but not required. Phase III grants will not be offered in Year 3, as they require a two-year timeframe that will be unable to be met, being offered in Year 3. Typical types of activities could include but are not limited to implementation of created plans, project development, permits, implementation, construction or technical plans, public outreach and education.

The projects considered for Phase III funding must:

- Have a clearly defined connection to one or more of the four ZNEF focus areas;
- Present a plan that is able to begin being implemented within two months of application approval.
- Demonstrate an active role in the community in which they seek to serve;
- Include plans to expediently, yet efficiently use the grant funding within the designated two-year timeframe;
- Deploy research-based, proven strategies that will help make a significant impact to intended community;
- Incorporates partnerships with other non-profits, municipal, state, corporate or private collaborations;
- Facilitate real change that will have a lasting impact on the community they seek to serve.

Sample Selection Criteria

In concert with the Advisory Council determining the weight of each criteria, the following is a sample of the selection criteria that will be used: Clearly defined connection to at least one or more of the four ZNEF environmental focus areas or another area aligned with EPA environmental justice; Proposal explicitly details how grant funds will help the organization achieve the project's environmental justice objectives and make an impact to the intended community; Project sets specific, measurable, attainable, relevant, and time-bound objectives within a realistic and attainable timeline. Activities are strongly linked to project objectives. (25%); Project sets a clear vision for success with defined outcomes that demonstrate its potential to engage, empower, and benefit a local community; An organization's ability to conduct a successful proposal, based on expertise in the field as it relates to the project, relationships on the ground, and experience working with population served; and Organization's ability to sustain the work beyond the grant period if the project is not temporary.

Past Performance

ZNEF has served as a major partner of which agreements with deliverables were signed and agreed upon for several federally and non-federally funded opportunities within the last three years. All of these partnerships are still in place today.

Agency	Agreement Amount	Agreement Length
National Institute of Health	\$125,000	5 years
National Parks Service	\$50,000	3 years
US Fish and Wildlife Services	\$100,000	8 years
Macy's	\$250,000	2 years
Google	\$100,000	3 years

In 2018, our partnership with the National Institute of Health began. Familiar with our previous work in the field of genetics with the Human Genome Project from the early 2000's, ZNEF was commissioned to help increase the number of participants in the National Institute of Health's quest to establish a national health database that includes a robust inclusion of representation from underserved communities throughout the nation. Since this partnership started, the annual target of 10,000 national participants has been realized from our efforts. In 2020, we established a national partnership with the National Parks Service to provide new opportunities for African American women and young girls to experience national parks, historic sites and monuments as well as promote interest in historic preservation careers. As a result of this partnership, 1,567 unique national visits were logged under this program and four women have attained employment with the National Parks Service.

In 2015, we entered into partnership with the U.S. Fish and Wildlife Services, which affords us the opportunity to link minority youth with conservation efforts to ignite stewardship for the outdoors with youth throughout America. As a result of this partnership, 3,000 unique visits to national refuges around the country we attributed to this partnership. Our agreement with Macy's began in 2021 and seeks to reduce the high costs of higher education through awarding scholarships to deserving, disadvantaged students through our national grant portal. In 2020, we established an agreement with Google to train 100,000 African American women with

career development training that enhanced their digital skills. The target was to train at least 10,000 individuals and we have exceeded that target each year. In 2020, 11,000 women were trained and in 2022 13,000 were trained. The target is set to be exceeded again by the close of 2023.

Though each agreement has its own unique composition and deliverables, the common thread among all of them was the recognition of ZNEF's ability to connect resources to underserved and disadvantaged communities that was seen as an asset in expanding the reach of each partnering organization. The multi-year, six-to-seven figure levels of funding associated with these opportunities demonstrates the readiness ZNEF has to implement the EPA's Thriving Communities Grantmaking entity.

EPA Collaboration/Reporting

In accordance with grant guidelines, ZNEF will meet the following reporting schedule: Meeting the required quarterly progress report(s) for each 12-month period; Routine telephone calls or web-based video call meetings with EPA Project Officer, as needed, to address questions, concerns or seeking guidance on program implementation as a grantmaking entity or on behalf of the subgrantees; Instituting a robust, cloud-based documentation process of subgrantee activity implementation to include photographs, videos, posting to websites and use of other social media platforms to inform the public of implementation progress; The Director will be required to submit the final technical reports within the required timeframe of 120 days after the close of the 12-month period; Financial closeout reports will be filed monthly, and other financial disclosures available upon request of EPA Project staff; Providing other reports or disclosures as requested.

Due to the time allotted for grant implementation, an aggressive monitoring strategy by ZNEF staff will be used to ensure adequate progress is being achieved towards project goals. If a subgrantee is found to not meet targets within three months, a meeting with ZNEF and EPA staff will be required to identify issues with implementation and a corrective action plan derived. If targets are unable to be met in the fourth month, the ability drawdown funds will be suspended and additional technical assistance procedures will be deployed, to possibly include in-person visit, to help get the subgrantee back on track to meet program goals.

Meeting Justice 40 Reporting

ZNEF happily commits to ensuring all subgrantee awards will have an alignment to disadvantaged or underserved communities. This will enable our subgrantees to align with the President Biden Executive Order 14008, with the goal of federal investments being realized in marginalized communities (White House, 2023). ZNEF's incriminate approach to projects has allows us to delve into a variety of areas to form partnerships or to carry out projects. This is undertaken from a standpoint of having individuals in administrative roles who are versed in quality management/project management principals. In particular, going from concept, development, execution to completion is a standard foundation all ZNEF project originate from (Project Management Institute, 2023).

Budget Justification

Personnel (\$710,00): ZNEF sees this project taking place with a staff of seven to manage the daily tasks of meeting the goals and objectives of this program. They will include: Director who

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will serve as the lead liaison with the EPA; coordinates staff tasks to ensure project completion; Office Manager who serves as the chief custodian of staff calendars, project records, and assists the Director, Project Coordinators and Comptroller in their routine tasks; Project Coordinators (4) assigned a portfolio of approximately 13 Noncompetitive, Phase I, Phase II, Phase II subgrantees that they will assist with meeting the goals and objectives of the grantmaking process; Comptroller establishes, maintains and monitors all internal and external fiscal processes to include draw downs, advances, payroll and closeout.

Fringe Rate (\$156,200): The predetermined fringe rate for ZNEF employees is 22% and will be levied upon all employees acquired to carry out the duties of this grant. We are choosing to keep the staff rather lean, to afford more funding to be allocated for the phased grants to send as much funding into the community as possible to address environmental justice issues. This will cover medical, dental, vision insurance and leave expenses.

Travel (\$40,000): Lodging, transportation fares, rental vehicles, ground transportation to large-scale, high traffic events to promote grant competition. Travel to render in-person technical assistance. Professional development among seven employees and Advisory Board Members to stay abreast of environmental justice innovative strategies. This line item was determined by averaging the following: 20 trips x 2,000.

Supplies (\$20,000): General office supplies for seven employees to include computers, electronic tablets, paper, pens, printers, staplers, staples, paperclips, tape, tape dispensers, notebooks, label makers, folders, file cabinets, etc. to manage and document grant activities

Equipment (\$10,000): Office equipment exceeding the 5,000 threshold (commercial copier, scanner, fax machine).

Contractual (\$440,800): Professional services such as consultation and creation of RFP and grants management system, projects management system, graphic artist for media campaigns, language interpretation for marketing materials, electronic management services, electronic employment management services, website hosting, online meeting software, cloud based online storage.

Other (Year 1: \$13,475,000/ This section houses the subgrantee awards: Fixed Amount (5x \$75,000) = \$375,000; Phase I (15x\$150,000) = \$2,250,000; Phase II (15 x \$250,000) = \$3,750,000; Phase III (20 x \$350,000) = \$7,000,000. Other costs listed in this line item includes subscriptions to environmental justice publications and membership in environmental justice nonprofit organizations. Postage for mailed out campaigns. In-person meeting expenses such as room rental, fees for booths, etc.

Indirect Cost Rate: (\$1,650,000): ZNEF is subject to federal regulation 2 CFR 200.414(f) and will assess a 10% indirect cost rate annually. ZNEF's commitment to this project allocated nearly 80% of the funds in subgrant awards, to infuse as much funding as possible into the underserved communities we seek to assist.



EPA KEY CONTACTS FORM

OMB Number: 2030-0020
Expiration Date: 06/30/2024

Authorized Representative: *Original awards and amendments will be sent to this individual for review and acceptance, unless otherwise indicated.*

Name:	Prefix: Dr.	First Name: Rachel	Middle Name:
	Last Name: Thomas	Suffix:	
Title:	Chair, Research and Projects		
Complete Address:			
Street1:	Ex. 6 Personal Privacy (PP)		
Street2:			
City:	Laplace	State:	LA: Louisiana
Zip / Postal Code:	70068	Country:	USA: UNITED STATES
Phone Number:	Ex. 6 Personal Privacy (PP)	Fax Number:	
E-mail Address:	Ex. 6 Personal Privacy (PP)		

Payee: *Individual authorized to accept payments.*

Name:	Prefix:	First Name:	Middle Name:
	Last Name:	Suffix:	
Title:			
Complete Address:			
Street1:			
Street2:			
City:		State:	
Zip / Postal Code:		Country:	
Phone Number:		Fax Number:	
E-mail Address:			

Administrative Contact: *Individual from Sponsored Programs Office to contact concerning administrative matters (i.e., indirect cost rate computation, rebudgeting requests etc).*

Name:	Prefix: Dr.	First Name: Rachel	Middle Name:
	Last Name: Thomas	Suffix:	
Title:	Chair, Research and Projects		
Complete Address:			
Street1:	Ex. 6 Personal Privacy (PP)		
Street2:			
City:	LaPlace	State:	LA: Louisiana
Zip / Postal Code:	70068	Country:	USA: UNITED STATES
Phone Number:	Ex. 6 Personal Privacy (PP)	Fax Number:	
E-mail Address:	Ex. 6 Personal Privacy (PP)		

EPA KEY CONTACTS FORM

Project Manager: *Individual responsible for the technical completion of the proposed work.*

Name: Prefix: First Name: Middle Name:
Last Name: Suffix:
Title:

Complete Address:

Street1:
Street2:
City: State:
Zip / Postal Code: Country:
Phone Number: **Fax Number:**
E-mail Address:

Other Attachment File(s)

* Mandatory Other Attachment Filename:

Add Mandatory Other Attachment

Delete Mandatory Other Attachment

View Mandatory Other Attachment

To add more "Other Attachment" attachments, please use the attachment buttons below.

Add Optional Other Attachment

Delete Optional Other Attachment

View Optional Other Attachment

Project Narrative File(s)

* **Mandatory Project Narrative File Filename:**

Add Mandatory Project Narrative File

Delete Mandatory Project Narrative File

View Mandatory Project Narrative File

To add more Project Narrative File attachments, please use the attachment buttons below.

Add Optional Project Narrative File

Delete Optional Project Narrative File

View Optional Project Narrative File

ZNEF's Project Summary Page

Project Title: ZNEF's Environmental Justice Thriving Communities Grantmaking Program

Geographic Area: National

Applicant Name: Zeta National Educational Foundation

Applicant Address: [Redacted] New Hampshire NW, Washington, D.C. 20009

Main Contact: Rachel Thomas [Ex. 6 - Personal Privacy (PP)] [Ex. 6 - Personal Privacy (PP)]

Brief Description of Applicant Organization: Since 1974, the mission of the ZNEF is to support higher education and conduct community education programs through research to improve individual and community living standards.

Minority Serving Institution: No

Community-Based Nonprofit Partner: Zeta Phi Beta Sorority, Incorporated

Abstract: The overrepresentation of minority communities that experience the direst of adverse environmental effects has been well documented (Patnik et al, 2020; Environmental Protection Agency, 2023; National Institute of Health, 2021, United States Department of Justice, 2023; American Medical Association, 2023). ZNEF is endeared to assisting with finding pathways that allow families, especially those from underserved communities, to thrive in all aspects of life, and pursuing external funding opportunities routinely to help achieve that goal.

ZNEF plans to rely heavily on a digital marketing strategy to advertise and invite community-based organizations to apply for the Thriving Community Grants. Our intended audience is community-based nonprofit organizations that have a connection to the community they serve who desire funding to help reduce an environmental justice issue that has been identified as a focus area by ZNEF.

Our goals are to meet and exceed all fiscal and programmatic deadlines outlined by the EPA; increase community involved decision making on environmental issues that affect their community; increase collaborations between various partners that work towards advancing the principles of the EPA within their communities; increase community awareness about disaster preparedness, disaster resiliency, and food insecurity through education programs; decrease the number of miles traveled to have access to healthy food options, especially for underserved communities; and restore community pride through providing small investments into communities to reduce environmental justice issues.

ZNEF's evaluation process will include various data driven, outcome derived evaluation methods. Our detailed plan allows for information to be attained in four research-based ways: qualitative, quantitative, formative and summative. Over the three-year span of this grant, we plan to offer 195 subgrants to deserving community-based organizations throughout the United States.

Phase	Subgrantee Awards Year 1	Subgrantee Awards Year 2	Subgrantee Awards Year 3	Duration of Award
Fixed Amount	5	5	25	1 year
Phase I	15	15	30	One (1) year
Phase II	15	15	30	Up to two-years
Phase III	20	20	0	Up to two-years
Total:195	55	55	85	

Year 1 of 3	Description	Total
Personnel	Director-150,00 Office Manager-75,000 Project Coordinators (4 x90,000)-360,00 Comptroller -125,000	710,000
Fringe Benefits	Medical, dental, vision insurance and leave (22%)	156,200
Travel	Lodging, transportation fares, rental vehicles, ground transportation to large-scale, high traffic events to promote grant competition. Travel to render in-person technical assistance. Professional development among seven employees and Advisory Board Members to stay abreast of environmental justice innovative strategies. 20 trips x 2,000	40,000
Equipment	Office equipment exceeding the 5,000 threshold (commercial copier, scanner, fax)	10,000
Supplies	General office supplies for seven employees to include computers, electronic tablets, paper, pens, printers, staplers, staples, paperclips, tape, tape dispensers, notebooks, label makers, folders, file cabinets, etc. to manage and document grant activities.	20,000
Contractual	Professional services such as consultation and creation of RFP and grants management system, projects management system, graphic artist for media	438,800

	campaigns, language interpretation for marketing materials, electronic management services, electronic employment management services, website hosting, online meeting software, cloud based online storage.	
Other (including subawards)	<p>Fixed Amount $(5 \times 75,000) = 375,000$ Phase I $(15 \times 150,000) = 2,250,000$ Phase II $(15 \times 250,000) = 3,750,000$ Phase III $(20 \times 350,000) = 7,000,000$</p> <p>Subscriptions to environmental justice publications and membership in environmental justice nonprofit organizations = 5,000</p> <p>Postage for mailings = 25,000 In-person meeting expenses (room rental, fees for booths, etc.) = 70,000</p>	13,475,000
Indirect Charges (Note that as provided in the definition of <i>Modified total direct costs</i> in 2 CFR 200.1 indirect cost rates	10% indirect charges	1,650,000
may only be applied to the first \$25,000 of subawards.)		
		Total Year 1 Budgeted Costs = \$16,500,000

Year 2 of 3	Description	Total
Personnel	Director-150,00 Office Manager-75,000 Project Coordinators (4 x90,000)-360,00 Comptroller -125,000	710,000
Fringe Benefits	Medical, dental, vision insurance and leave (22%)	156,200
Travel	Lodging, transportation fares, rental vehicles, ground transportation to large-scale, high traffic events to promote grant competition. Travel to render in-person technical assistance. Professional development among seven employees and Advisory Board Members to stay abreast of environmental justice innovative strategies. 20 trips x 2,000	40,000
Equipment		
Supplies	General office supplies for seven employees to include computers, electronic tablets, paper, pens, printers, staplers, staples, paperclips, tape, tape dispensers, notebooks, label makers, folders, file cabinets, etc. to manage and document grant activities.	20,000
Contractual	Professional services such as consultation and creation of RFP and grants management system, projects management system, graphic artist for media campaigns, language	448,800

	interpretation for marketing materials, electronic management services, electronic employment management services, website hosting, online meeting software, cloud based online storage and auditing services.	
Other (including subawards)	<p>Fixed Amount $(5 \times 75,000) = 375,000$ Phase I $(15 \times 150,000) = 2,250,000$ Phase II $(15 \times 250,000) = 3,750,000$ Phase III $(20 \times 350,000) = 7,000,000$</p> <p>Subscriptions to environmental justice publications and membership in environmental justice nonprofit organizations = 5,000</p> <p>Postage for mailings = 25,000 In-person meeting expenses (room rental, fees for booths, etc.) = 70,000</p>	13,475,000
Indirect Charges (Note that as provided in the definition of <i>Modified total direct costs</i> in 2 CFR 200.1 indirect cost rates may only be applied to the first \$25,000 of subawards.)	10% indirect charges	1,650,000
		Total Year 2 Budgeted Costs = \$16,500,000

Year 3 of 3	Description	Total
Personnel	Director-150,00 Office Manager-75,000 Project Coordinators (4 x90,000)-360,00 Comptroller -125,000	710,000
Fringe Benefits	Medical, dental, vision insurance and leave (22%)	156,200
Travel	Lodging, transportation fares, rental vehicles, ground transportation to large-scale, high traffic events to promote grant competition. Travel to render in-person technical assistance. Professional development among seven employees and Advisory Board Members to stay abreast of environmental justice innovative strategies. 20 trips x 2,000	40,000
Equipment		
Supplies	General office supplies for seven employees to include computers, electronic tablets, paper, pens, printers, staplers, staples, paperclips, tape, tape dispensers, notebooks, label makers, folders, file cabinets, etc. to manage and document grant activities.	20,000
Contractual	Professional services such as consultation and creation of RFP and grants management system, projects management	448,800

	system, graphic artist for media campaigns, language interpretation for marketing materials, electronic management services, electronic employment management services, website hosting, online meeting software, cloud based online storage and auditing services.	
Other (including subawards)	<p>Fixed Amount $(25 \times 75,000)=1,875,00$ Phase I $(30 \times 150,000)=$ 4,500,000 Phase II $(30 \times$ 250,000)$=7,500,000$</p> <p>Subscriptions to environmental justice publications and membership in environmental justice nonprofit organizations =5,000</p> <p>Postage for mailings=25,000 In-person meeting expenses (room rental, fees for booths, etc.)= 70,000</p>	13,975,000

Indirect Charges (Note that as provided in the definition of <i>Modified total direct costs</i> in 2 CFR 200.1 indirect cost rates may only be applied to the first \$25,000 of subawards.)	10% indirect charges	1,650,000
		Total Year 3 Budgeted Costs = \$17,000,000

Overall Combined Budget (All Years)	Description	Total
Personnel	Director-450,00 Office Manager-225,000 Project Coordinators (4 x90,000x3)-1,080,00 Comptroller -375,000	2,130,000
Fringe Benefits	Medical, dental, vision insurance and leave (22%)	468,600
Travel	Lodging, transportation fares, rental vehicles, ground transportation to large-scale, high traffic events to promote grant competition. Travel to render in-person technical assistance. Professional development among seven employees and Advisory Board Members to stay abreast of environmental justice innovative strategies. 60 trips x 2,000	120,000
Equipment	Office equipment exceeding the 5,000 threshold (commercial copier, scanner, fax)	10,000
Supplies	General office supplies for seven employees to include computers, electronic tablets, paper, pens, printers, staplers, staples, paperclips, tape, tape dispensers, notebooks, label makers, folders, file cabinets, etc. to manage and document grant activities.	60,000
Contractual	Professional services such as consultation and creation of RFP and grants management system, projects management system, graphic artist for media campaigns, language	1,336,400

	interpretation for marketing materials, electronic management services, electronic employment management services, website hosting, online meeting software, cloud based online storage and auditing services.	
Other (including subawards)	<p>Fixed Amount (35 x75,000)=2,625,000 Phase I (60x150,000)= 9,000,000 Phase II (60 x 250,000)=15,000,000 Phase III (40 x 350,000)=14,000,000 Subgrant total: 40,625,000</p> <p>Subscriptions to environmental justice publications and membership in environmental justice nonprofit organizations =15,000</p> <p>Postage for mailings=75,000 In-person meeting expenses (room rental, fees for booths, etc.)= 210,000</p>	40,925,000
Indirect Charges (Note that as provided in the definition of <i>Modified total direct costs</i> in 2 CFR 200.1 indirect cost rates may only be applied to the first \$25,000 of subawards.)	10% indirect charges	4,950,000
		Total Budgeted Costs (All Years) = \$50,000,000

CURRICULUM VITAE

Ex. 6 Personal Privacy (PP) – June 2023

ACADEMIC DEGREES:

1990 Ed.D., Educational Leadership, Auburn University
1977 MA, Sec. Education, Administration Endorsement, University of South Alabama
1969 BS, Mathematics/Physics, Xavier University

POST DOCTORAL STUDY:

University of South Carolina -Instructional Technology and Educational Leadership

LEADERSHIP TRAINING:

Rutgers University, HBCU College of Education Deans' Think Tank
June 25-27, 2013

Community Leadership Institute, Total Community Action
New Orleans, LA , October 2012

Boston College, Institute for Administrators in Catholic Education
July 11-14, 2011

University of Virginia, Darden School of Business/Curry School of Ed.
Executive Education for School Leaders. Oct. 10-15, 2009

PROFESSIONAL EXPERIENCE:

05/2016 Professor Emeritus (Retired), Xavier University of Louisiana (XULA)

7/13-05/2016 Professor/CAEP Coordinator, Ed.D/EDLD Program Coordinator,
Division of Education and Counseling, XULA

7/09 –6/13 Chair/NCATE Coordinator, Professor, Division of Education, XULA

07/06–6/09 Chair/NCATE Coordinator, Associate Professor,
Division of Education, Miles College, Fairfield, AL

9/05-06/06 NCATE Coordinator, Associate Professor,
Division of Education, Miles College

5/05-5/06 Professor, Graduate Faculty, XULA (Year after Hurricane Katrina)

7/04–5/05 Associate Professor, Graduate Faculty, Division of Education, XULA

8/97-7/04 Chair, Assoc. Prof., Division of Education, XULA
(Undergraduate, Graduate Programs and Bolden Child Care Center)

8/94-8/97 Asst. Prof., Educational Leadership and Policies,
University of South Carolina, Columbia, SC

1/93-8/94 Asst. Prof. and Chair, Educational Leadership and Foundations,
University of South Alabama, Mobile, AL

9/91-12/92 Asst. Prof., Educational Leadership and Foundations,
University of South Alabama

10/70 -8/91 Math. & Science Teacher, Grades 6-12, School District Central Office Staff
Development Workshop, HS Assist. Prin., MS Principal, Mobile, AL

Hale, R. (1994). *Aspirations and Frustrations of Female Secondary Administrators*, the Professional Educator, 16(2), 45-50.

Hale, R. (1993). *Clubs Reach Urban Middle Level Students*, Schools in the Middle, 2(4), 23-25.

Bahr, C., Fitzgerald, G., Goin, L., Hale, R., Hasselbring, T., Hudgins, J., Junkala, J., Kenney, D., Kueker, J., Langone, J., Lokerson, J., Mangum, J., Nardi, G. & Ross, G. (1993). *Technology Applications for Individuals with Disabilities*, Project RETOOL VideoDisc

Hale, R. (1990). *Correlation Between Teacher's Perception of Student and Student's Awareness of Teacher's Perception, Self-Concept, and Obtained Grade* (Published Dissertation), Ann Arbor, MI: UMI

FUNDED GRANTS/AGREEMENTS:

NOYCE/MSTI Teacher Fellows Master Teacher Fellows Program PI with Co-Pis Dr. Sindu Unnithan and Dr. Bryan Bilyeu. NSF, \$1,814,088 2012-2015. Designed to recruit college graduates and certify them in science and mathematics. They will work in high risk schools and be mentored by veteran teachers who will be introduced to National Board Certification procedures.

TRA², Teacher Residency Academy Alliance, \$281,304 (NSF, 2011-2013) partnership with JSU and the NBPTS to recruit college graduates and certify them in science in a fast-track one year residency program where they are mentored by NBCT.

HBCU-UP XU Pre Graduate Scholars Program. Designed to address the need for more STEM teachers. \$243, 000 over 5 years. Grant with Dr. Loren Blanchard, Senior Vice President for Academic Affairs and Dr. Marty Akundi, chair, Physics Dept. (2010-2014).

Akbar, R. & Hale, R. Louisiana School Turnaround Specialist Program, Regional Provider; Louisiana Board of Regents (2010)

Partnership for Assessment of College to Career. (2011-2012) \$4000. Louisiana Board of Regents

Partnership for Assessment of Career to College (2011-2014) \$12,000. Louisiana Board of Regents.

Carre 21st Century Community Learning Center – Pearson Education Camp, Miles College, June 17-22, 2007, \$17, 500, Auburn University/Alabama State Dept. of Education

Fast Track to Teaching, U. S. Department of Ed. Transition to Teaching grant, \$1.2 million (PI, 2002- Fall 2005). Tuition assistance for graduate candidates in the alternate programs for teacher certification

Ex. 6 Personal Privacy (PP)

Experience

March 2015-Present

Xavier University of Louisiana

New Orleans, LA

Asst. Vice President of Research & Sponsored Programs & Director of Title III

The Assistant Vice President of Research and Sponsored Programs and Title III Director is responsible for visionary leadership and strategic direction to strengthen the University in a variety of areas. The AVP manages an annual budget of \$9 million and supervises activities (direct/indirectly) of administrative professionals, directors, classified staff and student workers in the areas of Academic Affairs, Facility Planning, Information Technology Services, Student Academic Success, Library Services, Institutional Advancement/Development, Center for Undergraduate Research, Summer Programs and Graduate Opportunity (student research), and the Premedical Office. Additionally, I have authored a number of grant applications to include the Trio sponsored grant applications for Upward Bound, Upward Bound Math and Science, and Ronald McNair programs; the Upward Bound Math and Science and Ronald McNair proposals were funded. Facilitates a cross divisional, integrated approach to federal, state policies and regulations for University impact and compliance.

Sept 2013-March 2015

Louisiana Office of Juvenile Justice

Baton Rouge, LA

Executive Staff Officer

Served as an administrator who provided oversight to the operation of the Central Office, state sponsored residential juvenile justice facilities, juveniles in parish jails, behavioral facilities, and community based organizations. Performed formative and summative evaluations on programs gauging effectiveness for racially diverse populations on benchmarked goals throughout the Agency with executive and director level staff, and assessed federal policy. Conducted legislative analysis, testimony and bill review on matters germane to Agency issues. Reviewed large scale contracts and scored requests for proposals. Analyzed data for reports to stakeholders such as the legislature, Governor's Office, partnering state agencies, and the public. Researched and crafted messaging for public statements and legislative lobbying. Assisted with human resource duties that included assessing the Agency's need for additional employees or reductions in force and interacting with dismissed staff for file finalization.

Aug 2013-2015

Liberty University

Online

Adjunct Professor

Rendered academic instruction via online formats such as Moodle, Canvas, Blackboard to students deemed both traditional and non-traditional graduate students in Political Science courses. Recommend course offerings.

Dec 2011-Sept 2013

Louisiana Department of Education

Baton Rouge, LA

Education Program Consultant

Managed, reviewed and approved \$24 million in educational and social federal and state grants. Enforced federal and state laws and regulations through onsite and remotely reviewing compliance monitoring. Conducted legislative analysis on federal and state legislation that directly affected educational and social programs. Provided training through technical assistance via conferences workshops, telephone, emails, and official communication to grant recipients. Crafted messaging specifically for legislative testimony of senior officials.

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Mar 2011-Dec 2011

University of Louisiana-Lafayette

Baton Rouge, LA

Research Associate

Coordinated the implementation of a youth survey to 100,000 youth throughout the state of Louisiana, through compiling and analyzed data to be used in reports to federal and state stakeholders.

Sept 2009-Aug 2010

Saint Leo University

Tallahassee, FL

Adjunct Professor

Instructed and advised traditional and non-traditional undergraduate students on issues pertaining to Criminal Justice topics via lectures, presentations, examinations, individual/group projects and classroom assignments.

Sept 2005-Aug 2010

Florida Department of Education

Tallahassee, FL

Regional Manager/Program Specialist IV

Administered educational and socially based federal grants for indigent and racially diverse populations, with direct oversight over 154 million dollars' worth of funding throughout the state of Florida. Performed compliance monitoring for programmatic and fiscal accuracy. This also included the review of documents from building inspections, radon testing, and proposals for capital outlay expansions. Interacted with legislative officials to form partnerships and advocate sponsoring legislation on topics germane to educational and social programming such as K-12 scholarships and charter schools. Created reports for federal entities from data analyzed from grant recipients. Compiled research to be used in messaging efforts to stakeholders regarding programs. Delivered technical assistance to complex laws, proposed legislation, legislative testimony, and regulation interpretation via conferences training sessions, telephone, email, or technical assistance papers.

Mar 2003-Sept 2005

Allstate Insurance

Tallahassee, FL

Customer Service Representative/Office Manager

Quoted and issued insurance policies. Maintained daily upkeep within the office. Accepted payments from customers. Performed secretarial duties. (Answering multiple phone lines, filing, copying). Supervised and trained new Administrative Assistants on Allstate corporate policies and supervised daily tasks.

Education

Aug 2000-Aug 2003

Florida Agricultural and Mechanical University

Tallahassee, FL

Bachelors of Science in Criminal Justice

- Political Science minor

Aug 2000-Aug 2003

Florida Agricultural and Mechanical University

Tallahassee, FL

Masters of Applied Social Science

Aug 2010-Dec 2012 Southern University and Agricultural and Mechanical College

Baton Rouge, LA

Doctor of Philosophy in Public Policy

Dissertation Title: Assessing the Impact of Race, Gender, Exclusionary Discipline Practices, and Certain School Factors on School Related Referrals within the State of Florida: A Panel Data Analysis

Publications

Gray, Phyllis. (2014). *The Disparate Treatment of Black Youth in the Juvenile Justice System*. Dubuque, IA Kendall Hunt Publishing Company. (Collaborative book; I authored chapter 2 and co-authored chapter 7)

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Skills/ Qualifications

Management

- Oversee day to day operations at one of five regional field offices
- Lead teams of up to 10 in carrying out safety meetings and observations, create weekly schedules, track field activity (personnel, equipment used, and tasks completed), and develop QA/QC schedules to ensure data collected is accurate
- Instruct groups up to 10 on departmental policies and procedures, providing updates through written correspondence as well as verbal directives

Administration/Operations

- Compile and analyze data from monitoring equipment, complete preliminary site evaluations, field trip and damage assessment reports.
- Monitor QA/QC of team members' data ensuring the most accurate results
- Served as liaison between the client (Coastal Protection and Restoration Authority-CPRA), field offices, management, and landowners in role as Landrights Coordinator
- Managed departmental tracking spreadsheets for management invoices

Technical Skills

- Perform routine and field tasks according to standard operating procedures
- Proficient in plotting vegetation transects and completing plant identification surveys in coastal Louisiana wetlands
- Competent in preparing and testing an auto-level to measure numerous elevation points in swamps and marshes
- Capable of sitting or standing to operate watercraft (mudboat, outboard, and airboat), lifting construction equipment to build boardwalks, where environmental sampling occurs
- Collect hydrologic data from Hydrolab, InSitu and YSI data sondes. Environmental parameters recorded on these devices are temperature, specific conductance, salinity, and water depth. Data is uploaded, validated, and converted into a Microsoft Excel file for analysis
- Use the Rod Surface Elevation Technique (RSET) to measure vertical changes of soil surface over time and marker horizon stations with liquid nitrogen to measure vertical accretion. When used together, these processes provide information on below ground processes that influence surface elevation change. Data is entered in Microsoft Excel
- Utilize a sharpened Meriwether corer to extract soil samples with minimum compaction and surface disturbance. Cores are delivered to a laboratory for soil property analysis
- Familiar with Microsoft Office Suite (Word, Excel, PowerPoint, Outlook, Publisher)

Experience

DECEMBER 2021 – PRESENT

Environmental Investigator 3/Natural Resources Specialist 3 **Texas Commission on Environmental Quality, Houston, TX**

I work as an Environmental Investigator in the Office of Compliance and Enforcement at the Texas Commission on Environmental Quality (TCEQ). As an Environmental Investigator, my job responsibilities include regulating the environmental effects of industrial, commercial, and governmental activities through permitting, investigation, and assessment.

- Investigate various facilities in the Region 12-Houston Office of Compliance and Enforcement
- Investigate incidents reported by citizens and the regulatory community
- Communicate with legal, and permits staff regarding compliance issues
- Write investigation reports and refer cases to Enforcement as necessary
- Ensure regulated entities follow site operating plans during incidents
- Review permits prior to their distribution to the regulatory community

DECEMBER 2019 – PRESENT

Environmental Scientist 3 **Louisiana Department of Environmental Quality, Baton Rouge, LA**

I operate as an Inspector in the Office of Environmental Compliance, Surveillance Division at the Louisiana Department of Environmental Quality (LDEQ). As an Environmental Scientist, my job responsibilities include regulating the environmental effects of industrial, commercial, governmental, and construction activities through permitting, inspection, investigation, data collection, and assessment.

- Inspect various facilities in the fourteen-parish Capital Region Office for environmental compliance
- Investigate incidents reported by citizens and the regulatory community
- Communicate with inspections, legal, and permits staff regarding compliance issues
- Write inspection and incident reports and refer cases to the Enforcement Division as necessary
- Calibrate, operate, troubleshoot and maintain ambient water quality equipment
- Conduct ambient water quality sampling
- Operate and Troubleshoot hydrologic monitoring equipment

MARCH 2007 – DECEMBER 2019

Scientist 2 **APTIM, Baton Rouge, LA**

I have served in various capacities as Landrights Coordinator, Office Lead. and Scientist for the CRMS-Wetlands project. As an Environmental Scientist, my job responsibilities include

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Educator, relationship builder, and strategizer with over ten years of experience committed to creating an avenue for underserved students to excel; skilled in brand messaging, training, and grant management focused on securing a role with an organization that is passionate about positively impacting the nation's students.

Education

VALDOSTA STATE UNIVERSITY – Valdosta, GA
Master of Education, May 2009
Higher Educational Leadership

GEORGIA SOUTHERN UNIVERSITY – Statesboro, GA
Bachelor of Arts, December 2006
Writing and Linguistics

Professional Employment History

At-Risk Funding & Innovation Coordinator, November 2022 to Current
New Mexico Public Education Department

- ◆ Effectively trains, supervises and provides daily guidance to Martinez-Yazzie Response Team.
- ◆ Creates standards of practices for the way work is completed by the Martinez-Yazzie Response Team.
- ◆ Serves as the Program Manager for Family Income Index (state grant) with over 200 recipients.
- ◆ Creates and develops program criteria for compliance and evaluation for funded programs.
- ◆ Aids in creating training for Educational Plan review for agency and participates on core team for educational plan review.
- ◆ Provides technical assistance and conducts on-site funded programs to evaluate effectiveness and compliance with state funds.
- ◆ Attends various meetings throughout the agency and state to ensure various viewpoints are utilized to increase program performance

At-Risk Coordinator, May 2022 to November 2022
New Mexico Public Education Department

- ◆ Formulated and maintained relationships over 200 recipients for Family Income Index and At-Risk Funds (state grants) in an array of areas such as grant management, compliance with federal and state rules and regulations, quality instruction for students, family engagement, and program evaluation.
- ◆ Interpreted program requirements in order to successfully create and develop Resource Guide designated state wide for compliance with state grant funds.
- ◆ Provided technical assistance to local educational agencies and schools through one on one and group trainings.
- ◆ Performed site visits to navigate issues of equity.
- ◆ Reviewed and approved educational plans to ensure compliance of Family Income Index Funds
- ◆ Reviewed and approved budgets and request for reimbursements for allowability.
- ◆ Designed and created Canvas learning course for grant recipients and colleagues.

Lead Program Development Specialist, October 2020 to May 2022

University of South Florida Institute of School Reform at the Florida Department of Education
Tallahassee, FL

- ◆ Effectively trained, supervised and provided daily guidance to Program Specialists
- ◆ Served as point of contact for over 65 sub-recipients in an array of areas such as grant management, compliance with federal and state rules and regulations, quality instruction for students, family engagement, and program evaluation.
- ◆ Reviewed 21st CCLC application including scope of work, budget and other documents for multi-million dollar agencies.
- ◆ Ensured subrecipients achieve and remain compliant with federal and state rules and regulations by providing technical assistance, sample process and forms, trainings and other items as appropriate.
- ◆ Contributed to the planning of 21st CCLC administrative activities, statewide trends, subrecipient needs, success and challenges and other topics, as needed.
- ◆ Maintained duties of Program Specialist

Program Specialist, September 2017 to October 2020

University of South Florida Institute of School Reform at the Florida Department of Education
Tallahassee, FL

- ◆ Formulated and maintained relationships to serve as main point of contact for over twenty sub-recipients in an array of areas such as grant management, compliance with federal and state rules and regulations, quality instruction for students, family engagement, and program evaluation.
- ◆ Reviewed 21st CCLC applications including RFA and RFP for program plan, budget and other documents
- ◆ Ensured that applications were in approvable form as per federal and state requirements by providing technical support and guidance to 21st CCLC subrecipients.
- ◆ Assisted subrecipients in achieving and maintaining compliance with federal and state rules and regulations by providing technical assistance, sample process and forms, trainings and other items as appropriate.
- ◆ Assisted subrecipients in other grant management activities such as amendments to the subgrant agreement, submitting documentation to support the delivery of services, reports and other as needed.
- ◆ Participated in planning conversations regarding the 21st CCLC administrative activities, statewide trends, subrecipient needs, success and challenges and other topics, as needed.
- ◆ Travelled to provide training and technical assistance, conducts site visits to gauge the quality of the programs, review their processes and provide technical assistance and guidance as needed to improve program quality and compliance including participation in meetings.
- ◆ Presented professional development courses to subrecipients, 21st CCLC staff and other stakeholders on topics such as 21st CCLC programming, quality initiatives, academic instruction, enrichment activities, grants management and others.
- ◆ Used adult learning strategies and other inquiry based activities to ensure participant engagement, understanding of content and application of material learned in order to run successful programming.

Writing Teacher, August 2016 to September 2017

Crossroad Charter School Academy
Quincy, FL

Ex. 6 Personal Privacy (PP)

Ex. 6 Personal Privacy (PP)

Ex. 6 Personal Privacy (PP)

Ex. 6 - Personal Privacy (PP)

PROFESSIONAL EXPERIENCE

Director, Congressional and Federal Relations, American Psychological Association, October 2022-present

- Manage legislative and executive branch portfolio for the National Institute on Alcohol Abuse and Alcoholism (NIAAA), National Institute on Drug Abuse (NIDA), National Science Foundation (NSF) and the Eunice Kennedy Shriver National Institute on Child Health and Human Development (NICHD)

Director, Virginia Promise Partnership, April 2021-present

- Led coalition of 30+ leading bipartisan organizations to secure over \$200M in funding for early learning and care policy in the 2022-24 Virginia biennial budget
- Developed and implement the strategic direction of the Virginia Promise Partnership to secure quality affordable child care for all Virginia families by 2030 and the electoral activities of the 501(c)(4) political arm, Virginia Promise in Action
- Grew the Partnership's grassroots advocacy network to 1000 supporters and 100 trained advocates in 18 months
- Served as the public representative for the organization authoring op-eds, creating grassroots videos, attending public events, meeting with legislators and hosting a child care policy and advocacy podcast, Promise Insider
- Facilitated all coalition meetings and activities for a diverse membership including government relations professionals, Agency staff, parents, providers and advocates

Racial Equity Consultant, Leadership Center for Excellence, May 2021-present

- Advise the Leadership Center for Excellence staff on best practices relating to racial equity in operations, program recruitment, and communications
- Lead racial equity listening sessions with elected officials, economic development staff, and civic leaders
- Organize statewide Racial Equity Summit sponsored by Amazon

Brandywine Museum of Art Consultant, September 2019-May 2020

- Advised Brandywine Museum of Art on women's suffrage exhibit focusing on Black women's history and current political perspectives. Lead panel discussions on women in politics.

Aide, Christian Dorsey, Arlington County Board, July 2017-April 2021

- Monitored and advised the Chair on development of local issues; led communication and served as a liaison to hundreds of constituent inquiries
- Strengthened opportunities for participation in County policy development by leading the restructuring of 60 local advisory groups
- Increased female engagement in County policy through planning and executing first roundtables to discuss coordinated strategies for women's leadership throughout Arlington
- Increased efficiency, improving constituent satisfaction and engagement, and maximized Board members' productivity by streamlining office processes

Outreach and Advocacy Consultant, US Black Chambers, Inc., March 2017-May 2018

- Improved capacity of Chambers through events and webinars for 1000 participants
- Provided access to capital and credit counseling workshops for 20 national and local organizations

Program Manager, Zeta Phi Beta Sorority, Inc., October 2015-March 2017

- Facilitated dynamic community development programs for 800 communities across the nation by fostering relationships with eight national partner organizations and vendors including the US Fish and Wildlife Service (USFWS), March of Dimes, and the American Cancer Society
- Secured a \$15,000 grant from USFWS
- Increased minority women's impact on federal legislation for 15,000 women by enhancing internal political engagement and external government relations strategies. Organized advocacy days, legislative visits, and training webinars

Director of Outreach, Representatives Donald Beyer and Jim Moran, January 2012-October 2015

- Improved constituent relations by representing the Congressmen at approximately 50 key community events
- Garnered support for legislative agenda by organizing more than 17 successful outreach events for 2100+ attendees focusing on critical constituencies

Sr. Legislative Affairs Officer, American Psychological Association (APA) June 2008-December 2011

- Assisted in passage of post partum depression legislation by collaborating with maternal/child and mental health organizations
- Drafted the Healthy Media for Youth Act and procured over 25 co-sponsors in two months
- Received the American Society of Association Executives' Power of A Silver Award for the APA for organizing a grassroots advocacy, legislative action and community awareness summit on the sexualization of girls with over 10 organizations and agencies

**Federal Representative/Legislative Assistant, American College of Ob-Gyns, (ACOG) Washington DC
September 1999-May 2000 and March 2003-June 2008**

- Promoted women's health policy on behalf of 51,000 ob-gyns by procuring report language and advising congressional staff using scientific evidence-based approaches to research and advocacy
- Organized briefings for over 50 advocates and staff, as well as drafted all related letters and testimony
- Chaired federal health research coalition of over 100 members and presented coalition's findings at ACOG committee meetings
- Generated congressional support for federal health agency initiatives through fact sheets and meetings with congressional staff

CURRENT COMMUNITY LEADERSHIP ROLES

Trustee, Arlington Community Foundation

Board Member, March of Dimes (DC, MD, VA, WV)

Co-Convener, NOVA Coalition and Black Women's Roundtable Virginia

EDUCATION AND TRAINING

University of Florida, Gainesville, FL, May 1999

Bachelor of Arts, Political Science

The George Washington University, Washington DC, May 2006

Master of Arts, Legislative Affairs

Professional Women in Advocacy (Fundraising), Washington, DC, May 2015

Women's Campaign School at Yale, New Haven, CT, June 2015

Leadership Arlington, Arlington, VA, 2010



Zeta Phi Beta Sorority, Incorporated
Desk of the International President and CEO, Dr. Stacie NC Grant
[Redacted] New Hampshire Avenue N.W.
Washington, D.C. 2009
Zphib1920.org

June 28, 2023

Since 1974, Zeta Phi Beta Sorority, Incorporated (Zeta) has shared a partnership with Zeta National Educational Foundation (ZNEF). Organized as to address societal mores, ills, prejudices, poverty, and health concerns of the day, Zeta has been a renowned community service organization since its founding on January 16, 1920. With membership of over 125,000 members who reside in all major U.S. cities and a connection to adult and youth auxiliary groups, Zeta stands ready to assist with the rigors of ZNEF's EPA grantmaking endeavors.

ZNEF and Zeta Phi Beta Sorority, Incorporated are aligned with the EPA's mission to encourage activism with organizations focused on environmental and related missions and increase involvement with social and environmental justice organizations. Zeta Phi Beta Sorority, Incorporated's support of the grantmaking pursuit ZNEF is rooted in seeing the outcomes of this opportunity being realized.

Zeta has stood as a proud partner with ZNEF through the following partnership activities:

- 1999: Human Genome Project funded by the United States Department of Energy and National Institute of Health;
- 2015: U.S. Fish and Wildlife Services partnership which affords us the opportunity to link minority youth with conservation efforts to ignite stewardship for the outdoors with youth throughout America;
- 2020: Pearls in the Wild funded by National Parks Service provided African American women and young girls to experience national parks, historic sites and monuments as well as promote interest in historic preservation careers.

Our partnership for this endeavor will include:

- Rental of commercial office space for ZNEF Grantmaking Staff at ;
- Collaboration of Marketing and Communication Professionals to assist in creating digital, print, video and social media marketing materials;
- Invitation of members to apply to become members of the ZNEF Grantmaking Advisory Council;
- Access to nearly 850 chapters and their members in the United States located in urban and rural locales, Alaska, Hawaii, and the U.S. Virgin Islands helping to advertise the subgrantee opportunity, encouraging eligible community-based nonprofits to apply.

Please direct any questions, comments or concerns to Dr. Rachel Thomas, ZNEF Research and Project Chair at [Ex. 6 - Personal Privacy (PP)] or [Ex. 6 - Personal Privacy (PP)]



International President

Dr. Stacie N.C. Grant
International President and CEO
Zeta Phi Beta Sorority, Incorporated

Application for Federal Assistance SF-424

*** 1. Type of Submission:**

- ☐ Preapplication
☒ Application
☐ Changed/Corrected Application

*** 2. Type of Application:**

- ☒ New
☐ Continuation
☐ Revision

*** If Revision, select appropriate letter(s):**

*** Other (Specify):**

*** 3. Date Received:**

06/29/2023

4. Applicant Identifier:

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

State Use Only:

6. Date Received by State:

7. State Application Identifier:

8. APPLICANT INFORMATION:

*** a. Legal Name:** Zeta National Educational Foundation

*** b. Employer/Taxpayer Identification Number (EIN/TIN):**

205973787

*** c. UEI:**

ZLQ7B5YN8KN7

d. Address:

*** Street1:** Redacted New Hampshire NW

Street2:

*** City:** Washington DC

County/Parish:

LA

*** State:** DC: District of Columbia

Province:

*** Country:** USA: UNITED STATES

*** Zip / Postal Code:** 20009-2526

e. Organizational Unit:

Department Name:

Research and Projects

Division Name:

f. Name and contact information of person to be contacted on matters involving this application:

Prefix:

Dr.

*** First Name:**

Rachel

Middle Name:

*** Last Name:**

Thomas

Suffix:

Title:

Organizational Affiliation:

Chair-Research and Projects

*** Telephone Number:**

Ex. 6 Personal Privacy (PP)

Fax Number:

*** Email:**

Ex. 6 - Personal Privacy (PP)

Application for Federal Assistance SF-424

* 9. Type of Applicant 1: Select Applicant Type:

M: Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education)

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

* 10. Name of Federal Agency:

Environmental Protection Agency

11. Catalog of Federal Domestic Assistance Number:

66.615

CFDA Title:

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

* 12. Funding Opportunity Number:

EPA-R-OEJECR-OCS-23-03

* Title:

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

13. Competition Identification Number:

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

Add Attachment

Delete Attachment

View Attachment

* 15. Descriptive Title of Applicant's Project:

ZNEF Environmental Justice Thriving Communities Program

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424**16. Congressional Districts Of:*** a. Applicant * b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

17. Proposed Project:* a. Start Date: * b. End Date: **18. Estimated Funding (\$):**

* a. Federal	<input type="text" value="50,000,000.00"/>
* b. Applicant	<input type="text" value="0.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="50,000,000.00"/>

*** 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- ☐ a. This application was made available to the State under the Executive Order 12372 Process for review on .
- ☐ b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- ☒ c. Program is not covered by E.O. 12372.

*** 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**☐ Yes ☒ No

If "Yes", provide explanation and attach

21. *By signing this application, I certify (1) to the statements contained in the list of certifications and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 18, Section 1001)**

☒ ** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: * First Name:

Middle Name:

* Last Name:

Suffix:

* Title: * Telephone Number: Fax Number: * Email: * Signature of Authorized Representative: * Date Signed:

JVP9kla7D7LsSfti/lwHLN7woGM=

Environmental Protection Agency

66.615

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

EPA-R-OEJECR-OCS-23-03

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

2023-02-23

2023-06-30

Zeta National Educational Foundation

Application

New

2023-06-29

Zeta National Educational Foundation

205973787

ZLQ7B5YN8KN7

1734 New Hampshire NW

Washington DC

LA

DC: District of Columbia

20009-2526

USA: UNITED STATES

Research and Projects

Dr.

Rachel

Thomas

Chair-Research and Projects

Ex. 6 - Personal Privacy (PP)

M: Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education)

Environmental Protection Agency

66.615

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

EPA-R-OEJECR-OCS-23-03

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

ZNEF Environmental Justice Thriving Communities Program

At-Lar

US-all

2024-02-01

2026-12-31

50000000.00

0.00

0.00

0.00

0.00

0.00

50000000.00

c. Program is not covered by E.O. 12372.

N: No

Y: Yes

Dr.

Rachel

Thomas

Chair, Research and Projects

Ex. 6 - Personal Privacy (PP)

Rachel Thomas

2023-06-29

1234-ZNEF Thriving Communities National Application.pdf
application/pdf

QXEjjIDBAFM4pZZygBqsZyHeyJg=

Zeta National Educational Foundation

Redacted New Hampshire NW

Washington DC

DC: District of Columbia

20009

ZLQ7B5YN8KN7

Rachel Thomas

Ex. 6 - Personal Privacy (PP)

Chair, Research and Projects

N: No

NA

NA

NA

N: No

N: No

NA

Y: Yes

Y: Yes

Y: Yes

N: No

Y: Yes

Y: Yes

NA

NA

Rachel Thomas

Chair, Research and Projects
2023-06-29

1235-ZNEF National Grantmaking Application Other Attachments.pdf
application/pdf
pHBxOnTq72PgFSZJw18tqobsEHA=

Dr.
Rachel
Thomas

Chair, Research and Projects

Ex. 6 Personal Privacy (PP)

Laplace
LA: Louisiana
70068
USA: UNITED STATES

Ex. 6 - Personal Privacy (PP)

Dr.
Rachel
Thomas

Chair, Research and Projects

Ex. 6 Personal Privacy (PP)

LaPlace
LA: Louisiana
70068
USA: UNITED STATES

Ex. 6 - Personal Privacy (PP)

1.0
710000.00
156200.00
40000.00
10000.00
20000.00
438800.00
13475000.00
14850000.00
1650000.00
16500000.00

710000.00
156200.00

40000.00
10000.00
20000.00
438800.00
13475000.00
14850000.00
1650000.00
16500000.00

JVP9kla7D7LsSfti/lwHLN7woGM=
2023-06-29T16:06:44.000-04:00
Rachel Thomas
GRANT13926507

Manifest for Grant Application # GRANT13926507

Grant Application XML file (total 1):

1. GrantApplication.xml. (size 17335 bytes)

Forms Included in Zip File(total 6):

1. Form ProjectNarrativeAttachments_1_2-V1.2.pdf (size 16053 bytes)
2. Form SF424A-V1.0.pdf (size 22361 bytes)
3. Form EPA4700_4_5_0-V5.0.pdf (size 40416 bytes)
4. Form OtherNarrativeAttachments_1_2-V1.2.pdf (size 15929 bytes)
5. Form SF424_4_0-V4.0.pdf (size 23833 bytes)
6. Form EPA_KeyContacts_2_0-V2.0.pdf (size 37190 bytes)

Attachments Included in Zip File (total 2):

1. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1235-ZNEF National Grantmaking Application Other Attachments.pdf application/pdf (size 832229 bytes)
2. ProjectNarrativeAttachments_1_2 ProjectNarrativeAttachments_1_2-Attachments-1234-ZNEF Thriving Communities National Application.pdf application/pdf (size 316570 bytes)

BUDGET INFORMATION - Non-Construction Programs

OMB Number: 4040-0006
Expiration Date: 02/28/2025

SECTION A - BUDGET SUMMARY

Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1. <div></div>	<div></div>	\$ <div></div>	\$ <div></div>	\$ <div></div>	\$ <div></div>	\$ <div></div>
2. <div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
3. <div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
4. <div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
5. Totals		\$ <div></div>	\$ <div></div>	\$ <div></div>	\$ <div></div>	\$ <div></div>

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Prescribed by OMB (Circular A -102) Page 1

SECTION B - BUDGET CATEGORIES

6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY				Total (5)
	(1)	(2)	(3)	(4)	
	N/A				
a. Personnel	\$ 710,000.00	\$	\$	\$	\$ 710,000.00
b. Fringe Benefits	156,200.00				156,200.00
c. Travel	40,000.00				40,000.00
d. Equipment	10,000.00				10,000.00
e. Supplies	20,000.00				20,000.00
f. Contractual	438,800.00				438,800.00
g. Construction					
h. Other	13,475,000.00				13,475,000.00
i. Total Direct Charges (sum of 6a-6h)	14,850,000.00				\$ 14,850,000.00
j. Indirect Charges	1,650,000.00				\$ 1,650,000.00
k. TOTALS (sum of 6i and 6j)	\$ 16,500,000.00	\$	\$	\$	\$ 16,500,000.00
7. Program Income	\$	\$	\$	\$	\$

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SECTION C - NON-FEDERAL RESOURCES				
(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	(e)TOTALS
8. <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>
9. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
10. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
11. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
12. TOTAL (sum of lines 8-11)	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>

SECTION D - FORECASTED CASH NEEDS					
	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>
14. Non-Federal	\$ <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
15. TOTAL (sum of lines 13 and 14)	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>

SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT				
(a) Grant Program	FUTURE FUNDING PERIODS (YEARS)			
	(b)First	(c) Second	(d) Third	(e) Fourth
16. <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>
17. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
18. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
19. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
20. TOTAL (sum of lines 16 - 19)	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>

SECTION F - OTHER BUDGET INFORMATION	
21. Direct Charges: <input type="text"/>	22. Indirect Charges: <input type="text"/>
23. Remarks: <input type="text"/>	

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Preaward Compliance Review Report for All Applicants and Recipients Requesting EPA Financial Assistance

Note: Read Instructions before completing form.

I. A. Applicant/Recipient (Name, Address, City, State, Zip Code)

Name: Zeta National Educational Foundation
Address: [Redacted] New Hampshire NW
City: Washington DC
State: DC: District of Columbia Zip Code: 20009

B. Unique Entity Identifier (UEI): ZLQ7B5YN8KN7

C. Applicant/Recipient Point of Contact

Name: Rachel Thomas
Phone: Ex. 6 Personal Privacy (PP)
Email: Ex. 6 Personal Privacy (PP)
Title: Chair, Research and Projects

II. Is the applicant currently receiving EPA Assistance? ☐ Yes ☒ No

III. List all pending civil rights lawsuits and administrative complaints filed under federal law against the applicant/recipient that allege discrimination based on race, color, national origin, sex, age, or disability. (Do not include employment complaints not covered by 40 C.F.R. Parts 5 and 7.)

NA

IV. List all civil rights lawsuits and administrative complaints decided against the applicant/recipient within the last year that alleged discrimination based on race, color, national origin, sex, age, or disability and enclose a copy of all decisions. Please describe all corrective actions taken. (Do not include employment complaints not covered by 40 C.F.R. Parts 5 and 7.)

NA

V. List all civil rights compliance reviews of the applicant/recipient conducted under federal nondiscrimination laws by any federal agency within the last two years and enclose a copy of the review and any decisions, orders, or agreements based on the review. Please describe any corrective action taken. (40 C.F.R. § 7.80(c)(3))

NA

VI. Is the applicant requesting EPA assistance for new construction? If no, proceed to VII; if yes, answer (a) and/or (b) below.

☐ Yes ☒ No

a. If the grant is for new construction, will all new facilities or alterations to existing facilities be designed and constructed to be readily accessible to and usable by persons with disabilities? If yes, proceed to VII; if no, proceed to VI(b).

☐ Yes ☒ No

b. If the grant is for new construction and the new facilities or alterations to existing facilities will not be readily accessible to and usable by persons with disabilities, explain how a regulatory exception (40 C.F.R. 7.70) applies.

NA

- VII. Does the applicant/recipient provide initial and continuing notice that it does not discriminate on the basis of race, color, national origin, sex, age, or disability in its program or activities? (40 C.F.R 5.140 and 7.95)
- a. Do the methods of notice accommodate those with impaired vision or hearing?
- b. Is the notice posted in a prominent place in the applicant's/recipient's website, in the offices or facilities or, for education programs and activities, in appropriate periodicals and other written communications?
- c. Does the notice identify a designated civil rights coordinator?
- VIII. Does the applicant/recipient maintain demographic data on the race, color, national origin, sex, age, or disability status of the population it serves? (40 C.F.R. 7.85(a))
- IX. Does the applicant/recipient have a policy/procedure for providing meaningful access to services for persons with limited English proficiency? (Title VI, 40 C.F.R. Part 7, *Lau v Nichols* 414 U.S. (1974))
- X. If the applicant is an education program or activity, or has 15 or more employees, has it designated an employee to coordinate its compliance with 40 C.F.R. Parts 5 and 7? Provide the name, title, position, mailing address, e-mail address, fax number, and telephone number of the designated coordinator.

☒ Yes ☐ No

☒ Yes ☐ No

☒ Yes ☐ No

☐ Yes ☒ No

☒ Yes ☐ No

☒ Yes ☐ No

NA

- XI. If the applicant is an education program or activity, or has 15 or more employees, has it adopted grievance procedures that assure the prompt and fair resolution of complaints that allege a violation of 40 C.F.R. Parts 5 and 7? Provide a legal citation or applicant's/recipient's website address for, or a copy of, the procedures.

NA

For the Applicant/Recipient

I certify that the statements I have made on this form and all attachments thereto are true, accurate and complete. I acknowledge that any knowingly false or misleading statement may be punishable by fine or imprisonment or both under applicable law. I assure that I will fully comply with all applicable civil rights statutes and EPA regulations.

A. Signature of Authorized Official

Rachel Thomas

B. Title of Authorized Official

Chair, Research and Projects

C. Date

06/29/2023

For the U.S. Environmental Protection Agency

I have reviewed the information provided by the applicant/recipient and hereby certify that the applicant/recipient has submitted all preaward compliance information required by 40 C.F.R. Parts 5 and 7; that based on the information submitted, this application satisfies the preaward provisions of 40 C.F.R. Parts 5 and 7; and that the applicant has given assurance that it will fully comply with all applicable civil rights statutes and EPA regulations.

A. *Signature of Authorized EPA Official

B. Title of Authorized Official

C. Date

General. Recipients of Federal financial assistance from the U.S. Environmental Protection Agency must comply with the following statutes and regulations.

Title VI of the Civil Rights Acts of 1964 provides that no person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance. The Act goes on to explain that the statute shall not be construed to authorize action with respect to any employment practice of any employer, employment agency, or labor organization (except where the primary objective of the Federal financial assistance is to provide employment). Section 13 of the 1972 Amendments to the Federal Water Pollution Control Act provides that no person in the United States shall on the ground of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under the Federal Water Pollution Control Act, as amended. Employment discrimination on the basis of sex is prohibited in all such programs or activities. Section 504 of the Rehabilitation Act of 1973 provides that no otherwise qualified individual with a disability in the United States shall solely by reason of disability be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance. Employment discrimination on the basis of disability is prohibited in all such programs or activities. The Age Discrimination Act of 1975 provides that no person on the basis of age shall be excluded from participation under any program or activity receiving Federal financial assistance. Employment discrimination is not covered. Age discrimination in employment is prohibited by the Age Discrimination in Employment Act administered by the Equal Employment Opportunity Commission. Title IX of the Education Amendments of 1972 provides that no person in the United States on the basis of sex shall be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance. Employment discrimination on the basis of sex is prohibited in all such education programs or activities. Note: an education program or activity is not limited to only those conducted by a formal institution. 40 C.F.R. Part 5 implements Title IX of the Education Amendments of 1972. 40 C.F.R. Part 7 implements Title VI of the Civil Rights Act of 1964, Section 13 of the 1972 Amendments to the Federal Water Pollution Control Act, and Section 504 of The Rehabilitation Act of 1973.

Items "Applicant" means any entity that files an application or unsolicited proposal or otherwise requests EPA assistance. 40 C.F.R. §§ 5.105, 7.25.

"Recipient" means any State or its political subdivision, any instrumentality of a State or its political subdivision, any public or private agency, institution, organizations, or other entity, or any person to which Federal financial assistance is extended directly or through another recipient, including any successor, assignee, or transferee of a recipient, but excluding the ultimate beneficiary of the assistance. 40 C.F.R. §§ 5.105, 7.25.

"Civil rights lawsuits and administrative complaints" means any lawsuit or administrative complaint alleging discrimination on the basis of race, color, national origin, sex, age, or disability pending or decided against the applicant and/or entity which actually benefits from the grant, but excluding employment complaints not covered by 40 C.F.R. Parts 5 and 7. For example, if a city is the named applicant but the grant will actually benefit the Department of Sewage, civil rights lawsuits involving both the city and the Department of Sewage should be listed. "Civil rights compliance review"

means: any federal agency-initiated investigation of a particular aspect of the applicant's and/or recipient's programs or activities to determine compliance with the federal non-discrimination laws. Submit this form with the original and required copies of applications, requests for extensions, requests for increase of funds, etc. Updates of information are all that are required after the initial application submission. If any item is not relevant to the project for which assistance is requested, write "NA" for "Not Applicable." In the event applicant is uncertain about how to answer any questions, EPA program officials should be contacted for clarification.

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**EPA Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)
Workplan**

Project Summary Page

Project Title: Southeastern Community Foundation Climate (SCFC) Collaborative

Geographic Area: EPA Region 4

Applicant Information: The Miami Foundation, 40 NW 3rd Street #305, Miami, Florida 33128

Main Contact: Nikisha Williams, Director, Collective Impact, nwilliams@miamifoundation.org

Brief Description of Applicant Organization: The Miami Foundation (TMF) is the home base for shared responsibility, generosity, and civic health in Greater Miami. As a community foundation, it is a public charity that supports Miami-Dade County, the seventh most populous county in the nation, by facilitating and pooling donations to address community needs and support local nonprofits. Over the past 50 years, The Miami Foundation has invested more than half a billion dollars into strengthening the region, building deep relationships with over 1000 nonprofit and grassroots leaders and tens of thousands of philanthropists and cross-sector partners to address the most pressing issues facing our region as a unified force for change. Equity and resilience have been strategic priorities for the Foundation for over a decade, and the Foundation has a history of leading robust climate and economic resilience efforts, expertise leading participatory grantmaking efforts that prioritize underserved communities, and track record of success building nonprofit capacity and fostering communities of practice to enable nonprofits to best address serious regional needs.

Minority Serving Organization: No

List of Community-based Nonprofit Partners: Community Foundation of Greater Birmingham (AL), North Georgia Community Foundation (GA), Foundation for Appalachian Kentucky (KY), Gulf Coast Community Foundation (MS), Foundation for the Carolinas (NC), Triangle Community Foundation (NC), Coastal Community Foundation of South Carolina (SC), Community Foundation of Greater Memphis (TN)

Project Abstract:

The Southeastern Community Foundation Climate Collaborative led by The Miami Foundation, as the pass-through entity and grantmaker will provide capacity building support, and grant funds to support environmental justice projects led by community based organizations in EPA Region 4, and foster shared learning across the climate leaders on the ground across all states involved. By bringing together community foundations across all eight states in region 4, this collaborative harnesses the historic context and deep relationships across each community with expertise in efficient and nimble grantmaking. Together we will combine deep financial investments with ongoing strategic capacity building to ensure the success of each of all participants both individually and as a collective force for change. The Collaborative will lead the development of an equitable and centralized grant submission, evaluation, and subgrantee process, combined with training and technical assistance and capacity building efforts, such as statewide communities of practices and annual convenings. The Collaborative's work will be guided by the regional expertise of local voices, including state-level advisory councils, local community based organizations, and the training and technical expertise of the two EPA Region 4 Thriving Communities Technical Assistance Centers.

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1. Program Objectives

a. Partnerships/Collaboration/Participatory Governance/Letters of Commitment *(response to Evaluation Criteria 1C)*

SCFC Collaborative

TMF has joined forces with eight Community Foundations across the southeastern United States to form the Southeastern Community Foundation Climate Collaborative (herein referred to as the Collaborative). Each of our Foundations is grounded in place-based leadership, with substantial history of grantmaking and capacity building experience to address the most pressing issues in our communities. While each Foundation has previously invested in climate resilience individually, this collaborative allows us to align in our strategy and increase our impact as a united force for change. Our strength is in our collaborative approach. Together, we are able to leverage our resources and decades of experience in grantmaking, and our deep working relationships with both grassroots and grassroots organizations in our communities to facilitate an approach that will reduce the burden for small organizations applying for federal grants, increase the efficiency of getting federal funds into the hands of communities, and build collective intelligence and shared approaches across our communities. We will design and implement an equitable grant program combined with the power of training and technical assistance (TTA) and capacity building to help organizations address environmental and public health challenges in their communities. Our work will be guided by the regional expertise of State-Level Councils (herein referred to as Councils), EJ expertise of local CBOs and community leaders, and the TTA expertise of the TCTACs, Research Triangle Institute and Deep South Center for EJ.

SCFC Statewide Councils

We strongly believe that equity and justice-based decisions should be made close - and in proximity to - affected communities, which is why each state will have its own set of advisors as leaders. Each state will organize a Council of 5-8 people with representation by CF staff members, community and nonprofit leaders, capacity constrained organizations, and people from underserved, urban, rural, remote, and racially and ethnically diverse communities most impacted by environmental and public health challenges, including Black, Indigenous, People of Color (BIPOC)-led organizations. The Council members will meet at least quarterly during the project period, more frequently when grant cycles are active. The primary role of the Councils are to expand outreach and communication efforts locally, increase accessibility of our grant program for our multi-lingual and highly diverse population, work with CFs throughout the state to share program information, to extend reach to impacted communities, review grant applications from eligible subrecipients, recommend grants in collaboration with Collaborative members, assist CBOs with TTA and capacity building needs, and build and sustain relationships to continue EJ efforts based on community needs.

Statutory Partnerships

The Collaborative is made up of eight community foundations as statutory partners (a description of each CF is in Section 1F). Collectively, we manage and have invested billions of dollars to address community needs and works with thousands of nonprofits in their communities. We have stewarded philanthropic and federal dollars to CBOs to support initiatives that improve their communities. We are connected and engaged with a larger network of over a hundred CFs

throughout the region, which allows the CFs to have deep, knowledgeable, long-historied reach into communities.

Broader Community Foundation Network

The Collaborative will extend its reach throughout the region to ensure outreach to underserved, urban, rural, remote, tribal, and capacity constrained communities by working with a larger network of 100+ community foundations within the region. We intend to leverage our relationships to ensure that communities across the region, especially disadvantaged and underserved communities, are made aware of the grant opportunity and that eligible subrecipients in such communities are supported in applying. Non-Statutory Community Foundations will be invited to help host information sessions, distribute marketing materials, and distribute information with their vast networks of CBO and grassroots partners.

Procurement Relationships

TMF will hire three consultants with regional EJ expertise and experience. If awarded, TMF will undergo a competitive bidding process following EPA Guidelines for following -

- ***Communications Consultant:*** A Communications Consultant will provide counsel, planning, and execution for the region; co-create the *Strategic Communications and Outreach Plan*; develop template materials for CF and local partners.
- ***Capacity Building Consultant:*** A Capacity Building Consultant will provide training for subgrantees to build their organizational capacity, including financial management, grant management, project management, and board management.
- ***Data and Evaluation Consultant:*** A Data and Evaluation Consultant will provide counsel, planning, and execution for the region; co-create the *Quality Management and Evaluation Plan*; and develop template materials for CF and local partners.

A map of Partner Roles and Geographic Locations is attached as “**Figure 1: Partner Roles and Geographic Locations.**”

Participatory Governance Principles

We believe that in order to serve disadvantaged communities and marginalized groups, our work must be directly informed by them. Understanding the logistics of serving a community requires expertise from the field. Using funds equitably requires recognizing the intersectional nature of what it is to be human and developing targeted solutions informed by those who need those solutions. The model relies on a participatory approach to support environmental justice and to ground decisions on grantmaking and awards in diversity, equity, and inclusion. Additionally, Collaborative and Council members will participate in implicit bias training, to help identify and reduce the potential for individual and collective bias among members and minimize harm when working in and with communities.

Tiered Participatory Governance Model

We created a Tiered Participatory Governance Model, which spreads decision-making and planning responsibilities across the CFs and its partners, and creates opportunities for those closest to the issues to inform how investments are made. A description of each role is below:

- ***Backbone:*** TMF serves as the Backbone. In this role, the Backbone will provide administrative support for the aligned efforts, and serve as the lead implementer post-award for grantmaking, capacity building, data and reporting, planning and preparation, marketing and communications, and partnership and outreach related activities.

- **Planners:** The Planners represent four of the collaborating statutory partner CFs that commit staff time to program planning and implementation. Planners work closely with the Backbone, bringing thought leadership, experience, expertise, tools, and resources to support the program. Planners will be responsible for helping to guide the direction of the program in addition to implementing the work in their respective states.
- **Implementers:** The Implementers represent the remaining four statutory partner CFs which are implementing the plan designed by the Backbone and Planners. The Implementers assist the Backbone and Planners across grantmaking, capacity building, and data and reporting initiatives related to the EJ TCGM program.
- **Councils:** Each state will organize a Council of 5 – 8 members with representation by CF staff members, community and nonprofit leaders, capacity constrained organizations, and people from underserved, urban, rural, remote, and racially and ethnically diverse communities most impacted by environmental and public health challenges, including BIPOC-led organizations. The primary role of the Councils are to expand outreach and communication efforts locally, review grant applications from eligible subrecipients, and guide funding decisions.

Letters of Commitment

Letters of Commitment regarding the role and activities of each of the eight statutory partners, as well as a Draft Sample Partnership Agreement are included as attachments. The structure is represented in attached “**Figure 2: Tiered Participatory Governance Model.**”

b. Program Design: Community Application Intake and Evaluation Process *(response to Evaluation Criteria 1A)*

As place-based grantmakers, Collaborative members have extensive experience designing grant programs that take into account the constraints and expertise of nonprofit organizations, particularly in harder-to-reach communities, whether they are rural, urban, or somewhere in between. We will administer quarterly grant reviews, which total seven opportunities for eligible recipients to apply for funding. The application process has been created with intentional practices based on social justice values to better achieve a more just and equitable grantmaking process. Throughout the application process, eligible recipients will have the opportunity to receive technical assistance, including feedback on their materials, applications can be submitted in multiple forms (video, audio, written) and in various languages for accessibility. This grant process focuses on efficiency and reducing barriers for applicants. Initially we collect only the most important information on needs and program goals from applicants. More detailed information to ensure programs can be implemented effectively will be collected once a grant is awarded. The grant application process includes the following steps:

- **Statement of Intent (also referred to as a LOI):** Applicants will submit a statement of intent (also known as a letter of intent) to broadly introduce their organization and explain their project idea.
- **Full Proposal:** Applicants that have submitted an approved statement of intent will be invited to submit a full proposal to share detailed information about the community need they are addressing, the target population they are serving and why they are well-positioned to do so.

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- **Interview/Site Visit:** Some applicants that are invited to submit a full proposal will be invited for an interview or site visit to better understand the proposed site and get answers to any questions that may arise from the proposal.

We will utilize one application for all subgrant phases to make clear the different opportunities available to eligible applicants. Each applicant may only submit one application to one phase during each grant cycle; however, applicants can address multiple environmental issues in a single application. Applicants are welcome to apply again in subsequent grant rounds if a proposal is declined. Additionally, if a subgrantee receives and completes a project within the grant period, they are welcome to apply for funding for a subsequent phase.

Timely and Efficient Subaward Process

We value the EPA's six-month timeframe for disbursing funds and believe we can meet that requirement, starting the clock at the opening of each quarterly review period. For example, the first grant cycle will open in June 2024, which means we're committed to disbursing funding by the end of November 2024 for that cycle. We feel confident that this approach balances the capacity of our respective CFs, the availability of the state-level advisory committees, and, most importantly, the realities of the intended recipients of this funding. To ensure the subgrants are equitably distributed, we plan to distribute the \$40M subaward grants based on each state's population, taking into consideration EJ risk factors using the EJ Screening and Mapping Tool. The activities performed under this program will contribute to the President's goal that *at least* 40% of the overall project benefits flow to disadvantaged communities.

Subaward Management

The Collaborative will utilize a grants management tool (Submittable) for the entire life cycle of the grant period. Applicants will use Submittable (as well as written or phone applications as an accessible option) to submit their grants. Reviewers and Council members will use Submittable to review and score grants. In order to reduce conflicts of interest in the grant review process, all reviewers will be required to submit a conflict of interest form, which includes disclosing whether they are substantively involved with an organization that is submitting a grant (i.e. employee, board member, consulting and/or financial interest). If a conflict of interest is disclosed, the person will be unable to review grants or participate in grant review discussions for that category. The Collaborative will review its conflict of interest policy and amend it as necessary in collaboration with the EPA. Subawardees will utilize Submittable to sign their grant agreement, process grant payments, report grant results and provide feedback. Subawardees will also use the Submittable platform to manage their grant award in compliance with 2 CFR 200.332 and EPA's Establishing and Managing Subawards General Term and Condition, including semi-annual results reporting and grant payments. At a minimum, subgrantees will be required to submit semi-annual program and financial reports. This requirement may differ based on the phase of the grant and capacity of the organization.

TMF will utilize its existing Blackbaud system to move funding through its accounting system and to grant agreements and payments to subgrantees quickly and in compliance with *EPA's Subaward Policy and the Automated Standard Application Payments (ASAP) and Proper Payment Draw Down General Term and Conditions of EPA Financial Assistance Agreements*. TMF will follow the requirements for pass-through entities described by CFR 200.332, an *EPA's Establishing and Managing Subawards Term and Condition*. TMF will: (1) Ensure subawards

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clearly identified to the subrecipient as a subaward; (2) Evaluate subrecipient's risk of noncompliance with Federal statutes, regulations, and other terms and conditions of the subaward for purposes of determining the appropriate subrecipient monitoring; (3) Consider imposing specific subaward conditions upon a subrecipient, if appropriate; (4) Monitor the activities of the subrecipient to ensure that the subaward is used for authorized purposes; (5) Employ monitoring tools, as necessary, to ensure proper accountability and compliance with program requirements and performance goals; (6) Verify that every subrecipient is audited; (7) Consider whether the results of the subrecipient's audits, on-site reviews, or other monitoring indicate conditions that necessitate adjustments to the pass-through entity's own records; and (8) Consider taking enforcement action against noncompliant subrecipients. TMF will utilize the *EPA Subaward Policy Appendix D: Subaward Agreement Template* to ensure compliance with the subaward content requirements in 2 CFR 200.332(a). TMF will interface with the TCTACs, as needed, regarding project management tracking and reporting system-related questions that arise, and will meet and submit reports to the EPA on a quarterly basis.

Eligible and Prospective Subrecipient Feedback

Applicants are invited to provide feedback in online, written or audio formats, on the grant process after grant rounds so subsequent rounds can be adjusted with community feedback.

Subaward Process Accessibility

We will prioritize the ease of reporting and follow-up for the grantees, including providing options to complete reporting with paper and/or translated copies of the reporting form. Subgrantees will be able to access support staff to answer questions and provide guidance following their approval of funding to ensure program success. Interpretation and translation services will be provided to ensure language accessibility. Grant materials will be available in the major languages in Region 4: Spanish, Vietnamese, Mandarin, Korean, French, and Haitian Creole as an important way to ensure equitable access. Applications can be submitted in any of these languages. Audio and visual media and content will be accessible, following ADA compliance.

c. Noncompetitive Fixed Amount Subawards and Limiting number of subawards to a single entity (response to Evaluation Criteria 1E)

While severely capacity-constrained organizations will have the opportunity to apply for noncompetitive fixed amount grants throughout the three-year grant period, we will also create a funding cycle specific for capacity-constrained organizations in 1Q2026. This will allow us to support and fund organizations that may not have been successful in previous grant cycles. We will reserve at least 5% of grant funds for noncompetitive fixed amount grants for organizations with less than three staff members and an annual budget under \$250,000. Funds can be used for phase one assessment related work (i.e., research, sampling, testing, monitoring, investigations, surveys/studies, and/or public education) in any of the funding activity categories. We will utilize one application for all subgrant phases to make clear the different opportunities available to eligible applicants. Each applicant may only submit one application to one phase during each grant cycle; however, applicants can address multiple environmental issues in a single application. Applicants are welcome to apply again in subsequent grant rounds if a proposal is declined. Additionally, if a subgrantee receives and completes a project within the grant period, they are welcome to apply for funding for a subsequent phase.

d. Capacity Building and Technical Assistance

To maximize the \$40M investment in CBOs, the Collaborative will employ capacity building strategies based on our historied successful experience and best practices. This is a cornerstone to our approach, and one that we believe is instrumental in strengthening their capacity for future grant opportunities, and that will increase the impact of subgrantees work individually and collectively. Our intent is to increase the impact of subgrantees work by emphasizing skill sharing and regional sharing of project insights. These tailored resources will be contracted out and provided during the application process and during grantee project implementation. Once subgrantees receive their award, they will join statewide communities of practice made up of other subgrantees to share successes, challenges and best practices. This unique peer to peer learning opportunity will meet once per quarter, facilitating activities informed by the specific needs of each state's subgrantees. Subgrantees will also participate in annual in-person convenings to strengthen their organizational capacity for sustained EJ work. Convenings will feature workshops, work groups and site visits so subgrantees have the opportunity to learn from each other and experts in the Environmental Justice field, gain knowledge and network building. TTA workshops may include systems training on grantmaking and productivity tools, program evaluation or technical support. Capacity building trainings may include financial management, grant management, project management, or board management. Subgrantees will also be able to share feedback on specific capacity building support they'd like to receive throughout the grant period, which will be incorporated into the capacity building program. We will utilize the TCTACs to provide technical assistance support to grantees throughout their grant period.

e. Outreach to Underserved, Urban, Rural, Remote, Tribal, and Capacity Constrained Communities throughout the Geographic Area *(response to Evaluation Criteria 1B)*

We will ensure that the subaward process, as described in Section I, is accessible to underserved communities, communities in urban, remote, and rural areas, and community stakeholders with the highest degree of burden and capacity constraints throughout the region. To do this, the Collaborative and Councils will leverage existing and new relationships and network of CFs, nonprofits, and community leaders and local expertise to expand their reach. In its outreach to underserved and hard to reach communities, we will ensure we're partnering with and listening to trusted voices and employing strategies tailored to each community to ensure success. It will also utilize the EJ Screening and Mapping Tool, as necessary, to inform decisions of communities most impacted by environmental injustices.

Here is an example of specific strategies we will employ to reach targeted populations:

Underserved/ Capacity Constrained – We will research community leaders within underserved communities, including religious leaders, business owners to understand the local landscape and reach organizations and community groups interested in addressing EJ concerns affecting their communities.

Urban – We will leverage a network of public systems such as libraries, government facilities, colleges/universities to reach community-based organizations.

Remote/ Rural – We will partner with public resources, such as libraries, churches, grocery stores and local businesses to identify organizations and conduct outreach through townhall meetings and listening sessions.

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Tribal – We will leverage its existing relationships with tribal organizations such as the Gullah Geechee and partner with an EJ organization that works specifically in tribal communities to ensure deep reach.

To minimize cultural and linguistic barriers, we will prioritize Diversity, Equity, Inclusion, and Accessibility (DEIA) by working with trusted community leaders to share the opportunity, and by translating posts and printed materials, as, agreed upon by the Collaborative.

f. Applicant's Historical Connection to Underserved Communities throughout the Geographic Area (*response to Evaluation Criteria 1D*)

The Collaborative has deep relationships and experience working in underserved communities throughout the geographic region. Here is an overview of each CF's experience -

Community Foundation of Greater Birmingham

Community Foundation of Greater Birmingham is networked with 13 CFs throughout the state, and is a member of Alabama Giving and Alabama Associate of Nonprofits. The Foundation is partners with statewide organizations, such as: Alabama Rivers Alliance, The Nature Conservancy of Alabama, Alabama Arise, and Faith in Action Alabama, and has existing relationships with EJ CBOs, such as: Coosa Riverkeeper, Cahaba Riverkeeper, Cahaba River Society, and Friends of the Locust Fork River. The Foundation focuses on environmental and public health funding in the areas of water quality, effluent discharge monitoring, green development, environmental education, food access, and disaster recovery through the Jefferson County Department of Health Public Health Advised Fund and ABC Coke Fund. The Foundation is committed to engaging with the Poarch Band of Creek Indians. Equity and Inclusion is one of the Foundation's five priorities and values, and in 2020, they revised their grantmaking process to address racial equity in its organizational structure and leadership, and a deeper focus on small BIPOC-led organizations.

North Georgia Community Foundation

The North Georgia Community Foundation is located in Gainesville, Georgia with one affiliate foundation and strong relationships with other CFs in the state, and nationally, through involvement and membership with the Georgia Grantmakers Association, Georgia Forward, Philanthropy Southeast, and Council on Foundations. Since 1985, the Foundation has granted over \$135 M into the community. The COVID-19 relief funding reached 123 organizations who received nearly \$1.3 M to address immediate and critical needs. Additionally, the Foundation partnered with the City of Gainesville to administer their Community Development Block Grant (CDBG) funds authorized by the Coronavirus Aid, Relief, and Economic Security (CARES) Act. In 2021, the Foundation had the opportunity to open The Greater Together Fund for Racial Equity, which was created to bolster the work of Black and Latinx-led nonprofits in Hall County, who are leading racial equity work, and make investments to sustain the work of local nonprofits that have an impact in eliminating inequitable systems.

Foundation for Appalachian Kentucky

Foundation for Appalachian Kentucky is located in Hazard, KY and operates on an affiliate model with 11 CF boards, which represent 15 Appalachian counties in KY, and collectively will engage with the Kentucky Native American Heritage Council to develop more relationships with tribal communities in the state. Over the last two years, the region has experienced catastrophic flooding and the Foundation has funneled resources to communities impacted by climate

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disasters. In March 2021, the Foundation distributed \$1.3 M and in August 2022, the Foundation distributed over \$10 M. The Foundation fiscally sponsors four long-term flood recovery groups to have emergency systems in place for the next disaster. Additionally, the Foundation supports EJ CBOs, like Appalachians for Appalachia, which is currently involved in climate initiatives in central Appalachia, such as building a climate resiliency corps to aid rural communities in preparing for the next climate disaster. The Foundation is rooted in an area with negative health outcomes and a lower life expectancy compared to the national average, looks at health equity initiatives through a race, place, and class lens, and has started initiatives specifically serving BIPOC-led organizations.

Gulf Coast Community Foundation

Gulf Coast Community Foundation is located in Gulfport, MS and has served the lower six counties of MS since 1989, distributing more than \$100 M to individual households and nonprofits. The Foundation focuses on environmental and public health funding in the areas of local economic development, disaster response, environmental sustainability, energy efficiency, and the betterment of living conditions for residents. The Foundation received \$15 M in Katrina CDBG funding and \$1.5 M in CARES Act funding from the Mississippi Development Authority (MDA). Additionally, the Foundation's CEO has led the Harrison County Long Term Recovery Committee since 2006 in response to Hurricane Katrina. The Foundation has been at the forefront of the Energy Efficiency and Renewable Energy Program in the state, distributing approximately \$3.6 M in funds to approximately 380 unique households and schools, significantly contributing to energy efficiency and environmental sustainability in the region. As the only nationally accredited endowment building CF on the MS Gulf Coast, the Foundation became a resource for receiving and distributing disaster recovery funding across the region, including Hurricanes Laura, Ida, and Zeta.

Foundation for the Carolinas

Established in 1958, Foundation for the Carolinas is located in Charlotte, NC, serving a 13 county region that encompasses an urban, suburban, and rural footprint. Through the E4E Relief Operating Fund, its wholly owned subsidiary, the Foundation provides charitable emergency financial relief programs to rapidly respond to disasters and hardships on behalf of corporations globally. The Foundation has existing cooperative relationships with individual funders dedicated to EJ concerns through the Environment and Wildlife Community Impact Fund, and nonprofit partner organizations, including CleanAIRE NC and the Carolina Thread Trail. The Foundation's \$250 M Mayor's Racial Equity Initiative, strives for racial equity, social justice, economic opportunity, and upward mobility through transformational public-private partnerships.

Triangle Community Foundation

Triangle Community Foundation is located in Research Triangle Park, NC and serves as a member of the North Carolina Network of Grantmakers, which connects the Foundation to other CFs and funders across the state and region. The Foundation also manages the Triangle-Capacity Building Network, which is a collaborative of funders that are collectively investing in building strong nonprofit organizations, with a focus on organizations that are led by and serving communities of color. The Foundation has existing relationships with UNC American Indian Center and Triangle Native American Society and will work with its existing partners to reach

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the Eastern Band of Cherokee. The Foundation integrates social determinants of health into its grantmaking within and beyond environmental investments, and currently employs portfolio targets and advisory committees reflective of individuals with lived experience to ensure equitable decision-making. In 2022, the Foundation helped fund and coordinate a series of workshops for white-led, white-dominated environmental organizations in the Triangle area that focused on race, power, and privilege within the environmental sector in the Triangle with the goal of building more inclusive organizations and trust with black and brown leaders doing important EJ work. Annually, the Foundation supports 10-15 organizations through \$20,000 grants to increase awareness of and education around conservation and/or climate issues and/or increase climate resiliency, particularly of low-income communities.

Coastal Community Foundation of South Carolina

Coastal Community Foundation of South Carolina is located in North Charleston, SC, has four affiliate foundations within its nine-county footprint, and is connected to the Gullah Geechee Heritage Corridor Funders Network and the South Carolina Grantmakers Network. The Foundation is committed to partnering with the Catawba Indian Nation, and has existing relationships with the Edisto Natchez-Kuzzo Tribe and the Gullah Geechee Cultural Heritage Corridor. The Foundation is a grantmaker that uses an equity lens in its competitive grantmaking, including programs such as the Catalyst Fund, which provides multi-year, six figure support to rural organizations working in economic mobility, education, mental and physical health and wellbeing, coastal resiliency, and culture and identity. The Foundation's EJ work includes the Lowcountry Conservation Loan Fund, which has provided bridge financing for environmental conservation organizations for over 20 years, and the Healthy Harbors Fund, focused on water quality in the Charleston Harbor area, with Charleston Waterkeeper and the Coastal Conservation League.

Community Foundation of Greater Memphis

Founded in 1969 and serving the mid-south region of TN, Community Foundation of Greater Memphis, brings a half-century of experience and expertise working with donors, professional advisors, and nonprofits to help strengthen the community through strategic philanthropy and community giving. Since its inception, the Foundation has granted \$2.2 billion to support organizations. In addition to having cooperative relationships with other funders and strong partnerships with CBOs across the state, the Foundation serves as a member of the Mid-South Philanthropy Network and Philanthropy Southeast. From the management of funds for initiatives, Protect Our Aquifer and Memphis Community Against Pollution, to investments in the region's largest hospital, Regional One Health and large scale COVID-19 response efforts, the Foundation focuses on environmental and public health by investing in organizations of all sizes working in areas of water quality, green development, and environmental health. The Foundation aims to create a just and equitable region where all individuals and groups receive the resources and opportunities they need to reach their full potential. With that vision in mind, equity and inclusion are among the Foundation's values for investing, and the Foundation prioritizes investments in BIPOC-led organizations.

f. Project Linkages *(response to Evaluation Criteria 1F)*

EPA's FY 2022-2026 Strategic Plan, Goal 2 (Take Decisive Action to Advance Environmental Justice and Civil Rights), Objective 2.1, (Promote Environmental Justice and Civil Rights at the

Federal, Tribe, State, and Local Levels), is aligned with our proposed program over the three-year grant period and thereafter through relationship-building and sustainability planning at the regional and local level. The CFs are deeply invested in addressing systemic inequities in their respective communities, and have a holistic understanding of current environmental challenges, ongoing initiatives to address such challenges, and areas of opportunity and improvement for further investment and exploration. All of our institutions have a track record of leading programs that prioritize DEI. Individuals from underserved urban, rural, remote, and capacity constrained communities, as well as community and nonprofit leaders, BIPOC-led organizations, and tribal communities will be actively engaged and asked to participate on Councils to make recommendations locally about investments and initiatives to further voice community needs and provide ongoing feedback. TTA and capacity building resources will be provided to Collaborative, Council, CBOs, and grantees to proactively provide support and collective opportunities for growth. The Collaborative and Councils will impact incremental growth across the region to further break the cycle of historical environmental injustices while maximizing the protection and voice of these same communities.

2. Project Activities/Milestone Schedule/Detailed Itemized Budget Sheet and Budget

Narrative (*response to Evaluation Criteria 2*)

a. Schedule of Activities

The Collaborative will focus its efforts in six key work areas over three distinct phases - *Pre-launch* (Q1 and Q2 2024), *Implementation* (Q3 2024 – Q1 2026) and *Closeout* (2026) during the three-year grant period.

Planning and Preparation

Pre-launch: We will codify its relationship through a signed Partnership Agreement, and put in place all necessary structures to guide us. We will recruit and hire consultants and employ grantmaking and productivity tools, such as Submittable, Dock, and Ramp. TMF to hire for open positions.

Implementation: We will proactively work with TCTACs to begin planning and preparing for the grant program and capacity building efforts.

Close-out: We will use this period to ensure all performance metrics, reporting, and financial requirements have been met or are close to being met. Our Schedule of Activities (Table 1) focuses on all funding to be expended within the statutorily mandated three-year performance period.

Marketing and Communications

Pre-launch: We will recruit and hire the Communications Consultant in the pre-launch phase. With the Consultant, we will create a comprehensive communications plan, along with a brand and image for the program regionally.

Implementation: With the Consultant, we will ensure widespread reach by engaging its partners to distribute messages throughout the region. We will conduct public relations outreach to build awareness of the grant program, as well as grant awardees and completed projects. Each CF has their own local network, and to maximize reach and sustainability, they will communicate with the public about the opportunity through their own social media accounts and branded marketing materials.

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Close-out: We will collect testimonials from grantees that document their experience and success stories. The content will live on the Collaborative's website, serving as a living repository of regional impact.

Partnerships and Outreach

Pre-launch: Prior sections document our use of screening tools and our existing network to rapidly build partnerships. In addition, we will facilitate an EJ power mapping process to identify large scale CBOs, and BIPOC-led organizations and grassroots community leaders invested in this work locally and regionally. We will utilize the EJ Screening and Mapping Tool, as necessary, to inform decisions of communities most impacted by environmental injustices. The Collaborative will also conduct outreach to CFs, other community based organizations and local resources, such as elected officials, libraries, parks, to build relationships.

Implementation: We will work closely with partners to conduct targeted outreach, weigh in on program design and share on the ground insights. We will send quarterly messages to partners to keep them engaged throughout the implementation process. Partners will also be invited to provide regular feedback through online surveys.

Close-out: Partners will be invited to share video/audio testimonials that will be used to showcase impact. We will prioritize sustainability planning to continue robust partnership and outreach efforts. We will work with the TCTACs to integrate success stories on its platforms.

Grantmaking

Pre-launch: We will refine and finalize, in partnership with the EPA and with consultation from the Councils, the grantmaking process and materials (i.e. grant guidelines, application, agreement). We will tailor tools, such as Submittable for the grants program.

Implementation: We will manage the quarterly grant process outlined in the Schedule of Activities and Program Design: Community Application Intake and Evaluation Process (Section 1B).

Close-out: Final reporting from subawardees will be completed, and the final report will be delivered to the EPA by TMF.

Capacity Building

Pre-launch: We will develop a capacity building agenda and build processes and systems for subawardees to access capacity building resources. Additionally, we will work with the TCTACs to incorporate their support into the available technical assistance resources.

Implementation: We will focus on providing ongoing, consistent and accessible capacity building support to applicants and grantees CBOs will be able to access capacity building resources during two distinct phases - (1) grant process and (2) grant implementation. Once subgrantees receive their award they will join statewide communities of practice and participate in annual in-person convenings We will utilize the TCTACs to provide technical assistance support to grantees throughout their grant period.

Close-out: We will conduct surveys to measure the effectiveness of the capacity building activities and understand how organizations have been strengthened and/or impacted.

Data and Reporting

Pre-launch: We will hire a Data and Evaluation Consultant. In partnership with the Consultant, we will refine the theory of change and metrics. We will also develop processes and employ tools, such as Submittable and Ramp, to help subgrantees manage data and reporting.

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Implementation: TMF will work closely with the Consultant and Collaborative to oversee data collection and management, quality assurance and improvement activities, evaluation related to the program, review performance data and modify program activities accordingly. Subgrantees submit semi-annual program and financial reports.

Close-out: Partners and grantees will have the opportunity to provide feedback via annual surveys that specifically solicits their feedback in appropriate languages and media formats.

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Table 1: Schedule of Activities

KEY ACTIVITY	Project Start	Mon, 1/1/2024	Project End	Thu, 12/31/2026	1																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																										

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Table 1: Schedule of Activities (continued)

Schedule of Activities										Year 1				Year 2				Year 3			
										Jan - Dec 2024				Jan - Dec 2025				Jan - Dec 2026			
KEY ACTIVITY	Project Start	Mon, 1/1/2024	Project End	Thu, 12/31/2026	1																
						BACKBONE			PLANNER			IMPLEMENTER			OTHERS			START		END	
Grantmaking - 6 quarterly cycles between June 2024 and March 2026																					
Grants system identification / creation		X																			
Finalize all Community Application and Intake and Evaluation Process w/ input from key stakeholders		X	X	X	Councils, CF and non-CF partners																
Orient and train SCFC Councils on grants system technology, review processes, expectations and responsibilities, and DEIB principles		X	X	X	X																
Conduct pre-application information sessions for prospective applicants across Region 4 states (both in-person, community based and virtual/recorded formats)		X	X																		
Grant Cycle #1 - Phase I, II, or III projects (5.5 months total, see details below)		X	X	X	X																
Release Statement of Interest (+/- 6 weeks)		X	X	X	X																
Review Statements of Interest and communicate decisions: invitation for full application, denial, or other recommendation (+/- 3 weeks)		X	X	X	X																
Accept applications from invited eligible subrecipients (+/- 6 weeks)		X	X	X	X																
Review applications and make grant decisions (+/- 4 weeks)		X	X	X	Councils																
Complete due diligence and disburse funds (+/- 2 weeks)		X																			
Grant Cycle #2 - Phase I, II, or III projects		X	X	X	X																
Grant Cycle #3 - Phase I or II projects		X	X	X	X																
Grant Cycle #3 - Phase I or II projects		X	X	X	X																
Grant Cycle #5 - Phase I		X	X	X	X																
Grant Cycle #6 - Noncompetitive subgrants ONLY		X	X	X	X																
Provide technical assistance opportunities to eligible subrecipients applying (e.g., "Ask an Officer" sessions as the state level)		X	X	X	X																
Subrecipient Oversight / Capacity Building / Convening																					
Regular 1:1 check-ins (in-person and/or virtual) with 100% of individual subrecipients to ensure compliance with EPA requirements and progress monitoring (monthly or quarterly depending on capacity of subrecipient)		X	X	X																	
Quarterly Communities of Practice sessions for grantees (state-by-state)		X	X	X	X																
Statewide grantee convenings (1/year years 2-3)		X	X	X	X																
Region 4 grantee convenings (1/year)		X	X	X	X																
Data and Reporting																					
Develop Quality Measurement and Evaluation Plan and associated reporting tools for tracking outputs, outcomes, and EPA reporting requirements		X	X		X																
Deliver TRA and Quality Assurance trainings to SCFC staff to ensure effective data collection and management		X	X	X	X																
Collect, review, and analyze qualitative and quantitative data from grantees per Quality Measurement and Evaluation Plan		X	X	X	X																

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**b. Detailed Itemized Budget Sheet, Budget Narrative, and Cost Effectiveness of
Budget/Project Budget Narrative** *(response to Evaluation Criteria 2B)*

TMF proposes a detailed line-item budget of \$50,000,000 for a three-year program upon final approval by the EPA. TMF will be responsible for programmatic and financial management of the program that includes: direct costs and subawards to statutory partners in each state in the Region. Of the total budget, \$40M (80%) will be allocated for grants to CBOs, \$5M (10%) to programmatic expenses, and \$5M (10%) to administrative expenses (federal de minimus rate). A description of each budget line item is detailed below:

Personnel

Salaries of positions are based on the established salary scale of TMF. Proposed salaries are consistent with those paid to other personnel engaged in similar work within TMF. Levels of effort budgeted are based on the scope of the program proposed. Following is a brief description of the positions proposed and their duties within the program:

- Managing Director: This role will provide leadership and program oversight for all elements of the grant, and will serve as the primary point of contact for EPA staff. 20% FTE per year is \$88,270 total.
- Program Director: This role will manage the day-to-day program aspects, including developing and implementing strategies, coordinating with stakeholders, managing grant funds, and ensuring the successful execution of the program. 75% FTE per year is 236,438 total.
- Florida Program Officer: This role is responsible for leading the Florida-based grantmaking efforts as a part of the Collaborative, working with Florida partners, managing the Council and ensuring effective outreach strategies to rural, tribal, remote populations. 100% FTE per year is \$236,438 total.
- Program Associate - Data and Evaluation: This role will lead and manage all data-related activities and evaluation efforts by collecting, analyzing, and reporting program data to assess the impact and effectiveness of our initiatives. 100% FTE per year is \$189,150 total.
- Program Associate – Capacity Building: This role will play a crucial part in strengthening the capacity of community-based organizations working on environmental justice initiatives, supporting their growth, and ensuring effective implementation of projects. 100% FTE per year is \$189,150 total.
- Program Assistant – Grants Administration: This role will lead the grants administration and quality assurance process for all subgrant grant awards. 100% FTE per year is \$157,625 total.
- Finance and Grants Analyst: This position will be responsible for processing all grants payment, tracking grant spending in accordance with the agreements. 100% FTE per year is \$204,913 total.

Total Personnel: \$1,301,983

Fringe Benefits of 16% includes:

Health Insurance - \$152,077
FICA - \$21,000

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Retirement Plan - \$39,059

Total Fringe Benefits: \$212,136

Travel Detail

Annual Convening: Travel to two annual convenings throughout the grant period for subgrantees and Collaborative members. Each community-based organization will be able to send one exam member. Year 2 estimated at \$2,000 per person for 120 people including mileage/flights, accommodation, and food, and Year 3 estimated for 180 people. \$240,000 Year 2, \$360,000 Year 3, and \$600,000 total.

Mileage (within Florida): Florida only expenses, including mileage and/or flights for approximately 10-20 trips per year depending on distance/need. \$10,000 per year, \$30,000 total.

Food and Lodging (within Florida): Florida only travel expenses for food and lodging trips depending on distance and need. \$10,000 per year, \$30,000 total.

Total Travel: \$940,000

Supplies Detail

Submittable Grant Portal: Enterprise fee for Submittable Grant Portal to be used by Collaborative staff, subgrantees, and State Advisory Council members. \$25,000 per year, \$75,000 total.

Marketing, Advertising, and Communications: Social media and news advertisements, materials printing and other communications related program expenses. Estimated at \$6,250 per state Year 1, \$4,375 per state Year 2, and \$2,500 per state Year 3, \$105,000 total.

Regional Community of Practice: Meeting logistics, materials printing and professional fees to operate quarterly communities of practice for subgrantees. Estimated at \$2,500 per state Year 1, \$20,000 per state Year 2, and \$20,000 per state Year 3, \$340,000 total. This brings together subgrantees to discuss key learnings, grant progress and participate in capacity building training.

Annual Convening: Two two-day annual capacity building convenings for subgrantees. Expenses include meeting logistics, space rental, event planning, materials printing and professional fees. \$600,000 total.

State Advisory Council Stipends: Stipends for State Advisory Council Members. Fees estimated at \$1,000 per council member per year. \$195,000 total.

CF/Local Partner Stipends: Stipends for community foundation and local partners to support grassroots marketing and outreach. Estimated at \$25,000 per state per year. Stipends to range from \$3,000-\$8,000 per organization depending on outreach activities and reach. \$600,000 total.

Ramp Financial Management Tool: Financial management tool for subawardees estimated at \$15,000 total.

Dock Project Management Portal: Project management tool for the SCFC Collaborative members. Approximately \$14,000 per year for the software, \$42,000 total.

Print Materials: Printing materials for Florida outreach, \$1,500 total.

Meeting supplies misc: Supplies will total \$1,000 annually, \$3,000 total, and will include printed outreach and communications materials in Spanish, Haitian Creole, French, Vietnamese and Mandarin. Materials will include flyers, posters mailers for eight states and six tribal communities at .08/page

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Refreshments: Refreshments for 5-8 community meetings in Florida \$3,000 total.

Total Supplies: \$1,979,500

Equipment

Equipment purchase: \$2,000 per computer and phones for six employees. Computers/phones \$12,000 total.

Total Equipment: \$12,000

Contractual - To be procured based on EPA requirements.

Communications Consultant: Hire a communications and outreach consultant with EJ experience to provide council, planning, and execution for the region. Consultant to develop template materials for CF and local partners and lead region wide outreach. Grant to be front loaded as the majority of work will happen in the early stages of the grant period. \$600,000 total

Capacity Building Consultant: Capacity Building Consultant will ensure entity readiness and growth. Hire various consultants to provide capacity building training for subgrantees to build their organizational capacity. Trainings include financial management, grant management, project management, board management, etc. \$450,000 total.

Website Design and Hosting: \$25,000 total.

Data and Evaluation Consultant: Data and Evaluation Consultant will provide data collection, evaluation, and systems expertise to Collaborative. \$625,000 total.

Translations/Interpretation: Interpretation and translation services to ensure language accessibility and audio/visual accessibility, ensuring ADA compliance. \$40,000 total.

Total contractual Year 1 \$685,000, Year 2 \$570,000, Year 3 \$485,000. \$1,740,000 total.

Other Direct Costs

Subawards: TMF will make subawards to statutory partners who are part of the Collaborative. Subaward recipients will be required to submit monthly program and financial reports to TMF for review by the Chief Financial Officer. CFs will receive the following funding as statutory partners over three years: Coastal Community Foundation - \$455,137, Community Foundation of Greater Birmingham - \$379,997, North Georgia Community Foundation - \$419,626, Foundation for Appalachia Kentucky - \$350,000, Foundation for the Carolinas - \$380,000, Gulf Coast Community Foundation - \$260,000, Community Foundation of Greater Memphis - \$423,753, Triangle Community Foundation - \$472,164. **\$43,140,678 total.**

Total Direct Expenses \$49,326,297.

Indirect Costs

Total Indirect Charges: Year 1 \$173,380, Year 2 \$247,248, Year 3 \$253,075. \$673,703

Total Project Expenses in Year 1 is \$12,890,941, Year 2 is \$28,517,448, Year 3 is 8,591,610, and in total is \$50,000,000.

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3. Environmental Justice Results - Outputs, Outcomes, and Performance Measurement Plan

a. Environmental Justice Results - Outputs/Outcomes (*response to Evaluation Criteria 3A*)

The Collaborative believes it can serve as an integral connector between the EPA and community- based organizations, through disbursing and monitoring grants, as well as developing community-informed evaluation frameworks. The CF partners acknowledge that grantee organizations often come to any funding opportunity with their own ways of measuring success and outcomes. We want to support CBOs in tracking metrics that are meaningful to their historical work and unique community contexts, rather than impose a rigid evaluation framework from the outset. It's possible that a menu of metrics could emerge as the grant cycles proceed, offering a pre-selected list of potential metrics for those that may not come to the funding opportunity with.

Inputs/ Resources	Key Activities	Outputs	Outcomes and Status		
			Short-Term	Medium-Term	Long-Term
			(6-12 months) Changes in Knowledge	(12-24 months) Changes in Behavior	(2+ years) Changes in Conditions
SCFC partners; community foundation and other collaborators; consultants; funding	Develop and implement <i>Strategic Outreach and Communications Plan</i> and facilitate EJ power mapping process to reach Eligible Subrecipients as outlined in the RFA ("Target Eligible Subrecipients")	Estimate 2,500 applications receive from underserved communities, communities in remote and rural areas, and community stakeholders with the highest degree of burden and capacity constraints, including tribal communities (i.e. Target Eligible Subrecipients). -1,250 Phase 1 applications -1,000 Phase 2 applications -250 Phase 3 applications -TBD Noncompetitive capacity constrained applications	- Increase in number of Target Eligible Subrecipients that are aware of funding available through the EPA -Increase in number of potential applicants learn EPA's requirements and goals - Increase in number of applicants from priority CBOs and tribal communities	- Increase in priority CBOs and tribal communities; increase reach in geographic coverage; increase number of participants in TCTAC sessions	- Strengthen relationship between CFs and other partners with Target Eligible Subrecipients and their communities -Identify and integrate best-practices for reaching and supporting Target Eligible Subrecipients in accessing federal funding

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SCFC partners; TCTACs; State Advisory Councils; funding	Facilitate 6 grant cycles that invests \$40 million in Region 4 over three years, providing technical assistance to support applications from Eligible Subrecipients	Approximately 22 subawards made during each grant round for a total of approximately 160 grants divided as such: Alabama – 12 Florida – 51 Georgia – 25 Kentucky - 11 Mississippi - 7 North Carolina - 25 South Carolina - 12 Tennessee - 16	Increase in number of Targeted Eligible Subrecipients that are aware of funding available through the EPA - Increase number of Target Eligible Subrecipients that are prepared to submit a competitive application to be considered for funding	-Increase number of Targeted Eligible Subrecipient communities that develop a community-wide plan to address environmental and/or public health issues - Increase organizational and/or community capacity to start or grow efforts to address environmental and/or public health issues	- Increase investment in CBOs addressing EJ issues in region 4, priority communities; -Increase CBOs and tribal communities ready for future government funding - Modest increases in community-level outcomes as a result of funded project activities (e.g., Increase knowledge of stormwater issues among # adults each year through workshops and hands-on projects)
SCFC partners; TCTACs; funding	Offer convening and capacity building support to all 160 subrecipients	-Increase number of subrecipient organizations have at least one person engage in at least one in-person, statewide convening during the grant period -Increase number of subrecipient organizations have at least one person engage in at least 2 virtual statewide community of practice gatherings each year for subgrantees	-Increase in awareness of peer organizations addressing similar environmental and/or public health issues in similar communities (partnership) - Increase in awareness of potential sources of funding and other resources to support work (leveraged resources) -Increase in awareness of organizational best practices among subgrantee leaders to achieve programmatic goals	- Increase in collaboration across disadvantaged communities -Increase in trust across peer organizations and between CBOs and funders/service providers - Adoption of best practices to support organizational capacity-building priorities (to be determined by SCFC partners and subrecipients)	- Increased investment in CBOs addressing environmental and/or public health issues in priority communities supported by EPA; # of funded applications in Phase I, II, III and # repeat funded applications -Strengthened organizational capacity of CBO (e.g., financial health as measured by operating reserves)

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SCFC partners; EPA; TCTACs; funding	Develop and implement <i>Quality Measurement and Evaluation Plan</i> and associated reporting tools for tracking outputs, outcomes, and EPA reporting requirements	Increase number of subrecipients know how to access reliable data	-Increase number of residents and other volunteers involved in organizing, advocacy, data collection, etc. -Increase Targeted Eligible Subrecipient ability to articulate and track key metrics and qualitative data to demonstrate success	-Increase priority communities that develop community-wide plan to address EJ issue -Increase number of continued partnerships; volume of community input gathered from different constituents; -Transparency of information sharing	-Increase in number of community-wide plans implemented; improved public health and/or environmental condition(s); increase investment(s) in rural and under resourced communities
SCFC partners; consultants; funding	Produce and disseminate content to tell the stories of individual grantees and the SCFC approach (e.g. white papers, social media, conference workshops, etc.)	Increase the number of funded CBO stories documented; synopsis of SCFC's development and implementation	- Raise visibility of Targeted Eligible Subrecipients within their states among local governments, service providers, and/or local funders	- Increase in Targeted Eligible Subrecipients' ability to tell their story to various stakeholders	- Increase new co-investment in Targeted Eligible Subrecipients funded through EPA (or high-scoring, non-recipients) -Articulate and share CF collaborative model for scaling EJ investments in CBOs (e.g. via conference presentations or white papers)

4. Programmatic Capability

a. Organizational experience *(response to Evaluation Criteria 4A)*

TMF has a long history of serving as a leading grantmaking institution in the region, annually managing over a dozen concurrent grant programs and distributing over \$65M annually in grants to non-profit organizations. Relevant grant programs include:

- **Miami Open for Business:** The program aims to empower historically underserved nonprofits and small businesses to build generational wealth and resilience by purchasing and owning critical assets such as technology, equipment, vehicles, inventory, and property. Grant recipients receive capacity building and technical assistance grants to strengthen their organizational capacity and improve their grant applications. Over three years, this program will invest \$20M in non-profit and small businesses through grants and capacity building to increase asset building. In 18 months, recipients have purchased more than \$5 M in assets, including equipment, vehicles and commercial property. Additionally, TA contributed to a 30% increase in grant applications.
- **Miami Disaster Resilience:** TMF leads an equity-based disaster resilience strategy aimed at helping Greater Miami prepare and recover from natural disasters, such as hurricanes. The \$20M fund is used to support local non-profit organizations working in disaster preparedness, mitigation, response and equitable short-term and long-term recovery efforts.
- **Miami Community Grants:** For over 30 years, TMF has led an annual Community Grants program to address our county's most pressing needs. Through robust community engagement, technical assistance and capacity building, this year's Community Grant program attracted 698 applications, engaging 13 advisory committees, and ultimately awarding 95 capacity building grants totaling more than \$5.4M in funding.
- **Resilient305:** A comprehensive, multi-municipality equity-based strategic plan to prepare for an increasing occurrence of shocks, such as hurricanes and infrastructure failures, as well as to better mitigate stresses, such as sea level rise and sunny day flooding, crippling traffic, and severe economic inequities. This collective impact initiative (TMF is backbone), brings together the Chief Resilience Officers for Miami Dade County, City of Miami Beach, and the City of Miami and dozens of cross sector partners to build a strategic plan for regional resilience, prioritizing intergovernmental and community collaboration to achieve shared goals.
- **Safe Communities Program:** An annual grant program in partnership with the State Attorney's Office that strives to ensure safety and opportunity for all Greater Miami residents by investing in education and economic mobility, health services to overcome substance dependence, and collective action to improve community safety.
- **Racial and LGBTQ+ Equity Grants:** An annual grant initiative that specifically supports Black-led organizations work in Black communities in Greater Miami, and organizations addressing the needs of the LGBTQ+ community. Equity grants have led to increased capacity and funding for many of the grantees.

b. Staff Experience/Qualifications *(response to Evaluation Criteria 4B)*

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The Collaborative will be led by TMF, with a team of seven people to manage grantmaking, capacity building, data/evaluation and financial management. Key staff experience and qualifications include:

Nikisha Williams, Managing Director, Collective Impact, TMF – Nikisha will serve as the project manager for the program. In her current role at the Foundation she is responsible for leading large-scale change through cross-sector collaboration by bringing together government, philanthropy, nonprofits, and corporations together to solve major community challenges in bold ways. She oversees four grantmaking programs and ongoing capacity building efforts to support grant recipients, including the Miami Disaster Resilience Fund and Resilient 305. Nikisha has deep knowledge of CBOs, having served as Chief Operating Officer of a non-profit organization that primarily served a historically disadvantaged community. In this role she worked on large federal grants as both the sole recipient and as a collaborative.

Lindsey Linzer, Vice President of Community Investments, TMF – Lindsey oversees a diverse portfolio of community engagement initiatives and leads a eight-person programs and grants administration team in managing a significant portfolio of charitable funds and special projects. She has created and scaled multi-million dollar local and national grant programs in the areas of disaster and community recovery, nonprofit news, artificial intelligence, and arts education and access. Lindsey was the force behind the Foundation's COVID-19 community recovery efforts leading \$16M + in grantmaking as well as the Miami-Dade Counts 2020, a collaborative grantmaking and outreach campaign to encourage participation in the 2020 Census.

Sarah Guidi, Director of Community Engagement, Triangle Community Foundation. Sarah provides strategic leadership for the Foundation to make a positive impact in the community. She fosters strong relationships with nonprofit, government, and corporate leaders to understand needs in the community and broker relationships to help address those needs. Sarah returns to the Foundation after serving as a Shannon St. John Fellow in 2012. Before (re)joining the Foundation, Sarah worked with the Resourceful Communities Program of The Conservation Fund to support grassroots organizations in eastern North Carolina leverage the natural resources in their communities to expand access to healthy foods and places to be physically active.

Aerial Ozuzu, Director of Community Impact, Community Foundation of Greater Memphis. Aerial oversees the Community Foundation's discretionary grant programs, GiVE 365, the Community Foundation's dollar-a-day giving program, and LIVEGIVEmidsouth, their online community information platform. Alongside community voice, community-led grantmaking committees, she oversees a \$1.5 million grant-making portfolio that is equity-focused. She works to help address the power imbalance in philanthropy and build relationships with communities. **Additionally**, the Collaborative is made up of an additional 32 team members throughout the Region at CFs that serve urban, rural, and remote communities. Each state will have at a minimum three staff people to lead the Councils, provide technical assistance/ capacity building support and lead regional marketing, communications and outreach.

c. Expenditure of Awarded Grant Funds (*response to Evaluation Criteria 4C*)

The Collaborative will use a modified version of the payment process for the competitive grant cycle to ensure a timely and efficient grant payment process:

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- Following the approval of subgrant awards, subgrantees receive award letters including the grant amount, agreement terms, reporting requirements and date when the award can be publicized. Subgrantees can sign and accept the awards in Submittable.
- Subgrantees can upload their banking information in Submittable
- After the grant recipients confirm receipt of their award letter and upload payment details, a payment memo is generated by program staff to finance to remit payment
- Checks are processed semiweekly until all payments are completed. If funds are disbursed based on a time table, this information will be recorded in Submittable and notify program staff so payments can be made according to the payment schedule. Submittable will also ensure any required reports are submitted before subsequent payments are remitted.
- Checks are mailed and payments are recorded in Submittable; and,
- Each CF will work with TMF to secure payments for grantees and ensure proper reporting to the EPA.

5. Past Performance (*response to Evaluation Criteria 5A*)

a. List of Federally funded and/or Non-federally funded Assistance Agreements and Reporting History

TMF has received and performed the following Funded Assistance Agreements, including grants and cooperative agreements, within the last three years. Over the past 50 years, TMF has invested more than half a billion dollars in grants and high-impact programs to address community challenges among underserved communities and populations. TMF's history of successfully complying with a wide range of grants and reporting requirements for numerous contracts and grants demonstrates its ability to submit accurate and complete data within established timeframes for the proposed project.

1. Miami-Dade County Nonprofit Support Grant Program (CARES Act2020) \$11.3M.

Project Description: TMF partnered with Miami-Dade County's Department of Public Housing and Community Development to create a federally funded grant program to help small nonprofits recover from the COVID-19 pandemic. **Outcome and Status:** \$11.3M was awarded to non-profit organizations and all grantees completed final reports. An independent audit was completed and a final report submitted to the County to close this grant.

2. Miami-Dade County Environmental Education Grant Program (2022-2024) \$1.26M.

Project Description: TMF partnered with Miami-Dade County to manage their Environmental Education Grant Program. The goal is to create a healthier and more resilient community by: promoting environmental education and action to restore Biscayne Bay; preserving the Everglades; protecting communities from the effects of extreme heat; amplifying opportunities for water preservation; and expanding awareness and action on the climate crisis and its local effects. **Outcome and Status:** In June 2023, the grantees were selected and awarded;. 17 organizations were awarded \$1.47M over two years in the sustainable environment category, of which the Foundation matched with an additional \$1.47M. The Foundation is currently partnering with the County to monitor these grants and engage in robust storytelling about the work of the grantee partners.

The Miami Foundation
Environmental Justice
Thriving Communities
Grantmaking Program (EPA-
R-OEJEER-OCS-23-03)

3. **Miami Open for Business (2022–2024) \$20M. Project Description:** Fueled by a \$20M grant from Wells Fargo, TMF’s Miami Open for Business Program aims to empower historically underserved nonprofits and small businesses to build generational wealth and resilience through the purchase and ownership of critical business assets, such as property, equipment, and technology. The program aims to ensure that historically disadvantaged and underinvested entrepreneurs have a fair chance to build prosperity in the Miami they helped create. **Outcome and Status:** The Miami Open for Business program has offered two rounds of funding to support historically underserved minority-led small businesses and nonprofits with asset building. In Fall 2022, the program awarded \$3.8M in grants and loans to 170 organizations to purchase technology, equipment, inventory, and real estate. In Spring 2023, the program significantly increased outreach and community engagement to bring awareness about funding opportunities resulting in 30% more applications. TMF successfully submits semi-annual reports.

4. **Community Grants Program (1995 – current) \$11M. Project Description:** The Foundation’s signature annual grant program invests in community organizations. Each year the Foundation distributes millions of dollars to non-profits in Miami-Dade County. Built into the award there are resources for responsive grantmaking, grant advisor honorariums, and community convening. **Outcome and Status:** In June 2023, 95 grantees were selected to receive \$5.45M in grant awards. The Foundation will regularly meet with grantees to amplify their work and convene communities of practice to facilitate connection between grantees working in similar issue areas or neighborhoods. Reports will be formally submitted by grantees annually and touch base check-in calls will also happen annually.

**EPA Environmental Justice Thriving Communities Grantmaking Program
The Miami Foundation (Backbone Role)**

3 Year Budget

EXPENSES		YEAR 1	YEAR 2	YEAR 3	TOTAL	NOTES
Personnel						
% of time	Position Title					
20%	Managing Director	\$28,000	\$29,400	\$30,870	\$88,270	
75%	Program Director	\$75,000	\$78,750	\$82,688	\$236,438	
100%	Florida Program Officer	\$75,000	\$78,750	\$82,688	\$236,438	
100%	Program Associate - Data/Evaluation	\$60,000	\$63,000	\$66,150	\$189,150	
100%	Program Associate - Capacity Building	\$60,000	\$63,000	\$66,150	\$189,150	
100%	Program Assistant - Grants Admin	\$50,000	\$52,500	\$55,125	\$157,625	
100%	Finance & Grants Analyst	\$65,000	\$68,250	\$71,663	\$204,913	
	Total Personnel	\$413,000	\$433,650	\$455,333	\$1,301,983	
Fringe Benefits						
	Benefits Category					
	Health Insurance	\$48,240	\$50,652	\$53,185	\$152,077	
	FICA	\$7,000	\$7,000	\$7,000	\$21,000	
	Retirement Plan	\$12,390	\$13,010	\$13,660	\$39,059	
	Medical Leave				\$0	
	Total Fringe Benefits for Personnel	\$67,630	\$70,662	\$73,845	\$212,136	
Travel						
	Travel Detail					
	Travel - Annual Collaborative Gathering	\$60,000	\$60,000	\$60,000	\$180,000	Annual in-person meeting among collaborative partners. Travel for three people per CF at \$2,222 per person to cover mileage, accommodation and food.
	Travel - State Advisory Councils		\$100,000		\$100,000	Each State Advisory Council to coordinate one in-person meeting throughout grant period. Each State Advisory Council will consist of up to 8 people for a total of 64 council members at \$1,562 per member for mileage, accommodation and food.
	Travel - Annual Convening		\$240,000	\$360,000	\$600,000	Travel to two annual convenings throughout the grant period for subgrantees and Collaborative members. Each community based organization will be able to send one team member. Year 2 travel estimated at \$2,000 per person for 120 people for mileage/flights, accommodation and food. Year 3 travel estimated at \$2,000 per person for 180 people for mileage/flights, accommodation and food.
	Mileage (within Florida)	\$10,000	\$10,000	\$10,000	\$30,000	Florida only travel expenses, including mileage and/or flights for approximately 10 - 20 trips per year depending on distance and need.
	Food & Lodging (within Florida)	\$10,000	\$10,000	\$10,000	\$30,000	Florida only travel expenses for food and lodging for 10 - 20 trips depending on distance and need.
	Total Travel	\$80,000	\$420,000	\$440,000	\$940,000	
Program Expenses						
	Supplies Detail					
	Submittable Grant Portal	\$25,000	\$25,000	\$25,000	\$75,000	Enterprise fee for Submittable grant portal to be used by Collaborative staff, subgrantees and State Advisory Council members.
	Marketing/ Advertising/ Comms	\$50,000	\$35,000	\$20,000	\$105,000	Social media/ news advertisements, materials printing and other communications related expenses throughout the program. Estimated at \$6,250 per state in Year 1, \$4,375 in Year 2 and \$2,500 in Year 3.
	Regional Community of Practice	\$20,000	\$160,000	\$160,000	\$340,000	Meeting logistics, materials printing and professional fees to operate quarterly statewide communities of practice for subgrantees. Estimated at \$2,500 in Year 1, \$20,000 in Year 2 and \$20,000 in Year 3 per state. Regional communities of practice will bring together subgrantees to discuss key learnings, discuss grant progress and participate in capacity building training.
	Annual Convening		\$250,000	\$350,000	\$600,000	Two two-day annual convenings during the the three year grant period to be hosted in the Spring of Years 2 and 3 for sungrantees. Expenses to include meeting logistics, space rental, event planning, materials printing and professional fees.
	State Advisory Council Stipends	\$65,000	\$65,000	\$65,000	\$195,000	Stipends for State Advisory Council Members. Fees estimated at \$1,000 per council member per year.
	CF/ Local Partner Stipends	\$200,000	\$200,000	\$200,000	\$600,000	Stipends for community foundation and local partners to support grassroots marketing and outreach. Estimated at \$25,000 per state per year. Stipends to range from \$3,000 - \$8,000 per organization depending on outreach activities and reach.
	Ramp Financial Management Tool	\$5,000	\$5,000	\$5,000	\$15,000	Financial management tool for subawardees estimated at \$5,000 per year.
	Dock Project Management Portal	\$14,000	\$14,000	\$14,000	\$42,000	Project management tool for the SCFC Collaborative members. Approximately 14,000 per year for the software.
	Print Materials	\$500	\$500	\$500	\$1,500	Printing for Florida based outreach
	Meetings supplies misc.	\$1,000	\$1,000	\$1,000	\$3,000	Expenses for meeting logistis including room reservation, technology and/or materials
	Refreshments	\$1,000	\$1,000	\$1,000	\$3,000	Refreshments for 5-8 community meetings in Florida per year
	Total Supplies	\$381,500	\$756,500	\$841,500	\$1,979,500	
Equipment						
	Equipment Type					
	Equipment Purchase: Computers/phones	\$12,000			\$12,000	\$2,000 per computer and phones for six employees
					\$0	
					\$0	
	Total Equipment	\$12,000	\$0	\$0	\$12,000	
Contractual						
	Contracted Services					
	Communications Consultant	\$250,000	\$200,000	\$150,000	\$600,000	Hire a communications and outreach consultant with EJ experience to provide counsel, planning and execution for the region. Consultant to develop template materials for CF and local partners and lead region wide outreach. Grant to be front loaded as the majority of work will happen in the early stages of the grant period.

	Capacity Building Consultant (ensure entity readiness & growth)	\$150,000	\$150,000	\$150,000	\$450,000	Hire various consultants to provide capacity building training for subgrantees to build their organizational capacity. Trainings to include financial management, grant management, project management, board management, etc.
	Website Design/ Hosting	\$15,000	\$5,000	\$5,000	\$25,000	
	Data & Evaluation Consultant	\$250,000	\$200,000	\$175,000	\$625,000	
	Translations/ Interpretation	\$20,000	\$15,000	\$5,000	\$40,000	Interpretation and translation services to ensure language accessibility and audio/visual accessibility for ADA compliance
	Total Contractual	\$685,000	\$570,000	\$485,000	\$1,740,000	
	Other					
	Other Expenses					
	Subawards (Grants)	\$10,000,000	\$25,000,000	\$5,000,000	\$40,000,000	Approximately \$35M for competitive grants and \$5M for noncompetitive grants
	Coastal Community Foundation	\$146,354	\$151,658	\$157,125	\$455,137	
	CF of Greater Birmingham	\$123,620	\$126,608	\$129,769	\$379,997	
	North Georgia Comm Foundation	\$198,542	\$108,135	\$112,949	\$419,626	
	Foundation for Appalachia Kentucky	\$114,278	\$115,689	\$120,033	\$350,000	
	Foundation for the Carolinas	\$122,400	\$127,300	\$130,300	\$380,000	
	Gulf Coast Community Foundation	\$82,768	\$88,235	\$88,997	\$260,000	
	CF of Greater Memphis	\$135,762	\$141,790	\$146,201	\$423,753	
	Triangle Community Foundation	\$154,707	\$159,975	\$157,483	\$472,164	
	Total Other	\$11,078,432	\$26,019,389	\$6,042,858	\$43,140,678	
	TOTAL DIRECT EXPENSES	\$12,717,562	\$28,270,201	\$8,338,535	\$49,326,297	
	Indirect Costs (indirect cost rates only applied to the first \$25,000 of subawards.)					
	Eligible Direct for Indirect calc	\$1,733,797	\$2,472,478	\$2,602,344	\$6,808,619	
	de minimis rate 10%	10%	10%	10%		
	Total IDC	\$173,380	\$247,248	\$253,075	\$673,703	
	TOTAL PROJECT EXPENSES	\$12,890,941	\$28,517,448	\$8,591,610	\$50,000,000	

Program Associate (Capacity Building)

Job Description

THE FOUNDATION

The Miami Foundation builds the philanthropic, civic, and leadership backbone for Greater Miami. Since 1967, the Foundation has invested \$485 million to strengthen our community with partnerships and contributions from more than 1000 fundholders and 35,000 donors. The Miami Foundation, which currently manages over \$450 million in assets, mobilizes donors, nonprofits, leaders, and locals to set a bold vision for our community's future and to invest in a stronger, more equitable, more resilient Greater Miami.

POSITION DESCRIPTION

The Collective Impact team is at the forefront of our Foundation's work to address Greater Miami's most pressing challenges by bringing together cross-sector partners to accomplish bold, equitable solutions as a unified force for change. The team builds powerful coalitions, listens deeply to the community, and oversees complex and important initiatives that impact the future of Greater Miami.

We are seeking a skilled and passionate Program Director to work on an Environmental Justice grantmaking and capacity initiative, leading and managing all aspects of capacity building and providing technical assistance to grantees and partners. This role will play a crucial part in strengthening the capacity of community-based organizations working on environmental justice initiatives, supporting their growth, and ensuring effective implementation of projects. The Program Associate will collaborate with diverse stakeholders to provide guidance, resources, and training opportunities to foster equitable outcomes within our community.

The ideal candidate will have a deep understanding of collective impact principles, strong project management skills, excellent communication and facilitation skills, and federal grant experience and a track record of successful collaboration across diverse groups of stakeholders.

The Program Associate will report to the Environmental Justice Program Director, while also working closely with other members of the team to ensure alignment with organizational goals and strategic direction.

DUTIES & RESPONSIBILITIES

Capacity Building and Technical Assistance Strategy:

- Develop and implement a comprehensive strategy for capacity building and technical assistance that aligns with the goals and objectives of the federal environmental justice program.
- Conduct needs assessments to identify capacity gaps and prioritize areas for support

among grantees and partners.

- Design and deliver training programs, workshops, and webinars to enhance the skills, knowledge, and effectiveness of environmental justice organizations.
- Provide ongoing technical assistance, guidance, and mentorship to grantees and partners to support the successful implementation of their projects.

Relationship Management:

- Cultivate strong relationships with grantees, partners, and community organizations, serving as a primary point of contact for capacity building and technical assistance needs.
- Collaborate with stakeholders to understand their specific requirements and develop customized capacity building plans to address their unique needs.
- Facilitate networking opportunities, peer learning, and collaboration among grantees and partners to promote knowledge sharing and best practices.

Resource Development and Dissemination:

- Research and curate relevant resources, tools, and best practices related to environmental justice and capacity building.
- Develop and maintain a resource library or online platform to facilitate access to information and resources for grantees and partners.
- Create educational materials, guides, and toolkits to support capacity building efforts and disseminate them to relevant stakeholders.

Monitoring and Evaluation:

- Develop metrics and indicators to assess the impact and effectiveness of capacity building efforts.
- Monitor and evaluate the progress and outcomes of capacity building activities, collecting feedback from participants and stakeholders.
- Analyze data and feedback to inform program improvements and make recommendations for future capacity building initiatives.

Grantee and Partner Support:

- Provide guidance and support to grantees in the development and implementation of project plans, budgets, and deliverables.
- Support partners in planning and organizing quarterly communities of practice
- Plan and implement an annual convening of all community-based grantees
- Conduct site visits, meetings, and check-ins with grantees to offer technical assistance, troubleshoot challenges, and monitor project progress.
- Collaborate with program staff to ensure that capacity building and technical assistance efforts are integrated into the overall program strategy.

This role requires occasional availability outside of office hours for community engagement opportunities as well as transportation across the county for both events and partnership

coordination.

POSITION REQUIREMENTS

Essential Qualities

- **Entrepreneurial spirit** – A passion for building innovative solutions from inception and developing the necessary processes and partnerships for their continued success. An eagerness for working across multiple functions of a project.

Facilitation and communication skills - Strong facilitation and communication skills, with experience in bringing together diverse stakeholders and managing group dynamics. Excellent writing and grammar skills and general communications abilities written and verbal.

Strong interpersonal skills - Strong interpersonal skills, with the ability to build and maintain relationships with stakeholders at all levels.

Proactive and solution-oriented – An inclination to proactively seek opportunities to maximize impact or overcome challenges. Creative and resourceful in seeking or developing solutions.

Strong project and time management skills – An adeptness at using organizational methods and tools to manage multiple workstreams with ease and effectiveness, while maximizing shared visibility and accountability, with a proven track record of leading complex projects from start to finish.

Robust commitment to diversity, equity, and inclusion – A dedication to deliberately and proactively engage and partner with groups that are historically underrepresented. Passionately believing that our strength as a community is rooted in our diversity.

Desired Experience

Bachelor's degree in a relevant field (e.g., nonprofit management, community development, environmental studies) required; advanced degree preferred.

- Minimum of 3 years of experience in capacity building, technical assistance, or program management, preferably in the environmental justice or community development field.
- Strong understanding of capacity building methodologies, adult learning principles, and technical assistance strategies.
- Familiarity with the challenges and opportunities faced by community-based organizations working on environmental justice issues.
- Excellent communication and facilitation skills, with the ability to build relationships and engage effectively with diverse stakeholders.
- Experience in developing and delivering training programs, workshops, and educational materials.
- Knowledge of evaluation methods and tools to assess the impact of capacity building initiatives.
- Strong organizational and project management skills, with the ability to manage multiple tasks, set priorities, and meet deadlines.
- Familiarity with federal grant programs and compliance requirements is desirable.

- Commitment to social justice, equity, and environmental sustainability.

This list of essential functions is not intended to be exhaustive. The Miami Foundation reserves the right to revise this job description as needed to comply with actual job requirements.

Program Associate (Data and Evaluation)

Job Description

THE FOUNDATION

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POSITION DESCRIPTION

The Collective Impact team is at the forefront of our Foundation's work to address Greater Miami's most pressing challenges by bringing together cross-sector partners to accomplish bold, equitable solutions as a unified force for change. The team builds powerful coalitions, listens deeply to the community, and oversees complex and important initiatives that impact the future of Greater Miami.

We are seeking a skilled and passionate Program Associate to work on an Environmental Justice grantmaking and capacity initiative, leading and managing all data-related activities and evaluation efforts. This role will play a crucial part in collecting, analyzing, and reporting program data to assess the impact and effectiveness of our initiatives. The Program Associate will collaborate with various stakeholders to ensure data integrity, develop evaluation frameworks, and provide actionable insights to drive program improvement and achieve equitable environmental justice outcomes.

The ideal candidate will have a deep understanding of collective impact principles, strong project management skills, excellent communication and facilitation skills, and federal grant experience and a track record of successful collaboration across diverse groups of stakeholders.

The Program Associate will report to the Environmental Justice Program Director, while also working closely with other members of the team to ensure alignment with organizational goals and strategic direction.

DUTIES & RESPONSIBILITIES

Data Management and Analysis:

- Design and implement a comprehensive data management system to collect, organize, and maintain program-related data.
- Develop data collection protocols, tools, and systems to capture relevant information from program participants, partners, and stakeholders.
- Analyze and interpret data to identify trends, patterns, and outcomes, highlighting areas

of success and areas for improvement.

- Utilize statistical techniques and data visualization tools to present findings and communicate data-driven insights effectively.

Evaluation Framework Development:

- Collaborate with grantees and program stakeholders to develop an evaluation framework that aligns with the goals and objectives of the environmental justice program.
- Identify key performance indicators (KPIs) and develop measurement tools to track program progress and outcomes.
- Design and implement evaluation strategies, including surveys, interviews, focus groups, and other data collection methods, to gather qualitative and quantitative data.
- Develop data collection instruments and protocols that adhere to best practices and ethical standards in data collection and protection.

Data Reporting and Communication:

- Prepare comprehensive reports, dashboards, and presentations to communicate program outcomes, impacts, and challenges to internal and external stakeholders.
- Collaborate with program staff to ensure accurate and timely reporting of data to meet grant reporting requirements and deadlines.
- Work closely with the communications team to distill complex data into compelling narratives, infographics, and visual representations for diverse audiences.

Program Improvement and Learning:

- Use evaluation findings and data analysis to provide recommendations for program improvement and inform strategic decision-making.
- Collaborate with program staff to develop evidence-based strategies and interventions that address environmental justice issues.
- Participate in knowledge-sharing activities, conferences, and professional development opportunities to stay abreast of best practices in data management and program evaluation.

Stakeholder Engagement and Collaboration:

- Collaborate with program partners, grantees, and community organizations to ensure the collection of accurate and meaningful data.
- Facilitate data sharing and collaboration among stakeholders to foster a culture of learning and continuous improvement.
- Provide technical assistance and support to program partners in data collection, analysis, and reporting.

This role requires occasional availability outside of office hours for community engagement opportunities as well as transportation across the county for both events and partnership coordination.

POSITION REQUIREMENTS

Essential Qualities

- **Entrepreneurial spirit** – A passion for building innovative solutions from inception and developing the necessary processes and partnerships for their continued success. An eagerness for working across multiple functions of a project.

Facilitation and communication skills - Strong facilitation and communication skills, with experience in bringing together diverse stakeholders and managing group dynamics. Excellent writing and grammar skills and general communications abilities written and verbal.

Strong interpersonal skills - Strong interpersonal skills, with the ability to build and maintain relationships with stakeholders at all levels.

Proactive and solution-oriented – An inclination to proactively seek opportunities to maximize impact or overcome challenges. Creative and resourceful in seeking or developing solutions.

Strong project and time management skills – An adeptness at using organizational methods and tools to manage multiple workstreams with ease and effectiveness, while maximizing shared visibility and accountability, with a proven track record of leading complex projects from start to finish.

Robust commitment to diversity, equity, and inclusion – A dedication to deliberately and proactively engage and partner with groups that are historically underrepresented. Passionately believing that our strength as a community is rooted in our diversity.

Desired Experience

Bachelor's degree in a relevant field (e.g., statistics, social sciences, public health) required; advanced degree preferred.

- Minimum of 3 years of experience in data management, analysis, and program evaluation, preferably in the environmental justice or related field.
- Strong knowledge of data collection methodologies, statistical analysis, and data visualization techniques.
- Proficiency in data management software, statistical software packages (e.g., SPSS, SAS, R), and data visualization tools (e.g., Tableau, Power BI).
- Familiarity with evaluation frameworks, logic models, and impact measurement techniques.
- Excellent analytical and problem-solving skills, with a keen eye for detail and accuracy.
- Strong communication skills, including the ability to present complex data to diverse audiences in a clear and concise manner.
- Experience working with diverse communities and a commitment to social justice and equity.
- Ability to work independently, manage multiple tasks simultaneously, and meet deadlines.
- Familiarity with federal grant reporting requirements and compliance is desirable.

This list of essential functions is not intended to be exhaustive. The Miami Foundation reserves the right to revise this job description as needed to comply with actual job requirements.

Program Director – Environmental Justice

Job Description

THE FOUNDATION

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POSITION DESCRIPTION

The Collective Impact team is at the forefront of our Foundation's work to address Greater Miami's most pressing challenges by bringing together cross-sector partners to accomplish bold, equitable solutions as a unified force for change. The team builds powerful coalitions, listens deeply to the community, and oversees complex and important initiatives that impact the future of Greater Miami.

We are seeking a skilled and passionate Program Director to lead an Environmental Justice grantmaking and capacity initiative, overseeing and managing all aspects of the grant program. This role will involve developing and implementing strategies, coordinating with stakeholders, managing grant funds, and ensuring the successful execution of the program. The Program Director will play a pivotal role in addressing environmental justice issues and promoting equitable outcomes within our community.

The ideal candidate will have a deep understanding of collective impact principles, strong project management skills, excellent communication and facilitation skills, and federal grant experience and a track record of successful collaboration across diverse groups of stakeholders.

The Program Director will report to the Managing Director of Collective Impact and will manage a team of six staff members, while also working closely with other members of the team to ensure alignment with organizational goals and strategic direction.

DUTIES & RESPONSIBILITIES

Grant Program Management:

- Develop and execute the overall strategy and goals of the Federal Environmental Justice Grant program.
- Design program guidelines, application processes, and evaluation criteria in alignment with the grant requirements.
- Oversee the grant selection process, including reviewing applications, conducting due

diligence, and making funding recommendations.

- Monitor and evaluate funded projects to ensure compliance with grant guidelines and achievement of program objectives.
- Prepare progress reports, impact assessments, and other relevant documentation required by the grant funding agency.

Stakeholder Engagement:

- Cultivate relationships with key stakeholders, including community organizations, government agencies, and environmental justice advocates.
- Collaborate with community partners to identify environmental justice issues and develop strategies to address them effectively.
- Facilitate community engagement activities, such as public forums, focus groups, and stakeholder meetings to gather input and ensure inclusivity.

Financial Management:

- Develop and manage the program budget, ensuring prudent allocation and tracking of grant funds.
- Oversee the disbursement of grant funds to selected projects, ensuring compliance with financial regulations and reporting requirements.
- Coordinate with finance and accounting teams to track expenditures, monitor budgetary performance, and prepare financial reports for both internal and external stakeholders.

Program Development and Expansion:

- Stay informed about emerging trends, policies, and best practices related to environmental justice, federal grants, and community development.
- Identify opportunities for program expansion, partnership development, and additional funding sources to enhance the impact of the grant program.
- Collaborate with the foundation's leadership and other departments to align the grant program with the overall mission and strategic goals of the organization.

Team Leadership and Collaboration:

- Lead a team of program staff, providing guidance, mentorship, and support in carrying out their respective roles.
- Foster a collaborative and inclusive work environment, promoting teamwork, innovation, and professional growth.
- Collaborate with other departments within the foundation, such as communications and fundraising, to leverage resources and maximize program outcomes.

This role requires occasional availability outside of office hours for community engagement opportunities as well as transportation across the county for both events and partnership coordination.

POSITION REQUIREMENTS

Essential Qualities

- **Entrepreneurial spirit** – A passion for building innovative solutions from inception and developing the necessary processes and partnerships for their continued success. An eagerness for working across multiple functions of a project.
- **Facilitation and communication skills** - Strong facilitation and communication skills, with experience in bringing together diverse stakeholders and managing group dynamics. Excellent writing and grammar skills and general communications abilities written and verbal.
- **Strong interpersonal skills** - Strong interpersonal skills, with the ability to build and maintain relationships with stakeholders at all levels.
- **Proactive and solution-oriented** – An inclination to proactively seek opportunities to maximize impact or overcome challenges. Creative and resourceful in seeking or developing solutions.
- **Strong project and time management skills** – An adeptness at using organizational methods and tools to manage multiple workstreams with ease and effectiveness, while maximizing shared visibility and accountability, with a proven track record of leading complex projects from start to finish.
- **Robust commitment to diversity, equity, and inclusion** – A dedication to deliberately and proactively engage and partner with groups that are historically underrepresented. Passionately believing that our strength as a community is rooted in our diversity.

Desired Experience

- Bachelor's degree in a relevant field (e.g., environmental studies, public policy, community development) required; advanced degree preferred.
- Proven experience (5+ years) in program management, preferably in the environmental justice or community development field.
- In-depth knowledge of federal grant programs, regulations, and reporting requirements.
- Strong understanding of environmental justice issues and their intersection with social, racial, and economic disparities.
- Demonstrated experience in stakeholder engagement, community organizing, and working with diverse populations.
- Strong leadership abilities with experience managing teams, fostering collaboration, and promoting a positive work culture.
- Proficiency in data analysis, evaluation methods, and reporting techniques.
- Familiarity with grant management software and tools is desirable.

This list of essential functions is not intended to be exhaustive. The Miami Foundation reserves the right to revise this job description as needed to comply with actual job requirements.

Figure 1: Partner Roles and Geographic Locations

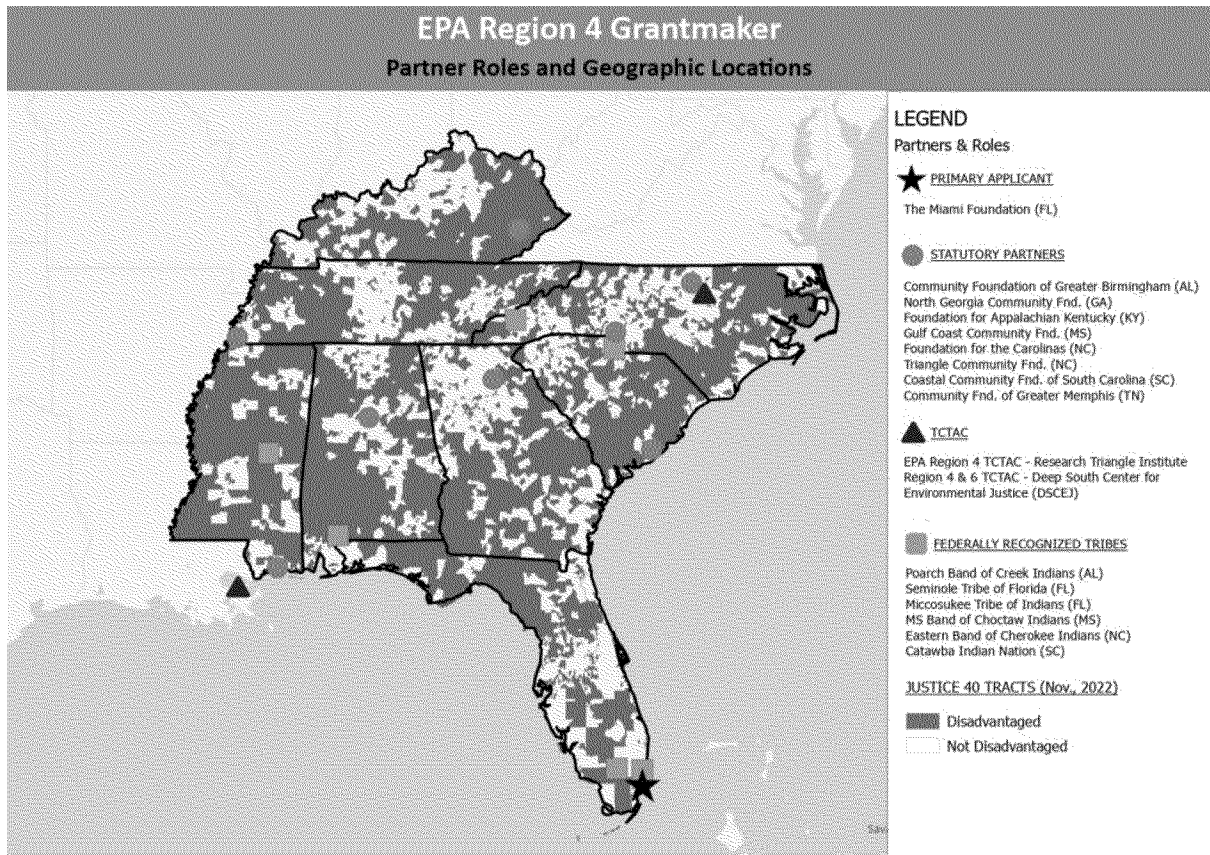
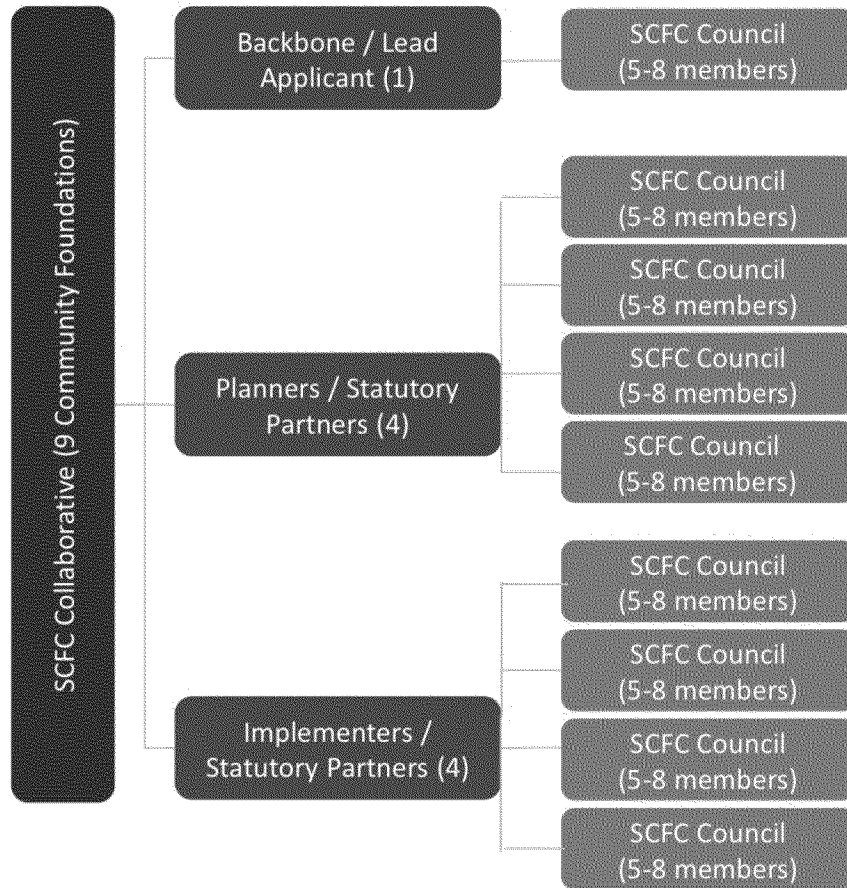


Figure 2: Tiered Participatory Governance Model



Application for Federal Assistance SF-424

* 1. Type of Submission:

- ☐ Preapplication
☒ Application
☐ Changed/Corrected Application

* 2. Type of Application:

- ☒ New
☐ Continuation
☐ Revision

* If Revision, select appropriate letter(s):

* Other (Specify):

* 3. Date Received:

06/30/2023

4. Applicant Identifier:

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

State Use Only:

6. Date Received by State:

7. State Application Identifier:

8. APPLICANT INFORMATION:

* a. Legal Name:

The Miami Foundation

* b. Employer/Taxpayer Identification Number (EIN/TIN):

65-0350357

* c. UEI:

JYE7NQBYE2J3

d. Address:

* Street1:

NW 3rd Street

Street2:

STE 305

* City:

Miami

County/Parish:

* State:

FL: Florida

Province:

* Country:

USA: UNITED STATES

* Zip / Postal Code:

33128-1839

e. Organizational Unit:

Department Name:

Division Name:

f. Name and contact information of person to be contacted on matters involving this application:

Prefix:

Ms.

* First Name:

Nikisha

Middle Name:

* Last Name:

Williams

Suffix:

Title: Managing Director, Collective Impact

Organizational Affiliation:

* Telephone Number:

Ex. 6 - Personal Privacy (PP)

Fax Number:

* Email:

Redacted

Application for Federal Assistance SF-424

* 9. Type of Applicant 1: Select Applicant Type:

M: Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education)

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

* 10. Name of Federal Agency:

Environmental Protection Agency

11. Catalog of Federal Domestic Assistance Number:

66.615

CFDA Title:

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

* 12. Funding Opportunity Number:

EPA-R-OEJECR-OCS-23-03

* Title:

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

13. Competition Identification Number:

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

Add Attachment

Delete Attachment

View Attachment

* 15. Descriptive Title of Applicant's Project:

EPA Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)
Southeastern Community Foundation Climate (SCFC) Collaborative

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424**16. Congressional Districts Of:*** a. Applicant * b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

17. Proposed Project:* a. Start Date: * b. End Date: **18. Estimated Funding (\$):**

* a. Federal	<input type="text" value="50,000,000.00"/>
* b. Applicant	<input type="text" value="0.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="50,000,000.00"/>

*** 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- ☐ a. This application was made available to the State under the Executive Order 12372 Process for review on .
- ☐ b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- ☒ c. Program is not covered by E.O. 12372.

*** 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**☐ Yes ☒ No

If "Yes", provide explanation and attach

21. *By signing this application, I certify (1) to the statements contained in the list of certifications and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 18, Section 1001)**

☒ ** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: * First Name:

Middle Name:

* Last Name:

Suffix:

* Title: * Telephone Number: Fax Number: * Email: * Signature of Authorized Representative: * Date Signed:

BUDGET INFORMATION - Non-Construction Programs

OMB Number: 4040-0006
Expiration Date: 02/28/2025

SECTION A - BUDGET SUMMARY

Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1. Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)	66.615	\$ 0.00	\$ 0.00	\$ 50,000,000.00	\$ 0.00	\$ 50,000,000.00
2.						
3.						
4.						
5. Totals		\$ 0.00	\$ 0.00	\$ 50,000,000.00	\$ 0.00	\$ 50,000,000.00

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SECTION B - BUDGET CATEGORIES

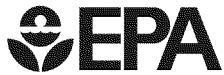
6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY				Total (5)
	(1)	(2)	(3)	(4)	
	Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)				
a. Personnel	\$ 1,301,983.00	\$	\$	\$	\$ 1,301,983.00
b. Fringe Benefits	212,136.00				212,136.00
c. Travel	940,000.00				940,000.00
d. Equipment	12,000.00				12,000.00
e. Supplies	1,979,500.00				1,979,500.00
f. Contractual	1,740,000.00				1,740,000.00
g. Construction	0.00				0.00
h. Other	43,140,678.00				43,140,678.00
i. Total Direct Charges (sum of 6a-6h)	49,326,297.00				\$ 49,326,297.00
j. Indirect Charges	673,703.00				\$ 673,703.00
k. TOTALS (sum of 6i and 6j)	\$ 50,000,000.00	\$	\$	\$	\$ 50,000,000.00
7. Program Income	\$	\$	\$	\$	\$

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SECTION C - NON-FEDERAL RESOURCES					
(a) Grant Program		(b) Applicant	(c) State	(d) Other Sources	(e)TOTALS
8.	Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
9.					
10.					
11.					
12. TOTAL (sum of lines 8-11)		\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
SECTION D - FORECASTED CASH NEEDS					
	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$ 12,890,941.00	\$ 3,222,735.25	\$ 3,222,735.25	\$ 3,222,735.25	\$ 3,222,735.25
14. Non-Federal	\$				
15. TOTAL (sum of lines 13 and 14)	\$ 12,890,941.00	\$ 3,222,735.25	\$ 3,222,735.25	\$ 3,222,735.25	\$ 3,222,735.25
SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT					
(a) Grant Program		FUTURE FUNDING PERIODS (YEARS)			
		(b)First	(c) Second	(d) Third	(e) Fourth
16.	Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)	\$ 28,517,448.00	\$ 8,591,610.00	\$ 0.00	\$ 0.00
17.					
18.					
19.					
20. TOTAL (sum of lines 16 - 19)		\$ 28,517,448.00	\$ 8,591,610.00	\$ 0.00	\$ 0.00
SECTION F - OTHER BUDGET INFORMATION					
21. Direct Charges:		22. Indirect Charges:			
23. Remarks:					

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EPA KEY CONTACTS FORM

OMB Number: 2030-0020
Expiration Date: 06/30/2024

Authorized Representative: *Original awards and amendments will be sent to this individual for review and acceptance, unless otherwise indicated.*

Name:	Prefix: Ms.	First Name: Rebecca	Middle Name:
	Last Name: Fishman Lipsey	Suffix:	
Title:	President & CEO		
Complete Address:			
Street1:	Redacted NW 3rd ST		
Street2:	Ste 305		
City:	Miami	State:	FL: Florida
Zip / Postal Code:	33128-1839	Country:	USA: UNITED STATES
Phone Number:	Ex. 6 - Personal Privacy (PP)	Fax Number:	
E-mail Address:	Redacted		

Payee: *Individual authorized to accept payments.*

Name:	Prefix: Mr.	First Name: Francisco	Middle Name:
	Last Name: Gonzalo	Suffix:	
Title:	Controller		
Complete Address:			
Street1:	40 NW 3rd St		
Street2:	Ste 305		
City:	Miami	State:	FL: Florida
Zip / Postal Code:	33128-1839	Country:	USA: UNITED STATES
Phone Number:	Ex. 6 - Personal Privacy (PP)	Fax Number:	
E-mail Address:	Redacted		

Administrative Contact: *Individual from Sponsored Programs Office to contact concerning administrative matters (i.e., indirect cost rate computation, rebudgeting requests etc).*

Name:	Prefix: Ms.	First Name: Nikisha	Middle Name:
	Last Name: Williams	Suffix:	
Title:	Managing Director, Collective Impact		
Complete Address:			
Street1:	Redacted NW 3rd St		
Street2:	Ste 305		
City:	Miami	State:	FL: Florida
Zip / Postal Code:	33128-1839	Country:	USA: UNITED STATES
Phone Number:	Ex. 6 - Personal Privacy (PP)	Fax Number:	
E-mail Address:	Redacted		

EPA KEY CONTACTS FORM

Project Manager: *Individual responsible for the technical completion of the proposed work.*

Name: **Prefix:** **First Name:** **Middle Name:**

Last Name: **Suffix:**

Title:

Complete Address:

Street1:

Street2:

City:

State:

Zip / Postal Code:

Country:

Phone Number:

Fax Number:

E-mail Address:

Project Narrative File(s)

* **Mandatory Project Narrative File Filename:**

Add Mandatory Project Narrative File

Delete Mandatory Project Narrative File

View Mandatory Project Narrative File

To add more Project Narrative File attachments, please use the attachment buttons below.

Add Optional Project Narrative File

Delete Optional Project Narrative File

View Optional Project Narrative File

Manifest for Grant Application # GRANT13927036

Grant Application XML file (total 1):

1. GrantApplication.xml. (size 29446 bytes)

Forms Included in Zip File(total 6):

1. Form ProjectNarrativeAttachments_1_2-V1.2.pdf (size 16151 bytes)

2. Form SF424A-V1.0.pdf (size 23272 bytes)

3. Form EPA4700_4_5_0-V5.0.pdf (size 40363 bytes)

4. Form OtherNarrativeAttachments_1_2-V1.2.pdf (size 15919 bytes)

5. Form SF424_4_0-V4.0.pdf (size 23895 bytes)

6. Form EPA_KeyContacts_2_0-V2.0.pdf (size 37373 bytes)

Attachments Included in Zip File (total 9):

1. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1234-Three Year Budget MF.pdf application/pdf (size 79467 bytes)

2. ProjectNarrativeAttachments_1_2 ProjectNarrativeAttachments_1_2-Attachments-1241-Workplan Figures MF.pdf application/pdf (size 234840 bytes)

3. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1239-Subgrant Proposal Guidance Sheet MF.pdf application/pdf (size 148776 bytes)

4. ProjectNarrativeAttachments_1_2 ProjectNarrativeAttachments_1_2-Attachments-1240-Workplan EJ TCGM Region 4 MF.pdf application/pdf (size 1584183 bytes)

5. SF424_4_0 SF424_4_0-1242-Region 4 Congressional Districts.pdf application/pdf (size 16982 bytes)

6. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1238-Job Descriptions Miami Foundation.pdf application/pdf (size 190912 bytes)

7. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1237-MF Resumes 13.pdf application/pdf (size 1033374 bytes)

8. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1236-EPA EJ TCGM Region 4 Sample Draft Partnership Agreement.pdf application/pdf (size 121453 bytes)

9. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1235-MF Commitment Letters 2023.pdf application/pdf (size 1229408 bytes)

**EPA Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)
Southeastern Community Foundation Climate (SCFC) Collaborative, EPA Region 4
Sample Draft EJ TCGM Subgrant Project Proposal Guidance Sheet**

The mission of the EPA is to protect human health and the environment for all people with an emphasis on assisting those communities adversely and disproportionately affected by environmental, climate, and human health harms and risks. Historically, underserved communities have been disproportionately burdened by environmental hazards and health consequences and have faced environmental and energy justice challenges. The combination of environmental risks and social inequities creates a cumulative, disproportionate impact that hinders optimal environmental health and justice, particularly for these communities.

The Southeast Environmental Justice Grants Program was designed to address the needs of underserved communities and marginalized groups through the distribution of direct funding to address local environmental and/or public health issues impacting communities, combined with training and technical assistance (TTA) and capacity building support. The Southeast Environmental Justice Grants Program will infuse \$40 million in direct funding to community-based organizations (CBOs) representing underserved and disadvantaged communities to address local environmental and/or public health issues impacting communities over a three-year period. An additional \$2 million will support capacity building, convening and TTA for the organizations.

Guided by input from the community, the Southeast Environmental Justice Grants Program in Region 4 is being implemented by the Southeastern Community Foundation Climate (SCFC) Collaborative. This grant application has been developed to collect the most important information from applicants in order to reduce the barriers for participation.

Please carefully review these guidelines and proposal questions. The guidelines explain the application process and how to connect with the Collaborative. These materials are also available in Spanish, Vietnamese, Mandarin, Korean, French, and Haitian Creole as an important way to ensure equitable access. Applications can be submitted in Spanish, Vietnamese, Mandarin, Korean, French, and Haitian Creole. Grants can be submitted in writing or audio/video formats.

We look forward to working and learning together.

Funding Categories

The Collaborative will make grants across the following five categories described below. Category descriptions share our intentions but should not limit potential approaches. Each applicant may only submit one application to one phase (see below Grant Details section); however, applications may address multiple environmental issues. Applicants are welcome to apply again in subsequent grant rounds if a proposal is declined.

- *Clean Water* – Water quality and sampling, healthy homes that are water efficient, stormwater issues and green infrastructure
- *Clean Energy* – Healthy homes that are energy efficient
- *Pollution Reduction/ Remediation* – Air quality and respiratory issues related to environmental contaminants, such as asthma, fence line air quality monitoring, lead and asbestos contamination, pesticides and other toxic substances
- *Disaster Resilience and Mitigation* – Emergency preparedness and disaster resiliency
- *Land Protection* – Illegal dumping activities, environmental job training for occupations that reduce greenhouse gases and other air pollutants, environmental justice training, improving food access to reduce vehicle miles traveled, small cleanup projects, monitoring of effluent discharges from industrial facilities

Competitive Grant Details

Organizations with an annual budget of more than \$250,000 are eligible to apply for competitive grant awards. Competitive grant awards will vary based on phase, award amount, grant period, and organizational capacity.

Guide to the three competitive grant award phases:

Phase 1: Assessment | Up to \$150,000 | Grant Period: 3 – 12 months

In this phase, community organizations will gather information, assess and understand the problem before they can develop a plan to eventually resolve the problem.

Funding can be used for research, sampling, testing, monitoring, investigations, surveys/studies, and/or public education.

Phase 2: Planning | Up to \$250,000 | Grant Period: 1 – 2 years

In the second phase, applicants will already have a strong understanding of their local environment and/or public health issues and are ready to formulate a community-wide plan to address the issues.

Funding can be used to support planning, partnership building, public outreach and education, and coordination with community stakeholders to address environmental issues, training activities, projects to spur community involvement and smaller land purchases and acquisitions that require less than half of the total amount of funding.

Phase 3: Project Development | Up to \$350,000 | Grant Period: 1 – 2 years

In this phase, applicants will have a strong understanding of their local environmental and/or public health issues and have already formulated a community-wide plan addressing those needs. Applicants will be ready to develop the technical aspects of the project in order to begin implementation.

Funding can be used to support project development, blueprints for construction or cleanup projects, schematics and technical development, permitting, smaller land

purchases, and acquisitions that require less than half of the total amount of funding, implementation of project plans and public outreach/education.

Non-Competitive Grant Details

Severely capacity constrained organizations have the opportunity to apply for non-competitive \$75,000 fixed award grants. Non-competitive grants have a slightly amended process and determination process to lower the barriers for participation.

Severely capacity constrained organizations are defined as a CBOs with less than three staff members and an annual budget under \$250,000.

Guide to the non-competitive grant award opportunity:

Non-competitive award | \$75,000 fixed amount | Grant Period: Up to 12 months.

In this phase, severely capacity constrained organizations are in early phases of their EJ work, which include gathering data/information, assessing and understanding the problem before they can develop a plan to eventually resolve the problem, listening to community on proposed issue, hire a data consultant or conduct community surveys.

Funding would be used for research, sampling, equipment, testing, monitoring, investigations, surveys/studies, and/or public education.

Funding Priorities

The Southeast Environmental Justice Grants Program aims to help frontline communities that have been historically underserved and disproportionately impacted by climate change and environmental injustice. To that end, here are priorities that guide our application review, so we encourage applicants to review this section as you develop your proposal.

- **Aim to create a local social and/or environmental impact** | We prioritize organizations who are guided by clear goals for addressing the environmental impact of communities that have been disproportionately burdened by environmental hazards and health consequences and have faced environmental and energy justice challenges.
- **Collaborate with community** | We prioritize organizations that have established credibility with leadership that is representative and inclusive of the communities they serve. We believe in authentic community relationships and resident leadership.
- **Advance equity of marginalized individuals and communities** | We prioritize support for organizations working directly with communities that face marginalization to tackle social disparities.

Eligibility

Eligible applicants include 501(c)(3) nonprofit organizations, including community-based, grassroots civic and philanthropic organizations, government entities, including tribal governments, Freely Associated States (FAS), US Territories, and Native American organizations. Projects with an established IRS 501(c)(3) fiscal sponsorship are also eligible to apply.

- Location:* The proposed work must be located in and serve EPA Region 4, which includes: Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee and the follow tribes – Catawba, Eastern Band of Cherokee, Miccosukee, Mississippi Band of Choctaw Indians, Porch Band of Creek Indians, and Seminole Tribe of Florida.
- Submissions:* Each applicant may submit only one application to one phase (i.e., assessment, planning, or project development). Applicants are welcome to apply again in subsequent grant rounds if a proposal is declined.
- Partnership:* We encourage collaboration. For collaborations between two or more nonprofits, the partners should select one nonprofit to serve as the lead applicant. Any awarded funds are to be used for the sole purpose of the partnership’s work, and the lead applicant will be responsible for managing the funds on behalf of the partners. The lead applicant organization may also submit a separate individual application for its own organization.
- Restrictions:* As required by IRS rules, grant funds may not be used: a) to carry on lobbying activities; b) for partisan political activities; c) to make a grant to any individual for travel, study or other similar purposes; or, (d) to undertake any activity for any purpose other than the approved charitable and educational purposes.
- Matching Funds:* Applicants are not required to have matching funds to receive the Southeast Environmental Justice Grants Program funding.

Application Process

The Southeast Environmental Justice Grants Program in Region 4 application process has been created with intentional practices based on social justice values to better achieve a more just and equitable grantmaking process. Below is a general overview of the process:

- Statement of Intent
- Invitations/Declinations to Submit Full Proposal
- Full Proposal
- Interviews/Site Visits
- Council Deliberation
- Proposal Acceptance/Declination Notices

Applicants should apply through the Collaborative’s Submittable platform by signing in with an existing Submittable account or creating a free account by providing a name and email address.

Applicants who do not readily have available internet access can contact the Collaborative to submit a written or audio/video application.

We understand that not all organizations may be fully equipped to implement their ideas. The Southeast Environmental Justice Grants Program is intended to provide both financial and capacity building support to emerging CBOs. We are investing in the organizational success of the grantees.

The Collaborative is available throughout the entire grant process to provide TTA and guidance for prospective applicants.

Part 1: Statement of Intent

As a first step in the grantmaking process, applicants must submit a statement of intent (also known as a letter of intent) to broadly introduce their organization and explain their project idea. Applicants should submit the statement of intent in a video or audio format (no more than five minutes) via Submittable. For those applicants who do not readily have internet access, they can contact the Collaborative to submit their application via telephone conversation.

Each statement of intent must include the following information for consideration:

- Organization Information – via Submittable form
 - Organization Legal Name
 - Organization DBA
 - Organization Type (non-profit, fiscal sponsor)
 - Organization Budget
 - Organization Mission Statement
 - IRS EIN Tax ID Number
 - Federal Definition of Minority Serving Institution (yes, no)
 - Mailing address
 - Primary Contact Information (name, title, email, phone)
 - What is the best way to reach you (email, text, call)
- Project Information – via audio/video upload to Submittable
 - Statement of need – Why is this project important to the community?
 - What community will be served through this project? Include demographic information if available.
 - What is the project your organization is proposing for funding?
 - Share 2-3 expected outcomes to be achieved over the project period.
 - How much money is necessary to implement the project?
 - How much money are you requesting through the EJ Thriving Communities Grant?

Statements of intent will be reviewed on a rolling basis which will give potential applicants the opportunity to seek feedback, make edits and resubmit their statement of intent before the full application is released.

Approved statements of intent will be invited to submit a full proposal.

Part 2: Full Proposal

Applicants that have submitted an approved statement of intent will be invited to submit a full proposal to share detailed information about the community need they are addressing, the target population they are serving and why they are well-positioned to do so. Applicants should submit their full proposal via Submittable. For those applicants who do not readily have internet access, they can contact the Collaborative to submit a written application or via telephone conversation.

**Capacity constrained organizations applying for a fixed \$75,000 Phase 1 grant will only be required to answer the highlighted questions.*

Demographic Questions

- Organization Profile – Share basic contact information, budget, staff/volunteer size, and diversity, equity, inclusion, and accessibility information.

Narrative Questions

- Project name*
- Funding category*
- Project phase*
- Brief project summary*
- Describe the local community need your organization is addressing.*
- Describe how your organization is well-positioned to implement your vision. You can include relevant partnerships, staff expertise and ongoing work.
- What does your organization do especially well? How do you know that you do it well? What are your organization's top 1-2 accomplishments over the past 3 years that demonstrate your work in community environmental impact?*
- How does your organization intend to use the grant funds if awarded?*
- Describe your target population and the main outreach strategies to engage them?*
- Please share your previous work in the community you will serve through this grant.
- Share 2-3 outcomes you expect to achieve over the project period.
- Please list any partners that will assist in accomplishing this project and how they will be involved (what role they will play)
- If applying for Phases 2 or 3, please explain what assessment and planning activities have already been conducted in connection to this project.
- What capacity building/ technical assistance support do you need to help successfully implement this project?

Required Attachments

- Project budget*
- Project timeline and outcomes
- Annual organizational budget*
- Staffing chart*
- Letters of support

Supplemental Information (Optional)

Upload any additional information you would like to share about your work such as video, photos, news stories, or brief reports. We recommend sharing no more than five pages of content or five minutes of video.

Part 3: Interviews/ Site Visits

All applicants that are invited to submit a full proposal will be invited for an interview or site visit. The nature of the proposal will determine whether applicants are invited for a site visit or interview. The purpose of the interview/site visit is to better understand the proposed site, seek clarity on the proposal (as necessary) and get answers to any questions that may arise from the proposal.

Evaluation Factors

Evaluation Criteria	Total Points
<i>Community need</i> Applicant should clearly articulate why this project matters to the community and how many people will be served through this work. Provide a clear overview of how this work will enhance the lives of the community, and how it will reach underserved communities and marginalized groups.	10
<i>Program objectives</i> Applicants will be evaluated on how well their project objectives align and support the stated community needs.	7
<i>Program design</i> Applicants will be evaluated based on their plan to achieve the objectives that will address the community's need. Applicants should show a well thought out plan and approach, as well as how the community's input impacted the program design.	25
<i>Program outcomes</i> Applicants should clearly articulate anticipated outcomes based on its program activities. The outcomes should be measurable and achievable within the proposed timeline.	15

<p><i>Community engagement (outreach and partnerships)</i></p> <p>Applicants will be evaluated on the work they've already done to engage the community in the proposed program design and how they will work with them throughout the grant period. Applicants should clearly articulate how they will ensure community participation and at what stages of the work the community will be involved.</p>	12
<p><i>Environmental justice risk factor</i></p> <p>Applicants will be evaluated on the environmental justice risk factors in the stated community as outlined in the EPA's EJ Screen: Environmental Justice Screening and Mapping Tool</p>	10
<p><i>Historical connection to community</i></p> <p>Applicants will be evaluated on their prior work with the community in which they plan to serve through this proposal and in a similar manner to the work being proposed.</p>	15
TOTAL	100

MS-04
KY-06
AL-07
TN-09
NC-13
GA-14
FL-27

EPA Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)
Southeastern Community Foundation Climate Collaborative (SCFC), EPA Region 4
Sample Draft Partnership Agreement

This Partnership Agreement (the "Agreement") is made and entered into this June 30, 2023 (the "Effective Date"). The Partners in this Agreement are as follows:

- Community Foundation of Greater Birmingham (AL)
- The Miami Foundation (FL)
- North Georgia Community Foundation (GA)
- Foundation for Appalachian Kentucky (KY)
- Gulf Coast Community Foundation (MS)
- Foundation for the Carolinas (NC)
- Triangle Community Foundation (NC)
- Coastal Community Foundation of South Carolina (SC)
- Community Foundation of Greater Memphis (TN)

The Partners of this Agreement agree to the following:

I. NAME

This Partnership will be known as the Southeastern Community Foundation Climate Collaborative (the "Partnership").

II. THE PARTNERSHIP

- The Partners wish to become partners for the purpose of the EJ TCGM program.
- The terms and conditions of their Partnership will be outlined in this Agreement.
- If the Agreement is executed, the Partnership will take effect on February 1, 2024.
- The Partnership will only be terminated as outlined in this Agreement.
- The Partnership's primary place of business will be The Miami Foundation, 40 NW 3rd Street #305, Miami, Florida 33128
- The Partnership's primary purpose is to attract and deploy EJ funding to the region to help address climate and disaster issues, as well as support community-based organizations (CBOs) that are both closely rooted to the issues geographically and have community-led solutions to address the problems.
- The Partners must maintain their 501(c)(3) non-profit status throughout the term of this agreement.

III. PURPOSE

The Partnership will help guide the environmental, climate and disaster work in the region, and lean on a varied network of community foundations (CFs) throughout EPA Region 4. The Partnership leverages its philanthropic experience to conduct grantmaking and provide capacity building for CBOs working in the environmental, climate, and disaster industries. The Partnership is a hub for knowledge sharing, policy solutions, and equitable grantmaking. The CFs are working to attract additional climate philanthropy to the region.

IV. CONTRIBUTIONS

In line with its grantmaking and capacity building activities for the purpose of the EJ TCGM program, the Partnership will leverage a centralized grant portal; create a team collaborative workspace; lead capacity building efforts; coordinate communications with the Research Triangle Institute and the Deep South Center for EJ; provide grant administration, such as the deployment of funding to CBOs; organize and lead regional Councils; and, participate in quarterly EPA meetings and submit quarterly reports. The Partnership will meet, at a minimum, in-person twice annually and virtually on a monthly basis.

The Miami Foundation, as the Lead Applicant, will receive the following funding over the three-year grant period: \$1,752,980

The CFs will receive the following funding as statutory partners over the three-year grant period:

- Community Foundation of Greater Birmingham: \$379,997
- North Georgia Community Foundation: \$419,626
- Foundation for Appalachian Kentucky: \$350,000
- Gulf Coast Community Foundation: \$260,000
- Foundation for the Carolinas: \$380,000
- Triangle Community Foundation: \$472,164
- Coastal Community Foundation of South Carolina: \$455,137
- Community Foundation of Greater Memphis: \$423,753

V. INTEREST AND AUTHORITY

The Partners' authority will be defined by the following, unless otherwise stated in the Agreement: Any decisions requiring a contract or otherwise will require a unanimous vote by all Partners. All Partners shall have equal voting rights.

VI. COSTS

The Partners will share programmatic costs according to the application budget submitted for the EJ TCGM program.

VII. PROFITS

There are no anticipated profits as an outcome of this Agreement, other than the allocation of grant funding referenced above.

VIII. ACCOUNTING

- All accounts related to the Partnership including contribution and distribution accounts will be audited upon a majority vote of the Partners.
- Partners will keep accurate and complete books of account for all accounts related to the Partnership and submit semi-annual budget reports
- All Partners will be allowed to review all books of account at any time they request.

- All accounting will confirm to generally accepted accounting practices.
- The fiscal year will be complete on the last day of December of each year. All Partners will present their position on the state of the Partnership within two weeks of the completion of each fiscal year.

IX. NEW PARTNERS

The Partnership will amend this Agreement to include new partners upon the written and unanimous vote of all Partners. The name of the Partnership may be amended - if a new Partner is added to the Partnership - upon the written and unanimous vote of all Partners.

X. WITHDRAWAL

The Partners hereby reserve the right to withdraw from the Partnership at any time. Should a Partner withdraw from the Partnership because of choice, the remaining Partners will have the option to add a new partner by unanimous vote.

XI. DISSOLUTION

Should the Partnership be dissolved by unanimous vote, the Partnership will be liquidated, and the debts will be paid. All remaining funds after debts have been paid will be distributed based on the percentage of ownership interest outlined in this Agreement.

XII. AMENDMENTS

- Amendments may be made herein upon the unanimous and written consent of all Partners.
- Amendments must be expressly written and have the original signatures of all Partners.
- All amendments, notices, requests, claims, demands, and other communications between the parties shall be in writing. All such written communications shall be given (i) by delivery in person; (ii) by a nationally recognized next day courier service; (iii) by first-class, registered or certified mail, postage prepaid; (iv) by facsimile; or, (v) by electronic mail to the addresses of the parties specified in this Agreement or such other addresses specified in writing. All notices shall be effective upon (i) receipt by the party to which the written communication is given; or, (ii) on the fifth day following mailing, whichever occurs first.

IN WITNESS WHEREOF, this Agreement has been executed and delivered in the manner prescribed by law as of the Effective Date first written above.

By: _____ Date: _____
Coast Community Foundation of South Carolina (SC)

By: _____ Date: _____
Community Foundation of Greater Birmingham (AL)

By: _____ Date: _____
Community Foundation of Greater Memphis (TN)

By: _____ Date: _____
Foundation for Appalachian Kentucky (KY)

By: _____ Date: _____
Foundation for the Carolinas (NC)

By: _____ Date: _____
Gulf Coast Community Foundation (MS)

By: _____ Date: _____
North Georgia Community Foundation (GA)

By: _____ Date: _____
Triangle Community Foundation (NC)

By: _____ Date: _____
The Miami Foundation (FL)

APPROVAL BY THE BOARD OF DIRECTORS. This Agreement and the transactions contemplated hereby shall have been approved by the Board of Directors of or a committee thereof.

By: _____ Date: _____

By: _____ Date: _____

Experienced community changemaker leading progress through philanthropy, non-profit leadership, communications and public affairs to develop and implement community-based solutions

Managing Director, Collective Impact

The Miami Foundation | Miami, FL | 04/22 – current

Lead the Foundation's efforts to mobilize the community to address the most pressing issues facing Greater Miami by building a new practice area; oversee Collective Impact initiatives, including Miami Connected, Miami Disaster Resilience Fund, Climate Resilience, Extreme Heat, Miami Open for Business, Music Access Miami and Labor Miami. Lead grantmaking initiatives and capacity building initiatives for community-based organizations.

- Relevant projects: Resilience 305 in partnership with Miami-Dade County, City of Miami Beach and City of Miami; Community Grants Program – Environmental Category, Open for Business \$20 million grant program

Chief Operating Officer

Opa-locka Community Development Corporation | Opa-locka, FL | 10/17 – 04/22

Lead and manage operations for a \$12 million regional non-profit organization. Responsibilities include oversight of programs/direct services, fundraising, communications, human resources and board relations; lead team of approximately 50 employees; build programs that address inequality within Miami-Dade County, manage external relationships, including funders, elected officials and supporters; develop culture building strategies; report on organization's progress to the Board of Directors

- Relevant grants: U.S. Department of Housing and Urban Development Neighborhood Stabilization Program Grant, U.S. Department of Housing and Urban Development Choice Neighborhoods Planning Grant Miami-Dade County Community Development Block Grant, Miami-Dade County Community Grants, National Endowment for the Arts Our Town Grant

Director, Employee Communications

Cable & Wireless Communications | Miami, FL | 10/15 – 10/17

Lead companywide employee communications for telecom company with employees throughout Caribbean and Latin America. Develop and implement employee communications and change initiatives for 8,000+ employees, lead CEO and senior executive communications, including companywide emails, internal town halls, annual corporate strategy and video messages; work with corporate partners; such as HR, Legal and Finance to communicate corporate initiatives; manage change communications to support recent mergers and acquisitions, measure and report on communications activities.

Senior Manager, Communications

AT&T | Dallas, TX | 03/13 – 10/15

Implement internal communications for top 10 companies on the Fortune 500 list. Responsibilities included managing employee communications activities for five c-suite executives, developing company-wide messages, managing internal communications campaigns, coordinate communications for varying audiences, including bargained and field employees, developing employee-facing presentations, managing employee events, such as quarterly town halls, measuring and reporting communications activities and working across business lines with key corporate partners.

Account Group Supervisor

Citizen Paine | New York, NY | 09/12 – 03/13

Led general market and multicultural communications campaign. Responsibilities included serving as day-to-day client lead, developing and implementing media relations strategies, managing client budgets, executing

traditional and social media campaigns, providing client counsel, managing account teams, measuring and delivering program results.

Senior Manager

GolinHarris | New York, NY and Miami, FL | 12/05 – 09/12

Launched and led the African-American strategy for our multicultural practice. Responsibilities included strategic client and project planning, developing and implementing communications strategy for clients, developing and editing media material, client and budget management, working with integrated agency teams, implementing social media campaigns, training spokespersons for media programs, planning and implementing media campaigns (including SMT's, RMT's and IMT's), measuring program results.

Account Coordinator

Sonshine Communications | Miami, FL | 12/04 – 12/05

Executed communications campaign targeted at diverse audiences at boutique multicultural agency. Responsibilities included pitching national and local media, coordinating community relations efforts, writing press releases, developing copy for key marketing and advertising materials, managing trade booths and conducting research for clients and new business opportunities.

- Relevant clients: Miami-Dade Expressway Authority, The American Legacy Foundation, The National Highway and Transportation Safety Administration, US Army Corps of Engineer, The Children's Trust

Education

University of Florida, Gainesville, FL

Bachelor of Science, Broadcast Journalist

Bachelor of Arts, Spanish

Community and Professional Affiliations

City of Opa-locka Historic Perseveration and Environmental Board Member, 2022 – current

City of Opa-locka Community Redevelopment Association Board Member (Vice Chair), 2023 – current

Health in the Hood Board Member, 2021 – current

Opa-locka Arts and Culture Foundation Board Member, 2021 – current

City of Opa-locka Charter Review Board Member, 2022

City of North Miami Affordable Housing Advisory Council, 2022 – 2023

Miami Fellow, 2019 – 2023

City of North Miami Board of Adjustment, 2019 – 2023

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Senior foundation professional with 12 years of nonprofit experience leading complex program and initiatives.

EXPERIENCE

THE MIAMI FOUNDATION, 2017 – Present

Miami, FL

Vice President of Community Investments, 2021 – Present

- Set strategic direction for the Foundation as part of the Executive Team and provide overall leadership for a 10-person multi-functional department that is responsible for ensuring that the Foundation's grant programs, scholarships, special initiatives, and grants management services, including Donor Advised Funds, are expertly managed and meet the needs of our donors, nonprofits, and community.
- Develop, lead, and fundraise for high-priority collective impact projects. Work with fundholders and community partners that require special attention and expertise. Examples include:
 - **The Jorge M. Pérez Family Foundation**, provide grant recommendations, lead quarterly family meetings, and oversee a \$5M+ active portfolio of grants for the family foundation. Designed and bi-annually lead a multi-million-dollar arts grantmaking program.
 - **Support Surfside**, led \$5M recovery effort with 12,000+ donors post the tragic building collapse
 - **Miami Connected**, launched an \$11M initiative, funded by Ken Griffin (Citadel), to provide no-cost broadband access to students and families.

Senior Director of Programs and Grants Administration, 2017 – 2020

- Managed 4-person team overseeing a portfolio of 500+ fiscal sponsorship, grant funds, and endowment funds valued at over \$90M that brings revenue fees to the Foundation in excess of \$900,000/year
- Served as liaison for the John S. and James L. Knight Foundation relationship, leading complex and multi-funder initiatives such as the Knight Arts Challenge, NewsMatch, and Artificial Intelligence Fund
- Created and managed collective impact and key donor initiatives, including:
 - **COVID-19 Relief**, managed \$16M in recovery investments including a \$11.3M strategic partnership with Miami-Dade County to disburse CARES Act Funds
 - **Disaster Resilience**, led \$2.6M in disaster recovery grantmaking post-hurricanes Irma and Maria
 - **Miami-Dade Counts 2020**, led a funder collaborative to support Census 2020 outreach efforts.
- Developed and implemented the systems, processes, and procedures to ensure appropriate due diligence and compliance with IRS regulations for charitable funds. Support continuous process improvement efforts

JOHN S. AND JAMES L. KNIGHT FOUNDATION, 2013 – 2017

Miami, FL

Grants Administration Officer

- Served as the primary partner to program staff and grantees to ensure the quality, timeliness, consistency and compliance with all aspects of grants processing and management
- Led the Salesforce CRM implementation including requirements gathering, managing the implementation partner, designing and leading staff training, and encouraging usage and adoption
- Developed comprehensive training materials and led sessions to educate staff on grantmaking procedures and due diligence requirements to ensure compliance with IRS regulations

COMMUNITY FOUNDATION OF BROWARD, 2012 – 2013

Ft. Lauderdale, FL

Program Manager

- Managed the Leadership Institute's capacity building programs for Broward County's more than 6,000 nonprofits through leadership sessions, coaching, technical assistance, and grants
- Developed a curriculum, secured funding, and contracted with implementation partners for a new Leadership Academy for emerging nonprofit leaders

GATEWAY CENTER FOR GIVING, 2010 - 2012

St. Louis, MO

Program

and

Information Manager

- Developed and implemented over 40 high quality, donor-directed topical educational programs, skill-building workshops, and networking sessions/year for local grantmakers and foundation professionals
- Led a long-term community effort to create a Missouri Common Grant Application. Collaborated and worked with a committee of grantmakers and nonprofits to develop, test, and rollout the Application
- Researched, drafted, and produced three reports including Giving in St. Louis, a comprehensive study that analyzed foundation giving in the region

SUSTAINABLE ST. LOUIS, Summer 2009

St. Louis, MO

Program Director/Social Enterprise Summer Fellow

- Developed key organizational documents including the Strategic and Communications Plans for this start-up nonprofit promoting environmental sustainability in the St. Louis region
- Directed strategic planning, media relations, and community outreach as the organization's first employee, while working directly with the Board of Directors to foster growth

CTI TEKSOURCE LLC, 2006 - 2008

New York, NY

Senior Technology Recruiter/Account Manager

- Brought in over \$500K in commissions through contract and permanent placements at Fortune 500 companies as part of this boutique technology recruiting firm
- Built relationships that resulted in securing two major accounts (Deloitte and Fortent) and managed a key recruiting project for DoubleClick (now Google) that resulted in the hiring of seven candidates

WELLS FARGO, 2004 - 2005

Scottsdale, AZ

Project Controller/Business Process Analyst, Operations Engineering (2005)

- Managed capacity planning and financial forecasting, maintained management reports, and conducted analyses of project bottlenecks to improve project efficiency
- Identified problems in the project tracking management system and developed, enhanced, and implemented corrective procedures that led to overall cost, time, and resource efficiencies

Leadership Development Program (LDP) Program Associate (2004-2005)

- Selected for a highly respected rotational management training program focusing on Bank Operations, Retail, Service and Sales, HR, and Technology
- Nominated for a company Best Practice Award for Electronic Customer Notices project and presented concept to the Services Company CEO and his direct reports

EDUCATION

COLUMBIA BUSINESS SCHOOL

New York, NY

M.B.A., Nonprofit Management, May 2010

EMORY UNIVERSITY, ROBERTO C. GOIZUETA BUSINESS SCHOOL

Atlanta, GA

B.A., Management and Business Communications, May 2004

COMMUNITY

- FIU Center for Leadership – 2020 Emerging Leader Finalist; Council on Foundations – Career Pathways 2018 Graduate; Florida Philanthropic Network – Membership Committee Member; Grant Managers Affinity Group Co-Chair; 2015 Summit Planning Committee; Grant Managers Network Florida Chapter – Communications Chair

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EXPERIENCE

Director of Community Engagement; Senior Program Officer | Triangle Community Foundation | Durham, NC JANUARY 2019 – PRESENT

- Manage a team of five in the strategic deployment of more than \$25 M in discretionary funding and more than \$1.1 million in annual grantmaking through contractual partnerships with local government and regional/national foundations
- Facilitate participatory grant-making decision processes with volunteer committees; Create portfolio targets to operationalize racial equity goals
- Initiated and served as project manager for collaborative fundraising projects across teams; increased overall discretionary grant program budgets by 15-20%
- Managed three grantmaking programs (Environmental Resilience, Economic Resilience, and Cultural Arts), with a combined annual budget of \$600,000 and a portfolio of >50 community-based, nonprofit organizations

Managing Director | Greater Greater Washington | Washington, DC 2015 –2018

- Supported founder in developing a realistic programmatic vision and strategy; led the organization to transition from volunteer-run to staff-run; established HR and other organizational policies and procedures
- Managed high-performing teams; expanded, formalized, and diversified volunteer committees
- Developed sustainable organizational budget targets and grew annual budget from \$250k to \$475k; increased giving year over year; launched advertising program and membership coalition to support revenue goals
- Coordinated pilot fundraising and educational event which exceeded financial and registration targets

Training Specialist | The Conservation Fund | Chapel Hill, NC/Arlington, VA 2013 – 2015

- Implemented pilot program to help rural NC grassroots organizations leverage natural resources to expand community access to healthy foods & places to be physically active; promoted triple-bottom line outcomes: environmental conservation, social justice, and economic development
- Supported small grants program by soliciting and reviewing proposals, managing grantee relationships, and assisting with evaluation
- Planned and implemented state and regional convenings and peer learning opportunities

Training Intern | National Center for Child Traumatic Stress | Durham, NC 2012 –2013

- Designed online training platform and virtual learning community; helped develop curriculum content; assisted with evaluation plan
- Coordinated and facilitated weekly meetings to foster a culture of ongoing learning and improvement

Fellow | Triangle Community Foundation | Durham, NC Summer 2012

- Conducted regional assessment of nonprofits; presented findings and recommendations to TCF staff; findings and recommendations used to redesign the community grant-making program

Program Manager | SPIN USA, National Training Institute | Lexington, MA 2008 – 2011

- Supported development of randomized control trial to evaluate the effectiveness of SPIN training method among social workers serving pregnant and parenting teens
- Coordinated and managed 6-8 simultaneous, multi-year training projects; managed organizational budgets in coordination with the board

EDUCATION AND PROFESSIONAL DEVELOPMENT

Master of Social Work (MSW) | The University of North Carolina, Chapel Hill
Community, Management, and Policy Practice concentration
Certificate in Nonprofit Leadership

Bachelor of Arts, Spanish and Psychology | College of the Holy Cross

Career Pathways | Council on Foundations (2022)

Goodmon Fellow | Leadership Triangle, North Carolina (2020)

Project Management Certificate | Coursera (2019)

RELEVANT SKILLS

- Seasoned public speaker/presenter
- Facilitation training and experience
- Proficient Spanish language skills, both written and oral
- Advanced computer skills
- Proficient in data analysis

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EXPERIENCE

Coastal Community Foundation of South Carolina (Charleston, SC) Vice President of Grantmaking & Community Leadership, 2017 - Present

- Strategy and execute foundation's community leadership work, including formal adoption of equity lens for competitive grants, operationalizing Policy Statement on Diversity, Equity and Inclusion, and executive champion for interdepartmental Equity Team
- Manage \$25M+ in annual grantmaking and scholarships, learning and evaluation, community initiatives, and community engagement strategies in the 9-county footprint
- Assess and recommend opportunities for cross-sector partnerships and new business development
- Orchestrate Policy & Advocacy Agenda, including education, advocacy, and lobbying efforts and lead dedicated cross-functional team to inform implementation

Regional Vice President, 2012 - 2016

- Design grantmaking programs, nonprofit technical assistance and capacity building efforts, and spearhead community leadership investigation and discovery across an eight-county footprint
- Led and motivated team of six responsible for community-based grantmaking and scholarships, nonprofit technical assistance, and capacity building efforts
- Part of advance team to incorporate \$20M+ supporting organization, including analysis of business practices, budget and products, opportunities for community involvement and relaunch of grantmaking programs

Loaned Executive, 2011 - 2017

- Exploration of Social Venture Partner chapter, working alongside seven local philanthropists. Manage membership in international organization
- Start-up executive to establish operating and membership guidelines, recruit, and train members, orchestrate annual pitch competition
- Tripled membership, deployed investments of nearly \$400K, increased partner engagement

Senior Program Director, 2008 - 2011

- Design/redesign and implement grantmaking programs driven by input from nonprofits and community leaders
- Manage programmatic and grantmaking budget, including restrictions and donor intent, and undertake ad hoc fundraising activities, including \$6.2M asset campaign

- Primary responsibility for programmatic work due to new donor engagement, manage portfolio of donor-advised funds, and lead team of three

Program Officer, 2002 - 2007

- Run competitive grantmaking programs for unrestricted, field of interest and donor advised funds. Implement nonprofit workshops
- Manage 75 designated and organizational funds, including compliance and annual distribution process

EDUCATION & TRAINING

- University at Buffalo, Bachelor of Arts, History & English, 1997
- The Riley Institute, Diversity Leaders Initiative, 2015
- The Harwood Institute for Public Innovation, Turning Outward Facilitator, 2017
- MDC, Passing Gear Philanthropy Institute, 2019
- Association of Black Foundation Executives, Community Foundation Equity Cohort, 2021

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PROFESSIONAL EXPERIENCE

Senior Vice President, Programs

2022 – Present

Vice President, Programs

2017 – 2022

Senior Program Officer

2011 – 2016

Community Foundation of Greater Birmingham (CFGB)

Birmingham, AL

- Lead CFGB's **Programs Department** in strategic community investments and collaborative efforts as detailed below. Manage team of six staff.
- Lead and support **strategic initiatives** to advance positive community change.
 - Lead Small Business Impact Initiative to provide flexible capital and technical assistance to small, underserved businesses through community-based lenders. CFGB led a community-driven planning process and made over \$1.1 million in grants. After one year, 75 small businesses received loans, 59 of these added employees, and 60 increased profits. The lenders have increased small business lending by 245% and lending to Black owned businesses by 330%.
 - Facilitated strategic projects to improve the natural environment and public green space, including: 1) groundbreaking, ongoing partnership between three Riverkeeper organizations to enhance water quality protection in the Coosa, Cahaba, and Black Warrior watersheds; 2) partnership between three largest acreage parks in the county to consolidate operations under one commission and secure over \$3M in public and provide launch funding; and, 3) partnership to support the \$15 million TIGER grant to build out key segments of the Red Rock Trail System.
 - Led CFGB's Mental Health Initiative to expand and enhance access to mental health services in the Greater Birmingham area. Helped secure funding to hire Mental Health Initiative Coordinator to manage and grow initiative. CFGB helped establish school-based mental health initiatives in five school districts, leverage \$7M in state funding to bring a crisis mental health care center to the region, and launch mental health-primary care integration programs in area clinics.
 - Led CFGB's Tornado Recovery Initiative. Managed grant making for six statewide and local tornado recovery funds, resulting in grants totaling \$4 million that helped nearly 700 families rebuild after the 2011 tornadoes. Convened and partnered with public and private partners throughout state to manage tornado recovery and preparedness efforts.
 - Represented CFGB in the Health Action Partnership as one of three anchor organizations in a coalition of nearly 100 organizations committed to improving community health in Jefferson County, Alabama. Helped manage \$7 million CDC grant implementation, lead strategic planning, support community projects around nutrition/physical activity, and secure additional funding.

- Lead CFGB's **competitive grants** process, which results in \$2-3 million in grants annually. Duties include leading Program staff in grant outreach and proposal review process, coordinating with Grant Review and Evaluation Committee, managing grants portfolio within CFGB Results Framework, and leading grant evaluation activities. Transitioned leadership in 2023 to Senior Program Officer; have continued providing oversight and support.
- Provide oversight and staff support to manage six **special funds** with their own grantmaking processes and areas of focus. These include the LGBTQ Fund, Remy Fund for Pets and Animals, Morris Fund for Design Arts, Women's Breast Health Fund, Jefferson County Public Health Advised Fund, and the Jefferson County Community Service Fund.

Senior Field Coordinator

2007 – 2010

Field Coordinator

2000 – 2007

Heifer International

Birmingham, AL (regional office)

- Provided intensive education and support to community-based organizations in assessment, project planning, project management, monitoring and evaluation, facilitation, networking, financial management, reporting, and technical skills development.
- Supported community-based organizations in planning and successfully implementing projects to expand access to healthy food in low-income communities, increase family income, build the capacity of youth and adult leaders, strengthen community networks, and sustain and preserve agricultural land.
- Managed grant review, reporting, monitoring, and evaluation for all regional grants.
- As Chair of Heifer USA Youth and Volunteer Committees, organized two successful national youth retreats, represented the U.S. at the international Youth at Risk Conference, expanded national field volunteer programs, and facilitated numerous youth and volunteer trainings.
- Coordinated a major initiative that increased the capacity of ten organizations to support grassroots community food systems work in five Southern states
- Designed and facilitated an orientation and training program for new field staff
- Worked with staff and partner organizations to expand food policy programs in U.S., including strategic planning for food policy initiatives in Arkansas and Chicago
- Took leadership roles in strategic U.S. Program transition, including transition coordination support, project coverage, and field-to-administration communication

EDUCATION

Master of Social Work, Social Policy and Administration Track

Florida State University, May 2000 | 3.99 GPA

1998-1999 University Fellowship

Bachelor of Arts, Sustainable Food Systems

Hampshire College, January 1995

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Community Coordinator with over a decade of experience in outreach and administrative nonprofit work. Driven to connect individuals of all backgrounds to the natural world and one another.

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Work Experience

Program Officer

Community Foundation of Greater Birmingham | 2023 - Present

- Provided support to the Vice President, Programs and other staff on major initiatives, including CFGB's proactive investments, special funds, grants, and other activities
- Developed and maintained knowledge of key research, models, and innovations related to CFGB activities
- Completed desk reviews and due diligence for brief and full grant proposals from organizations seeking funding for assigned competitive grant priorities; worked with Senior Program Officer and other CFGB staff to support effective community outreach and administrative management.
- Developed and maintained current topical knowledge on assigned CFGB activities through collaborative work with community partners, participation in relevant community meetings, and knowledge of key planning documents for the region
- Partnered with Giving Strategies staff to provide information and/or meet with donors interested in assigned initiatives, funds, and grant priorities

Education and Outreach Coordinator, Talladega National Forest

Wild Alabama | 2022 - 2023

- Coordinated, promoted, and reported outreach efforts for Wild Alabama in the Talladega National Forest
- Planned and led guided hikes for a diverse mix of ages, abilities, and experience levels
- Represented Wild Alabama in community meetings and public events
- Managed social media and website updates for Wild Alabama's Talladega outreach

Black Belt Coordinator

Alabama Audubon | 2020 - 2022

- Developed and implemented successful ecotourism and outreach programs in Black Belt communities
- Identified, managed, and maintained key external relationships
- Developed strategies for fundraising and grant writing relevant to the future of Audubon's Black Belt work

- Recruited and managed local volunteers to participate in outreach programs, lead bird walks, and advocate on behalf of Black Belt bird conservation
- Coordinated and promoted key Black Belt events, including but not limited to seasonal Black Belt Birding Tours and the annual Black Belt Birding Festival
- Opened and managed all aspects of Audubon's Greensboro, AL office location
- Prepared official reports on our Audubon's Black Belt activities

Community Leadership

- Cahaba River Society | Board of Directors (2022-present), EDI Committee (2021-present), Junior Board (2018)
- Environmental Educators Association of Alabama | Board of Directors, Field Trips Committee (2020 - present)

Skills & Software

Microsoft 365 - Google Workspace

Adobe InDesign and Illustrator

Foundant - CSuite - NeonCRM - MailChimp

Education

Birmingham-Southern College (2009 - 2013)

Birmingham, AL

Bachelor of Music, Music Composition

Education

**MASTER OF PUBLIC ADMINISTRATION,
DECEMBER 2019, UNIVERSITY OF
MEMPHIS**

**BACHELOR OF SCIENCE, ENVIRONMENTAL
STUDIES, DECEMBER 2012, UNIVERSITY OF
SOUTHERN MISSISSIPPI**

Emphasis in Nonprofit Management

Experience

**DIRECTOR OF COMMUNITY IMPACT | COMMUNITY FOUNDATION OF GREATER MEMPHIS |
2021 – PRESENT**

- Managing the day-to-day operations of the external grants programs and initiatives administered by the Community Foundation of Greater Memphis
- Developing relationships with members of the nonprofit community to facilitate grant applications
- Deepening the Community Foundation's understanding of community issues
- Working with CEO, COO, and grant committees to build out new grant programs or adapt existing programs to address community needs, using the Community Foundation's Community Investment Principles
- Managing volunteer grant committees, including the onboarding process and preparing proper materials for Board of Governors and committee meetings
- Building out grants calendar and associated materials in advance of all community grantmaking rounds, including grant guidelines, applications, evaluation measures, information sessions, and reports
- Utilizing grants management software to support the application process and assure the integrity of applicant and grant data
- Serving as point of contact for all applicants and grantees of community grantmaking programs
 - Lead grant committees in the evaluation of all applicants to community grantmaking programs, facilitating application reviews and applicant interviews/site visits;
 - Overseeing creation/distribution of grant award letters, agreements, and contracts;
 - Evaluating grant reporting and results;
- Working with the Vice President of Philanthropic Services to connect nonprofits and projects with grant opportunities beyond the Foundation's community grantmaking programs
- Managing the membership of GiVE 365, the Foundation's dollar-a-day giving program
 - Developing donor recruitment and retention strategies and serve as point of contact for 300+ GiVE 365 donors
 - Building an informed, engaged membership and relay impact of grants through
 - Creating and distributing of monthly eNewsletters
 - Coordinating of a minimum of 4 events annually, in partnership with VP of Communications & Marketing
 - Managing Advisory Team volunteers to steer strategic direction of the membership
 - Working with Finance staff to ensure seamless facilitation of GiVE 365 donations
- Directing the development and management of the Community Foundation's community information system, LIVEGIVEmidSouth

- Overseeing and providing technical assistance to nonprofits creating new profiles and updating profiles annually
- Implementing a system for updating and maintaining nonprofit profiles annually and in a timely manner
- Analyzing database information to create data-driven reports to provide to donors and other stakeholders

LIVEGIVEMIDSOUTH PROGRAM ASSOCIATE | COMMUNITY FOUNDATION OF GREATER MEMPHIS | 2019 – 2021

Creating/maintaining professional relationships with new and existing nonprofit partners;
 Providing training to nonprofits and other community partners, in both individual and group settings, on how to use LIVEGIVEmidosuth.org
 Ensuring nonprofit profiles are updated in a systematic and timely manner
 Assisting the Director of Community Information in outreach and engagement activities in the nonprofit community
 Analyze database information to create data-driven reports to provide to donors and other stakeholders
 Build and maintain a strong relationship with external data partners to ensure up-to-date information and links across the system

RESEARCH AND EVALUATION INTERN | PLOUGH FOUNDATION | 2018– 2019

Research Local and National Giving Trends
 Coordinate marketing activities for several local nonprofit agencies as part of Plough’s initiative to offer technical assistance and training to grantees
 Generate meeting agendas and compile committee reports in preparation for board meetings
 Create presentations for training webinars that served national audiences
 Coordinate organizational and board development activities for several local nonprofit agencies

- Create templates for board job descriptions, assisted in bylaw revisions, created, disseminated, and analyzed board development surveys
- Create presentations for board development sessions for local and national nonprofit organizations

 Helped with preparations for National Collaboratory to Address Elder Mistreatment Training/ Technical Assistance Day, held Feb 6, 2019, in Memphis, TN, and hosted by John A. Hartford Foundation, Gordon and Betty Moore Foundation, and Plough Foundation
 Assisted with preparations for Grantmakers in Aging Conference, held Oct 17-19, 2018 in Memphis, TN, and hosted by Grantmakers in Aging

Work Experience

Executive Vice President & COO, May 2016 - Present Vice

President, May 2015 – April 2016

Vice President, Grants & Initiatives, February 2013 – April 2015

Community Foundation of Greater Memphis, Memphis, Tennessee

February 2013 – Present

- Strategy, Vision, and Leadership
 - Provide leadership and guidance to Finance (including Human Resources, IT, and Operations), Development, Donor Services, Grants & Initiatives, and Marketing & Communications teams to ensure the effective operation of the organization and the appropriate alignment of operational strategies with the overall mission and available resources;
 - Oversee the implementation of the Foundation's Strategic Plan and Equity Work Plan to ensure that the Board of Governor's established values are imbued into every aspect of our work and interaction with the community;
 - Provide the context and implementation model that both supports and stewards donors, but also reflects the needs of the community;
 - Establish relationships of trust and influence to expand and share the Foundation's cultural vision with staff and stakeholders and deliver excellent service to all who participate in the commitment to philanthropy;
 - Regularly evaluate all aspects of the Foundation's function and proactively bring professional guidance and recommendations to the President and Board of Governors in matters related to objectives, policies, and long-term strategic planning;
 - Advise the President on strategic direction and opportunities.
- Team Development
 - Promote a culture of high performance and continuous improvement that values learning, excellence, and diversity, equity, inclusion, & belonging;
 - Ensure staff members receive timely and appropriate feedback and training and development;
 - Mentor and develop staff using a supportive and collaborative approach: assign accountabilities, set objectives, establish priorities, and monitor and evaluate results;
 - Work closely with the other department heads to reinforce leadership, collaboration, and management success relative to the strategic priorities of the Foundation.
- Operations
 - Oversee the development/continuous improvement of an appropriate system of policies, internal controls, accounting standards, and procedures;
 - Ensure strategic approach to technology and database management that supports organizational objectives;
 - Oversee basic office management and administration that supports operational excellence

State Outreach Director

StudentsFirst, Memphis & Nashville, Tennessee and Sacramento, CA

2012 – February 2013

- Built networks of members, community-based organizations, and local leaders, to be a part of the StudentsFirst movement, both locally and nationwide
- Communicated all policy positions of the StudentsFirst agenda related to national, state, and local issues clearly to local leaders and members in the assigned regional area
- Fostered and developed a sense of community and shared identity within membership across Tennessee

Executive Director

Keep Tennessee Beautiful, Memphis, Tennessee

May 2010 – July 2012

- Oversaw and implemented a 2-year contract with the Tennessee Department of Transportation (TDOT) for nearly \$1.1 million dollars to provide litter prevention education and other related services to all 95 counties in Tennessee
- Coordinated programming, including the yearly Great American Cleanup (nearly 157,000 volunteers in 2011) and America Recycles Day (over 110 projects statewide), in all 95 counties; works with the TDOT, the Tennessee Department of Environment and Conservation (TDEC), and other statewide agencies to coordinate these projects
- Developed sponsors and funding sources to sustain current programming; researched and developed new programming
- Maintained, in good standing, the national Keep America Beautiful (KAB) policy and mission for statewide and local affiliates
- Developed, implemented, and provided board and staff training for the 24 local KAB affiliates located across Tennessee
- Monitored state and local legislation for items affecting the mission of KTnB or one of its 24 affiliates
- Facilitated the strategic development of the organization, implementing the action items developed in the organization's first ever strategic plan in its 30-year existence
- Planned one statewide conference every two years, as well as multiple regional seminars each year focused on environmental and sustainability topics affecting the State of Tennessee

Executive Director

Cooper-Young Development Corporation, Memphis, Tennessee

August 2005 – May 2010

- Oversaw purchase, pre-development, construction, and marketing of all residential and commercial properties developed by the corporation
- Wrote and administered all public and private grants received by CYDC; over \$1.2 million in grants received in four years
- Created, maintained, and monitored a \$1 million construction project budget and a \$200,000 operations budget
- Created and oversaw the production of all marketing pieces, and maintained relationships with multiple media contacts to ensure timely and effective coverage of programs, activities, and achievements
- Communicated regularly with neighborhood groups and institutions to support and create programs that were beneficial for the stakeholders of the CYDC service area, maintained the integrity of the Cooper- Young neighborhood, and ensured that development was appropriate for the neighborhood
- Acted as liaison and primary advocate between the CYDC service area and local, state, and federal officials

Education

- *Master of City and Regional Planning*
Outstanding Graduate Student – American Institute of Certified Planners
The University of Memphis, Memphis, Tennessee; May 2005
- *Bachelor of Arts, Management with an Emphasis in International Business*
Magna Cum Laude
Webster University, Saint Louis, Missouri; May 2002

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Chief Operating Officer

Nonprofit executive with over 10 years of professional experience, including eight years in philanthropy. Offering a diverse set of skills in leadership, public speaking, strategic vision implementation, and community engagement. A driven leader with a focus on equity and diversity across race, place, and class structures. Proven ability to multitask and manage staff in and through stressful environments, all while setting and tracking performance measures.

CONTACT

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EXPERTISE

- Strategic Planning and implementation
- Public Speaking
- Personnel development
- Contract negotiations
- Process improvement
- Operations management
- Networking

EDUCATION

Salmon P. Chase College of Law
Highland Heights, KY

Juris Doctor

University of Kentucky
Lexington, KY

Bachelor of Science- Integrated Strategic
Communications
Minor: Business
Cum Laude

WORK EXPERIENCE

CHIEF OPERATING OFFICER

2020 -

ASSOCIATE EXECUTIVE DIRECTOR

2016 - 2020

Foundation for Appalachian Kentucky, Inc.

- Overseeing day-to-day operations at a thriving and high-performing regional community foundation
- Ensuring proper operational and financial procedures
- 71% increase in assets under management
- Manage legal compliance and lead National Standards Accreditation.
- Designing and implementing operations strategies, plans and procedures.
- Develop and continuously adapt equity-centered personnel policies; secured Diversity, Equity, and Inclusivity training for staff, board, and affiliate community organizations
- Manage 5 departments including 15 remote and in-office staff including guiding development of workplans, tracking and reporting systems, and effective program deployment strategies; supervised the creation of community engagement department and subsequent recruitment and onboarding of 10 new affiliate funds over 5 years
- Lead recruitment efforts with priority focus on attracting committed, passionate candidates and particular attention to creating opportunity for youth resulting in 600% increase in new hires representing local sub-30 youth in region known for "lack of opportunity for young people"
- Foster and implement systems for development of culture of community and continuous professional development and personal improvement including weekly organization check-ins and learning opportunities
- Implement CRM/grant/scholarship databases and project management systems to facilitate application submission and review and transactions for more than 8,000 applicants
- Implement and manage communications, technology, and data management systems across dispersed staff
- Manage more than 50 private and public funder relationships including managing acknowledgments, satisfying reporting requirements for more than 40 grants (both public and private), and developing and cultivating additional investment.
- Manage and Administer grantmaking and due diligence processes leading to a 732% increase in grantmaking over 4 years.
- Supervise and manage all contracts and consultants, including fiscal and performance measures.
- Represent the Foundation and our communities in multiple roles locally, statewide, and regionally.
- Coordinate grant writing and grant reporting responsibilities.
- Build donor relationships and assist with fund development.
- Develop board relationships, manage board and committee meetings, arranging meeting logistics.
- Oversee building management and renovations.
- Supervised \$300,000 in facility maintenance and upgrades including managing negotiations and contracts related to building construction, contractors, and building permits.

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ASSOCIATE ATTORNEY

2011 - 2017

Hollon & Collins Law Firm

- Commercial, Corporate, Municipal, and Family Law-related legal work
- Acquisitions and transactions for sales of stock and assets.
- Performed real property abstract work, review, research, and writing title opinions.
- Drafted and reviewed bank loan documentation
- Close interaction with the City of Hazard assisting with issues including but not limited to Open Records and Open Meetings Requirements, Annexation, Planning and Zoning, drafting Ordinances and Resolutions for City Commissions meetings, Civil Rights issues, and water and sewer utility projects.

CONFERENCE PRESENTATIONS

RESHAPING PHILANTHROPIC INVESTMENT IN APPALACHIA (PLENARY)
INCLUSIVE DISASTER RECOVERY AND RESILIENCE (BREAKOUT)
MDC: True South: State of the South- Central Appalachia

April 2023
Berea, KY

HOW TO ENGAGE LOCAL GRANTMAKERS FOR BROADER IMPACT
CANDID 2022 Network Days

October 2022
Virtual

LEADERSHIP AND POWER: COMMUNITY-LED PHILANTHROPY AND RACE
Philanthropy Southeast 2021 Annual Conference

November 2021
Asheville, NC

EARLY CHILDHOOD VIRTUAL SUMMIT
Eastern Streams Community Early Childhood Collaborative

November 2021
Virtual

SMIRF-ING IN THE MOUNTAINS OF APPALACHIAN KENTUCKY- CHILDCARE
Grantmakers of Kentucky 2021 Annual Gathering

August 2021
Louisville, KY

LICENCES AND AFFILIATIONS

- KENTUCKY BAR ASSOCIATION
Member, 2011-
- HAZARD ROTARY CLUB
Member 2012- Present
Co-President 2017/18, 2018/19, 2019/20, 2022/23
- HAZARD ROTARY CLUB FOUNDATION, INC./ DOLLY PARTON'S IMAGINATION LIBRARY
Member 2013- Present
Founder and President, 2013- Present
- HAZARD/PERRY COUNTY CHAMBER OF COMMERCE
Board of Directors 2015- Present
Vice Chair 2016- Present
- REDBUD FINANCIAL ALTERNATIVES, INC.
Board of Directors 2015- Present
Board Chair 2018- Present
- APPALACHIAN EARLY CHILDHOOD NETWORK
Board of Directors 2019- Present
Vice Chair 2019- Present
- EASTERN STREAMS COMMUNITY EARLY CHILDHOOD COALITION
Member, 2018- Present
Treasurer 2019- Present
- ROCKWOOD LEADERSHIP INSTITUTE
Virtual Art of Leadership, October 2021
- PHILANTHROPY SOUTHEAST
Hull Fellows 2020-2021
- PERRY COUNTY- CRADLE TO CAREER COALITION
Member 2021- Present
- PERRY COUNTY PUBLIC LIBRARY
Board of Trustees 2016-2019
President 2017-2019

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Nonprofit Coordinator / Research Fellow

CONTACT

WORK EXPERIENCE

APPALACHIANS FOR APPALACHIA COORDINATOR

Hazard, KY | July 2021 - Present

- Social Media Management + Graphic Design
- Advocacy and organizing work + policy action
- Website upkeep
- Strengthen AforA's nonprofit networks and relationships in Central Appalachia
- Plan + facilitate board meetings
- Content development

DIRECTOR OF INVISION HAZARD

Hazard, KY | May 2022 - Current

- Manage CDBG funding for Small Business Association
- Assist Downtown Coordinator to revitalize downtown Hazard, KY
- Create and execute campaigns that incentivize small business sales

MOUNTAIN ASSOCIATION

BUSINESS SUPPORT ASSISTANT

Hazard, KY | June 2021 - June 2022

- Technical Support Program Supervisor
- Maintain client relationships
- Develop & implement training for small businesses

DEPUTY FIELD ORGANIZER - ANDY BESHEAR CAMPAIGN

Lexington, KY | Fall 2019

- Canvass ~600 doors per week Phone-banking/recruitment
- Organize rallies for Andy Beshear
- Attend debates/events for Andy Beshear
- Organize meetings with team staff

KENTUCKY LEGISLATIVE INTERNSHIP PROGRAM

Frankfort, KY | Spring 2019

- Respond to constituents
- Research current legislation
- Attend committee meetings
- Organize and execute special projects for chamber meetings



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EDUCATION

University of Kentucky

B.A. in Political Science
Appalachian Studies Minor

STRENGTHS

- 4+ Years Website /
Brand Management
- 6+ Years Public Speaking
- 5 Years Visual Story-Telling
- 5 Years Social
Media Marketing
- 2+ Years Copywriting
- 2+ Years CRM Management
- 6+ Years Networking
- 6+ Years Client
Relationship Management

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Community Convener

Innovative community leader that excels as a strategist. Adept at building and maintaining relationships through cultural humility and critical inquiry. Solutions-oriented professional that commits to addressing community issues through an equity-based approach.

CONTACT



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EDUCATION

Bachelor's Degree,

English

Stony Brook University

SKILLS

Government Relations

Civic Leadership

Relationship Management

High Emotional Intelligence

Program Innovation

Policy Development

Community Affairs

Spanish Language

Nonprofit Management

Conflict Resolution

Evaluation

Philanthropy

WORK EXPERIENCE

Senior Vice President, Robinson Center for Civic Leadership

Foundation For The Carolinas / 2023

- Provides leadership, strategic planning, and management for the Foundation's civic engagement efforts.
- Develops the Center's strategy, conducts research, convenes stakeholders, monitors progress of major initiatives and communicates results to the community.
- Builds upon the Foundation's role as a regional civic leader, serving as point person for a variety of programs and overseeing the Foundation's convening and civic leadership activities.

Assistant Director, Office of Equity, Mobility, and Immigrant Integration

City of Charlotte / 2018 – 2023

Largest municipal government in the state of North Carolina

- Lead various facets of the City of Charlotte's Economic Mobility and Diversity, Equity, and Inclusion portfolios.
- Developed, as staff liaison to City Council's Environment, Engagement and Equity Committee, the first Equity in Governance Framework; applying an equity lens to city council's policy decisions.
- Instituted the city's Budget Equity Tool, an iterative process that helps departments prioritize equity in their budget allocation requests.
- Led the city's Reimagining Policing efforts through the City Council Safe Communities Committee's Community Input Group, a diverse coalition of stakeholders, that provided policy recommendations that became the SAFE Charlotte report.
- Developed the strategy for, and managed, two community grant programs: the nonprofit collaboration-based SAFE Charlotte grant and the Alternatives to Violence program; secured \$3.2 million in additional funding for the program and its expansion.
- Served as staff liaison for City Council's ad-hoc Immigrant Community Committee which led to Immigrant stakeholders' policy recommendations being implemented including the City's Compact on Immigration and the establishment of the first nonprofit managed immigrant defense fund in the state of North Carolina.

Community Convener

REFERENCES

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Gambrell Foundation

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City of Greensboro

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First Baptist West

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Hispanic Federation

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AWARDS

Recipient, 2020 Cesar Chavez Liderazgo Award

- Leadership in the Clouds / Charlotte / NC

Recipient, 2018 Excelente Award Community Service Person of the Year

PROFESSIONAL DEVELOPMENT

LEADIng UP

Latin American Chamber
of Commerce Charlotte

American Leadership Forum

Lee Institute

Charlotte, 2020

Leaders Under 40

Community Building
Initiative

Municipal and County
Administration Program

UNC School of
Government

VOLUNTEER WORK

Board Vice-Chair, Carolina Migrant Network

Board and Executive Committee Member, Communities In Schools
Charlotte-Mecklenburg

Board Member, Charlotte Regional Data Trust

Board Member, Equitable Communities

Member, Mental Health America's Policy and Advocacy Committee

Member, Charlotte Latino Leadership Council

Member and Missions Lead, World Worship Church

Former Member, Leading on Opportunity Council

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Email: Ex. 6 - Personal Privacy (PP)

A seasoned professional with extensive experience *as a community influencer with a proven track record of achieving results in working with teams, volunteers, elected-officials, and community and business leaders. Strengths include: strategic thinking, leadership and management skills, and strong ability to push through challenges. Works well in highly stressful situations; understands the importance of establishing a workplace culture that is inclusive, yet diverse enough to allow for consistent achievement of goals and objectives.* Proven ability to build trust, collaborate, and resolve complex issues in an environment that fosters cultural change and positive relationships.

PROFESSIONAL EXPERIENCE

GULF COAST COMMUNITY FOUNDATION, GULFPORT, MS

Director of Marketing & Programs, July 2023 – Present

Develop and implement a proactive marketing and communications strategy utilizing print and social media, website, and other promotional tools expanding visibility and knowledge of the Foundation's significant community engagement.

- Encourage and facilitate philanthropy among a broad base of potential donors to expand planned gifts, endowments, and donor-advised funds
- Assist in cultivating professional advisors and other expert relationships who are positioned to direct donors to the Foundation
- Assist in coordinating the development of the Foundation's relationships with the corporate and business community
- Acquire and maintain a high level of knowledge on tools and issues related to charitable giving, marketing, public relations, and communication
- Serve as primary contact for various programs, as needed, to ensure accuracy and compliance
- Serve as the main liaison for the Gulf Coast Hub
- Assist in creating a strategic plan for the Gulf Coast Hub
- Assist donors seeking to fulfill their philanthropic goals

NONPROFIT CEO, GULFPORT, MS

CEO, May 2018 – Present

- Provide coaching and consultant services for Nonprofit founders and directors in areas of community development, volunteer and board recruitment, development and fundraising, and marketing
- In 2021, created and hosted a virtual conference with 2000 registrants. Recruited nearly 60 speakers to train in areas of revenue growth, impact, program development, product development, and marketing as a means of increasing brand awareness

- Established Nonprofit CEO Network, an online training network, that provides on demand training services in all nonprofit management, board & volunteer recruitment and training

SUCCESS WOMEN'S CONFERENCE, GULFPORT, MS

Co-director, 2015 – Present

- Provide leadership and strategic planning to include fundraising, marketing, and coordinating large scale virtual and in-person annual event
- Recruit, train, and manage volunteers needed for all aspects of annual event
- Oversight of Top Influencer National and Local Awards Program and Gala
- Provide monthly coaching for women in business connected to mentorship programs

SAV-A-LIFE OF THE MISSISSIPPI GULF COAST INC, GULFPORT, MS

Executive Director, May 2014 – August 2021

Successfully cast vision, provide leadership, and lead the strategic growth through developing social solutions, overseeing effective case management, developing collaborative partnerships, planning and implementing large-scale fundraising events, and cultivating a team of cross-collaborative board members.

- Managed all aspects of daily organization operations to include accounting, fundraising, training, human resources for 30-55 staff / volunteers with an operational budget of \$250,000. Educated, trained, and motivated staff / volunteers to ensure consistent vision and optimal performance across the board
- Worked with Board of Trustees in establishing annual budget, financial management, and strategic planning for continued growth and development of the organization
- Steered efforts in improving visibility in Harrison, Hancock, Jackson, Stone, and surrounding counties through development of key relationships with local government officials, community organizations, businesses, and churches; created and participated in community and civic events; and formulated new event sponsorship marketing strategies in line with current marketing trends
- Designed major fundraising events that increased sponsorship revenue by 35-40% annually from 2014-2020
- Expanded volunteer program to include recruitment and training of diverse volunteer staffing allowing for expansion of services with multilingual fluency in four different languages. Increased volunteer staffing annually (2013-2021) by 20-25%
- Significantly increased client services and local reach by launching a Mobile Clinic in 2019 by establishing a network of businesses, civic organizations, and individuals willing to lend financial and volunteer staffing support

SAV-A-LIFE OF THE MISSISSIPPI GULF COAST INC, GULFPORT, MS

Community Outreach Coordinator, November 2012 - April 2014

- Organized and developed monthly volunteer recruitment program to include projects with civic organizations, small businesses, and medical organizations
- Oversaw and managed Baby Bottle Fundraising Campaign. Met and exceeded annual goal of 15% increase in participation of church and community partners

WORK EXPERIENCE

NORTH GEORGIA COMMUNITY FOUNDATION*President & CEO**2015 to Present*

- Serve as President / CEO for NGCF, which has philanthropic assets, which have increased from \$42 million to over \$125 million under my leadership. We hold over 510 separate funds and serves 20+ counties in the Northeast corner of the state
- Promote the visibility of the NGCF and serve as a leading voice for philanthropy in the region
- Assure the soundness of the NGCF financial structure; demonstrate conscientious custodianship for the NGCF assets
- Oversee personnel, risk management, the building, information technology and all other aspects of the NGCF operation
- Lead, develop and empower a highly competent staff who will drive the achievement of the NGCF vision, mission and goals by playing a key role with both our donors and the region's extended community, while being responsible for program management and administration
- Create and maintain a relationship with the Board characterized by open and thoughtful communication, trust and a cooperative spirit
- Developed and in process of implementing a Non-Profit University to help educate and provide professional development for all non-profit employees throughout North Georgia

UNITED WAY OF GREATER ATLANTA, ATLANTA, GEORGIA*Senior Director, Volunteerism**2013 to 2015*

- Led the volunteerism department, which tripled in size under my leadership along with doubling the number of engaged volunteers and projects
- Member of the UWGA Leadership Team and Elected Member of the United Way Worldwide National Strategic Volunteerism Committee
- Developed income-producing initiatives that led to an increase in our fundraising campaign, total direct income for 2013-2014: \$102K, for 2014-2015: \$225K
- Managed the NFL relationship with the Atlanta Falcons for UWGA
- Promoted from Director to Senior Director, July, 2014

*Development Officer**2011 to 2013*

- Managed a portfolio of \$5 million in corporate and foundation accounts
- Managed a portfolio of 350 corporate and foundation accounts as well as steward and cultivate gifts from portfolio prospects

WORK EXPERIENCE, CONTINUED

- Promoted to Director, Volunteerism

MAP INTERNATIONAL, INC., ATLANTA, GEORGIA*Senior Representative**2010 to 2011*

- Managed the North/Northeast Portfolio of major donors (22 states in my territory)

- Responsible for developing new donor/corporate relationships and bringing in new donor gifts

UNITED WAY OF FORSYTH COUNTY, CUMMING, GEORGIA

Director of Resource Development

2008 to 2010

- Responsible for all fundraising efforts and cultivating new relationships with businesses in the community
- Developed and implemented all strategic planning for the United Way campaign

LEADERSHIP DEVELOPMENT INTERNATIONAL, UNION CITY, GEORGIA

US Finance/Sales Manager for International Non-Profit

2005 to 2008

- Developed and managed annual budgets as well as strategic goals for LDI and its affiliates
- Handled all US Audits by GAAP and ECFA standards- excellent standing with no findings
- Responsible for adding an additional \$120,000 per year in revenue

BRANCH BANKING & TRUST COMPANY, GAINESVILLE, GEORGIA

Financial Center Leader / Vice President

2002 to 2004

- Managed main office branch of 40 employees and portfolio of \$130 million in deposits and \$45 million in loans, increased goals by 15% each year
- Managed two additional branches totaling \$80 million in deposits and \$30 million in loans, trained and coached other managers

REGIONS BANK, GAINESVILLE, GEORGIA

Branch Manager / Vice President

1995 to 2002

- Managed branch staff of fifteen and portfolio of \$42 million in deposits and \$15 million in loans
- Received Chairman's Award 2001, for growing loans, deposits, and non-interest income; only 50 branches of over 1,000 received

EDUCATION

BRENAU UNIVERSITY, GAINESVILLE, GEORGIA

MBA, Leadership Development, December 2002

UNIVERSITY OF NORTH GEORGIA, DAHLONEGA, GEORGIA

Bachelor of Arts, Marketing and Management, May 1995

Associate of Arts, Business Administration, June 1993

COMMUNITY SERVICE, AWARDS, & ACTIVITIES

- 2021 Brenau University Community Service Award Recipient
- Board Member, Georgia Forward, 2022 to Present
- Council Member, University of North Georgia College MCCB Dean Advisory Council, 2017 to Present
- Member, Philanthropy Southeast Community Foundation Council, 2021 to Present
- Board Member and Finance Committee Member, Boys & Girls Club of Lanier, 2017 to Present
- Member, Strategic Planning Committee of Sisu, 2017 to Present
- Keynote speaker for UNG Graduation, May, 2017
- Graduate of the Women Unlimited LEAD Program, 2014-2015
- Won the 2014-2015 UWGA Catalyst Award, which was voted on by peers
- Chair of the United Way Worldwide Volunteer Engagement Committee, 2013 to 2015



April 21, 2023

RE: Letter of Commitment for the EPA Region 4 EJ TCGM Program Alliance

To Whom It May Concern,

The Community Foundation of Greater Birmingham (CFGB) is committed to partnering with The Miami Foundation and other partner organizations to create and implement a comprehensive Thriving Communities Grantmaking Program (EJ TCGM) in EPA Region 4.

At CFGB, our mission is to ignite passion for transformational change. Our five funding priority areas—Creating Economic Opportunity for All, Overcoming Persistent Poverty, Nurturing Thriving Communities, Driving Regional Cooperation, and Fostering Equity and Inclusion—guide us in our shared pursuit of a just, prosperous, and unified region where every person is empowered to reach their full potential. Both our current grantmaking framework rooted in these priorities and the framework under our prior strategic plan (2011-2019) supported many grants that align with the priorities and parameters of the EJ TCGM Program. Our previous grants list reflects this. It includes grants to organizations working on water quality, effluent discharge monitoring, stormwater policy, green development, environmental education, food access, cleanup projects, and more.

Strong community partnerships and networks are needed to design and manage the new EJ TCGM program to advance environmental and public health issues across EPA Region 4. As the representing community foundation for the state of Alabama in this grantmaking program, we would be committed to equitably prioritizing all underserved communities and working with partners to serve all regions. We have a history of working with other foundations throughout the state. Although our foundation's footprint is a five-county area around Birmingham, we have sometimes stepped into a lead role on statewide initiatives with other foundations. For example, we helped lead a statewide Census Complete Count initiative for the 2020 Census and managed several statewide tornado recovery funds after the 2011 tornadoes in Alabama, coordinating with other foundations and United Ways.

As a partnering organization, we agree to:

- Convene and work closely with the Miami Foundation and other participating regional partner organizations to ensure an equitable execution of the EJ TCGM program,
- Serve as a representative and liaison for communities across the state of Alabama who experience environmental injustices, including those in urban, rural, and remote areas,
- Oversee the grantmaking, evaluation, and payment processes associated with the EJ TCGM program in Alabama, and
- Provide support and follow-up to Alabama grantees.

Should this funding request be successful, we look forward to working with you on this valuable project beginning in early 2024. Please let us know how we may be of additional assistance.

Sincerely,

Christopher Nanni
President & CEO

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Redacted

Redacted First Ave N, Suite 700 Birmingham, AL 35203

Redacted

Community Foundation of Greater Birmingham





June 20, 2023

RE: Letter of Commitment for the EPA Region 4 EJ TCGM Program Alliance

To Whom It May Concern,

The Community Foundation of Greater Memphis is very committed to partnering with The Miami Foundation and other partner organizations to create and implement a comprehensive Thriving Communities Grantmaking Program (EJ TCGM) in EPA Region 4.

The Community Foundation of Greater Memphis brings a half-century of experience and expertise, working with donors, professional advisors, and nonprofits to help strengthen our community through strategic philanthropy and community giving. The Community Foundation of Greater Memphis is committed to investing in and working alongside our community to address our challenges and sustain our assets in order to create transformational change.

We are aware that strong community partnerships and networks are needed to design and manage the new EJ Thriving Communities Subgrants program to advance environmental and public health issues in the region. We are committed to equitably prioritizing all underserved communities within urban, rural and tribal communities. While the Community Foundation of Greater Memphis service area includes West Tennessee, Eastern Arkansas, and Northern Mississippi, we have strong relationships with community foundations and nonprofit alliances across the state. We are committed to forming the necessary partnerships to ensure communities have equitable access to this opportunity.

As a partnering organization we agree to:

- Work closely with the Miami Foundation and other participating regional partner organizations to ensure an equitable execution of the EJ TCGM program, including co-designing the application, payment, and evaluation process
- Serve as a representative and liaison for communities across the state of Tennessee who experience environmental injustices, including those in urban, rural, and remote areas,
- Provide support and follow-up to Tennessee applicants and grantees.

Should this funding request be successful, we look forward to working with you on this valuable project beginning in early 2024. Please let us know how we may be of additional assistance.

Sincerely,

A handwritten signature in black ink, appearing to read "Robert M. Fockler".

Robert M. Fockler
President

June 30, 2023

CHARLESTON

1691 Turnbull Avenue
North Charleston, SC 29405
p. 843-723-3635
f. Ex. 6 - Personal Privacy (PP)

BEAUFORT

2015 Boundary Street
2nd Floor
Beaufort, SC 29902
p. 843-379-3400

Darrin Goss, Sr.
President & CEO

BOARD OF DIRECTORS

Herbert L. Drayton, III
Chair
David Bundy
Ronda K. Dean
G.P. Diminich
William Dunn
B. Shawan Gillians
Tyeka Grant
Marilyn Harris
Jerome Harris
TJ Johnson
Paul A. Kohlheim
Catherine C. LaCour
Bernett W. Mazyck
Larry Mercado
Morgan Morton
Ellis Regenbogen
Jamie Phillippe
Richard H. Stewart
Julie H. Walker
Wendy Zara
Anita Zucker

RE: Letter of Commitment EPA Region 4 EJ TCGM Program Alliance

Dear Sir/Madam,

Coastal Community Foundation (CCF) is committed to partnering with The Miami Foundation and other partner organizations to create and implement a comprehensive Thriving Communities Grantmaking Program (EJ TCGM) in EPA Region 4.

Coastal Community Foundation manages more than 1,100 charitable funds and has \$448 million in assets under management, making CCF the largest community foundation in South Carolina and in the top 75 largest community foundations in the United States. While the seeds were planted nearly 50 years ago in Charleston, SC, we are integrated regionally along South Carolina's coast, with offices in North Charleston, Beaufort and Murrells Inlet to serve nine coastal counties: Charleston, Colleton, Beaufort, Berkeley, Dorchester, Georgetown, Hampton, Horry, and Jasper.

Through endowment funds established by individuals, families, businesses and organizations, our combined resources allow us to not only address community needs today, but help us chart a course for a brighter future in the nine counties we serve along South Carolina's coast. With our donors and fundholders, we annually invest \$20+ million dollars through grantmaking, impact investing, and scholarships. We are also known for understanding and acting upon the dynamic needs of the communities we serve, with recent examples including our disaster response efforts during and after major storms such as Hurricane Florence, and the creation of the Lowcountry Unity Fund in the wake of the 2017 Mother Emanuel AME Church massacre to support entities addressing systemic racism.

Financial resources are among the many tools we employ in our mission to create vibrant communities. Throughout our history, we have served as a community convener to bring residents and leaders together to tackle major structural challenges, such as housing shortages or inequitable school systems. We are aware that strong community partnerships and networks are needed to design and manage the new EJ Thriving Communities Subgrants program to advance environmental and public health issues in the region. We are committed to equitably prioritizing all underserved communities within urban, rural and tribal communities. A long-standing example of CCF's commitment to underserved communities is the Neighborhoods Energized to Win program, that includes small grants to

BE THE REASON WHY

coastalcommunityfoundation.org

CHARLESTON

1691 Turnbull Avenue
North Charleston, SC 29405
p. 843-723-3635
f. Ex. 6 - Personal Privacy (PP)

BEAUFORT

2015 Boundary Street
2nd Floor
Beaufort, SC 29902
p. 843-379-3400

Darrin Goss, Sr.
President & CEO

BOARD OF DIRECTORS

Herbert L. Drayton, III
Chair
David Bundy
Ronda K. Dean
G.P. Diminich
William Dunn
B. Shawan Gillians
Tyeka Grant
Marilyn Harris
Jerome Harris
TJ Johnson
Paul A. Kohlheim
Catherine C. LaCour
Bernett W. Mazyck
Larry Mercado
Morgan Morton
Ellis Regenbogen
Jamie Phillippe
Richard H. Stewart
Julie H. Walker
Wendy Zara
Anita Zucker

grassroots, community-led projects, coupled with capacity building and leadership development. While some of the applicants have not secured 501(c)(3) status, we believe work driven by community is the most powerful demonstration of resilience, sustainability, and equity in action. And, we have witnessed first-hand the power of community driven solutions and supported community leaders over decades.

As a partnering organization we agree to:

- Work with The Miami Foundation and other community foundation partners to ensure a grantmaking program that achieves EPA's desired outcomes for directing federal funding organizations most close to the environmental justice challenges on the ground,
- Work collaboratively with community and private foundations, as well as, other partners throughout South Carolina to ensure equitable distribution of funds to reach underserved communities across the state,
- Provide support to South Carolina grantees and applicants throughout the program.

Should this funding request be successful, we look forward to working with you on this valuable project beginning in early 2024. Please let us know how we may be of additional assistance.

Sincerely,



Darrin Goss (Jun 25, 2023 07:04 EDT)

Darrin Goss, Sr.
CEO & President
Darrin@coastalcommunityfoundation.org
843-723-3635



Foundation for
**Appalachian
Kentucky**
RIISING WHERE WE'RE ROOTED

Redacted

Redacted Main Street
Hazard, KY 41701

appalachianky
appalachianky.org

May 8, 2023

U.S. EPA Region 4
Sam Nunn Atlanta Federal Center
Redacted Forsyth Street, SW
Atlanta, GA 30303-8960

EPA Grantmaking Committee:

The Foundation for Appalachian Kentucky is a community foundation serving Appalachian Regional Commission counties in Kentucky. We are a conduit for community engagement, collaboration, and resources, often called upon to facilitate partnerships that leverage public and private resources and provide critical capacity to promising visions. We are pleased to provide support to this request from Miami Foundation for the **"EPA Environmental Justice Thriving Communities"** grantmaking program.

This grantmaking program will create a comprehensive plan for the coordinated development of tools and resources to advance environmental justice amongst a plethora of non-profit community foundation partners all throughout region 4.

We are pleased to see the commitment of the Miami Foundation planning team to focus on specific rural areas that will provide our residents with the ability to manage and mitigate the effects of climate change through strategic program implementation. If funded, the Foundation for Appalachian Kentucky is honored to be chosen as a subrecipient for all of Kentucky. Over the past two years, we have battled multiple "100-year" flooding catastrophes as well as tornado disasters in our Commonwealth, and nobody is more ready or more equipped to advance environmental justice than the very leaders in our devastated communities.

The Foundation for Appalachian Kentucky will also provide network connections and a convening space for this project or any of this project's needs. The Foundation plans to center racial, health, and income equity at the core of our grantmaking processes, in hopes of continuing to move further towards a just transition.

We appreciate your thoughtful consideration of the **"S EPA Environmental Justice Thriving Communities"** grantmaking program.

Sincerely,

A handwritten signature in black ink, appearing to read "Gerry Roll".

Gerry Roll
Chief Executive Officer

RE: Letter of Commitment for the EPA Region 4 EJ TCGM Program Alliance

To Whom It May Concern,

Foundation For The Carolinas (FFTC) is committed to partnering with the EPA Region 4 Environmental Justice Thriving Communities Grantmaking Program Alliance made up of The Miami Foundation & other partner organizations. Foundation For The Carolinas inspires philanthropy and empowers individuals to create a better community. Through our direct grantmaking support of organizations dedicated to environmental equity and our donor driven work on environmental issues, FFTC has prioritized environmental justice in our region.

In 2021, FFTC along with the City of Charlotte, Charlotte Regional Business Alliance and other partners, helped launch the Mayor's Racial Equity Initiative, a transformative public-private partnership that seeks to increase equity and opportunity for all. With a \$250 million fundraising goal, \$240 million of which has been raised, FFTC continues its focus on partnering to address racial inequities in our community.

We recognize the need for strong community partnerships and networks to advance environmental and public health issues in EPA Region 4. FFTC's 13 county region across both Carolinas comprises a significant area. We are eager to work alongside our fellow North Carolina based Triangle Community Foundation within this partnership. Their experience and relationships will allow us to utilize our strengths to meet the needs of our state in an even more comprehensive way.

As a partnering organization we agree to:

- Work with The Miami Foundation and other community foundation partners to ensure a grantmaking program that achieves EPA's desired outcomes for directing federal funding organizations most close to the environmental justice challenges on the ground,
- Work collaboratively with Foundation for the Carolinas and other partners in North Carolina to ensure equitable distribution of funds to reach underserved communities across the state,
- Provide support to North Carolina grantees and applicants throughout the program.

Should this funding request be successful, we look forward to working with you on this valuable project beginning in early 2024. Please let us know how we may be of additional assistance.

Sincerely,



Laura J. Smith
Interim President and CEO
Foundation For The Carolinas

Redacted North Tryon Street | Charlotte, NC 28202

Phone: Ex. 6 - Personal Privacy (PP)

www.ffc.org

Luski • Gorelick
Center for Philanthropy

220 North Tryon Street
Charlotte, NC 28202

Phone: 704.973.4500
Toll Free: 800.973.7244

Fax: Ex. 6 Personal Privacy (PP)

www.ffc.org



Christen H. Duhé, Ed.D.
President & Executive Director

Office: 228.897.4841
Cell: [Ex. 6 - Personal Privacy (PP)]
Email: cduhe@mgccf.org
www.mgccf.org

April 21, 2023

Ms. Nikisha Williams
The Miami Foundation
40 NW 3rd St #305
Miami, FL 33128

RE: Letter of Commitment for the EPA Region 4 EJ TCGM Program Alliance

Dear Ms. Williams:

Gulf Coast Community Foundation (GCCF) is committed to partnering with The Miami Foundation and other partner organizations to create and implement a comprehensive Thriving Communities Grantmaking Program (EJ TCGM) in EPA Region 4.

GCCF is a leading partner in philanthropy, advocacy, and service in the Mississippi Gulf Coast region. Accredited by the Community Foundations National Standards Board, we have a strong legacy of supporting generous individuals with a philanthropic passion.

We are aware that strong community partnerships and networks are needed to design and manage the new EJ Thriving Communities Subgrants program to advance environmental and public health issues in the region. We are committed to equitably prioritizing all underserved communities within urban, rural, and tribal communities.

GCCF brings to this partnership more than 34 years of community service, and we commit our organization's human resources in grantmaking, grant writing/ research/ management, financial oversight, accounting, marketing, nonprofit management, administrative experience, and IT support to this effort.

We have extensive knowledge and collaboration with hundreds of community-based organizations on the Mississippi Gulf Coast alone, in addition to our partnership with the Mississippi Alliance of Nonprofits and Philanthropy, and six other active Mississippi community foundations.

Since 1989 we have distributed through grants and scholarships more than \$100 Million to support residents and non-profits across the lower six counties of the Mississippi Coast and across the country, particularly in the areas of natural disaster recovery efforts, youth education,

Ex. 6 Personal Privacy (PP)

MS 39503

and community development and programs. GCCF will work closely with Miami Foundation and other partners to connect environmental justice potential subgrantees across Mississippi with this EPA funding opportunity.

We look forward to working with you on this valuable project beginning in early 2024. Please let us know how we may be of additional assistance.

Sincerely,



Christen H. Duhé, Ed.D.
President and Executive Director

Ex. 6 - Personal Privacy (PP)

Cduhe@mgccf.org

June 16, 2023

RE: Letter of Commitment for the EPA Region 4 EJ TCGM Program Alliance

To Whom It May Concern,

The North Georgia Community Foundation (NGCF) is committed to partnering with The Miami Foundation and other partner organizations to create and implement a comprehensive Thriving Communities Grantmaking Program (EJ TCGM) in EPA Region 4.

The North Georgia Community Foundation's mission is to help people and nonprofits invest generously in the lives of those who call our community home. NGCF has one affiliate foundation and strong relationships with other community foundations in the state, and nationally, in addition to involvement and memberships with the Georgia Grantmakers Association, Georgia Forward, Philanthropy Southeast, and Council on Foundations. Locally, NGCF has formed strategic partnerships with the City of Gainesville, Hall County Government, Northeast Georgia Health Systems, United Way of Hall County, United Way of Forsyth County, and other nonprofits and community organizations who are part of the Community Leadership Coalition which collaboratively works together around critical issues facing the community.

Since 1985, NGCF has granted over \$135 MILLION into the community, supporting a variety of areas such as the arts, children education, food insecurity, animals, education, etc. NGCF's COVID-19 relief funding reached 123 organizations who received nearly \$1.3 MILLION to address immediate and critical needs. In addition to this funding, NGCF partnered with the City of Gainesville to administer their Community Development Block Grant (CDBG) funds authorized by the Coronavirus Aid, Relief and Economic Security (CARES) Act (CDBG-CV funds). Through the administration of COVID-19 grants, as well as being a part of setting up relief funding to provide resources for hurricane survivors, NGCF recognized how unforeseen and dire circumstances can quickly arise and need to be addressed immediately. In response, NGCF established emergency grants for nonprofits who have suffered hardship due to an environmental disaster, economic impact, technology failure, or other unanticipated causes. In 2021, NGCF had the opportunity to open The Greater Together Fund for Racial Equity. This fund was created to bolster the work of Black and Latino-led nonprofits in Hall County, who are leading on racial equity: making investments to sustain the work of local nonprofits that are having an impact in eliminating inequitable systems. NGCF continually seeks to identify and bridge racial and public health gaps throughout the North Georgia region.



NGCF is fully aware that strong community partnerships and networks are needed to design and manage the new EJ Thriving Communities Subgrants program to advance environmental and public health issues across EPA Region 4. Serving as the sole community foundation representing the state of Georgia in this grantmaking program, we are committed to equitably prioritizing all underserved communities and working with partners to serve all regions. Though NGCF typically focuses on the northeast region of the state, we are currently spearheading a collaborative Summit for community foundations across Georgia. The goal of this Summit is to further strengthen our relationships and walk away with a clearer understanding of how we can serve each foundation's respective communities through collaborative opportunities such as EJ TCGM.

As a partnering organization we agree to:

- Serve as a representative for communities across Georgia who experience environmental injustices, including those in urban, rural, and remote areas.
- Work with The Miami Foundation and other community foundation partners to ensure a grantmaking program that achieves EPA's desired outcomes for directing federal funding organizations.
- Provide support to Georgia grantees and applicants throughout the program.

Should this funding request be successful, we look forward to working with you on this valuable project beginning in early 2024. Please let us know how we may be of additional assistance.

Sincerely,



Michelle Prater
President & CEO
O : 770-535-7880
mprater@ngcf.org



North Georgia
COMMUNITY FOUNDATION



June 30, 2023

RE: Letter of Commitment for the EPA Region 4 EJ TCGM Program Alliance

To Whom It May Concern,

Triangle Community Foundation (TCF) is committed to partnering with The Miami Foundation & other partner organizations to create and implement a comprehensive Thriving Communities Grantmaking Program (EJ TCGM) in EPA Region 4.

Triangle Community Foundation's mission is to inspire and mobilize giving, leadership, and action to promote a vibrant Triangle that works together to ensure everyone thrives. Through our Sustainable Communities Program, we support economically and environmentally resilient communities, focusing on funding organizations doing work at the intersection of environmental conservation and climate change. We know that certain communities that have endured chronic stressors such as poverty and racial segregation are more vulnerable to the impacts of climate change. So, we have intentionally ensured that funding is being directed to organizations whose work explicitly benefits communities who experience disproportionate, complex impacts of climate change, including communities of color, low-income groups, people with limited English proficiency (LEP), and immigrant groups.

Since 2020, Triangle Community Foundation has invested \$1.4 million in 32 organizations to increase awareness of and education around conservation and/or climate issues and increase climate resiliency, particularly of low-income communities. Recent data reveal that more than 90% of grantee organizations are intentionally working with communities of color and/or low-income communities through activities that are aligned with projects outlined in the RFP.

Strong community partnerships and networks are needed to design and manage the new EJ Thriving Communities Subgrants program to advance environmental and public health issues in EPA Region 4. Although the geographic footprint of Triangle Community Foundation is a four-county region of North Carolina, we have relationships with other community foundations, nonprofits and state agencies who work closely with the organizations the EPA seeks to support through this funding opportunity. Working with Foundation for the Carolinas, the other community foundation representative from North Carolina in this partnership, we can leverage these relationships to equitably reach underserved communities within urban, rural and tribal communities across the state.

As a partnering organization we agree to:

- Work with The Miami Foundation and other community foundation partners to ensure a grantmaking program that achieves EPA's desired outcomes for directing federal funding organizations most close to the environmental justice challenges on the ground,
- Work collaboratively with Foundation for the Carolinas and other partners in North Carolina to ensure equitable distribution of funds to reach underserved communities across the state,
- Provide support to North Carolina grantees and applicants throughout the program.

Should this funding request be successful, we look forward to working with you on this valuable project beginning in early 2024. Please let us know how we may be of additional assistance.

Sincerely,

Lori O'Keefe
President & CEO

O: Ex 6 - Personal Privacy (PP)

lori@trianglecf.org

Triangle Community Foundation - PO Box 12729 Durham, NC 27709



Other Attachment File(s)

* Mandatory Other Attachment Filename:

Add Mandatory Other Attachment

Delete Mandatory Other Attachment

View Mandatory Other Attachment

To add more "Other Attachment" attachments, please use the attachment buttons below.

Add Optional Other Attachment

Delete Optional Other Attachment

View Optional Other Attachment



Preaward Compliance Review Report for All Applicants and Recipients Requesting EPA Financial Assistance

Note: Read Instructions before completing form.

I. A. Applicant/Recipient (Name, Address, City, State, Zip Code)

Name:

Address:

City:

State: Zip Code:

B. Unique Entity Identifier (UEI):

C. Applicant/Recipient Point of Contact

Name:

Phone:

Email:

Title:

II. Is the applicant currently receiving EPA Assistance? ☐ Yes ☒ No

III. List all pending civil rights lawsuits and administrative complaints filed under federal law against the applicant/recipient that allege discrimination based on race, color, national origin, sex, age, or disability. (Do not include employment complaints not covered by 40 C.F.R. Parts 5 and 7.)

IV. List all civil rights lawsuits and administrative complaints decided against the applicant/recipient within the last year that alleged discrimination based on race, color, national origin, sex, age, or disability and enclose a copy of all decisions. Please describe all corrective actions taken. (Do not include employment complaints not covered by 40 C.F.R. Parts 5 and 7.)

V. List all civil rights compliance reviews of the applicant/recipient conducted under federal nondiscrimination laws by any federal agency within the last two years and enclose a copy of the review and any decisions, orders, or agreements based on the review. Please describe any corrective action taken. (40 C.F.R. § 7.80(c)(3))

VI. Is the applicant requesting EPA assistance for new construction? If no, proceed to VII; if yes, answer (a) and/or (b) below.

☐ Yes ☒ No

a. If the grant is for new construction, will all new facilities or alterations to existing facilities be designed and constructed to be readily accessible to and usable by persons with disabilities? If yes, proceed to VII; if no, proceed to VI(b).

☐ Yes ☐ No

b. If the grant is for new construction and the new facilities or alterations to existing facilities will not be readily accessible to and usable by persons with disabilities, explain how a regulatory exception (40 C.F.R. 7.70) applies.

- VII. Does the applicant/recipient provide initial and continuing notice that it does not discriminate on the basis of race, color, national origin, sex, age, or disability in its program or activities? (40 C.F.R 5.140 and 7.95) ☒ Yes ☐ No
- a. Do the methods of notice accommodate those with impaired vision or hearing? ☒ Yes ☐ No
- b. Is the notice posted in a prominent place in the applicant's/recipient's website, in the offices or facilities or, for education programs and activities, in appropriate periodicals and other written communications? ☒ Yes ☐ No
- c. Does the notice identify a designated civil rights coordinator? ☒ Yes ☐ No
- VIII. Does the applicant/recipient maintain demographic data on the race, color, national origin, sex, age, or disability status of the population it serves? (40 C.F.R. 7.85(a)) ☒ Yes ☐ No
- IX. Does the applicant/recipient have a policy/procedure for providing meaningful access to services for persons with limited English proficiency? (Title VI, 40 C.F.R. Part 7, *Lau v Nichols* 414 U.S. (1974)) ☒ Yes ☐ No
- X. If the applicant is an education program or activity, or has 15 or more employees, has it designated an employee to coordinate its compliance with 40 C.F.R. Parts 5 and 7? Provide the name, title, position, mailing address, e-mail address, fax number, and telephone number of the designated coordinator.

N/A

- XI. If the applicant is an education program or activity, or has 15 or more employees, has it adopted grievance procedures that assure the prompt and fair resolution of complaints that allege a violation of 40 C.F.R. Parts 5 and 7? Provide a legal citation or applicant's/recipient's website address for, or a copy of, the procedures.

N/A

For the Applicant/Recipient

I certify that the statements I have made on this form and all attachments thereto are true, accurate and complete. I acknowledge that any knowingly false or misleading statement may be punishable by fine or imprisonment or both under applicable law. I assure that I will fully comply with all applicable civil rights statutes and EPA regulations.

A. Signature of Authorized Official

Jaimie A Lewis

B. Title of Authorized Official

President and CEO

C. Date

06/30/2023

For the U.S. Environmental Protection Agency

I have reviewed the information provided by the applicant/recipient and hereby certify that the applicant/recipient has submitted all preaward compliance information required by 40 C.F.R. Parts 5 and 7; that based on the information submitted, this application satisfies the preaward provisions of 40 C.F.R. Parts 5 and 7; and that the applicant has given assurance that it will fully comply with all applicable civil rights statutes and EPA regulations.

A. *Signature of Authorized EPA Official

B. Title of Authorized Official

C. Date

General. Recipients of Federal financial assistance from the U.S. Environmental Protection Agency must comply with the following statutes and regulations.

Title VI of the Civil Rights Acts of 1964 provides that no person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance. The Act goes on to explain that the statute shall not be construed to authorize action with respect to any employment practice of any employer, employment agency, or labor organization (except where the primary objective of the Federal financial assistance is to provide employment). Section 13 of the 1972 Amendments to the Federal Water Pollution Control Act provides that no person in the United States shall on the ground of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under the Federal Water Pollution Control Act, as amended. Employment discrimination on the basis of sex is prohibited in all such programs or activities. Section 504 of the Rehabilitation Act of 1973 provides that no otherwise qualified individual with a disability in the United States shall solely by reason of disability be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance. Employment discrimination on the basis of disability is prohibited in all such programs or activities. The Age Discrimination Act of 1975 provides that no person on the basis of age shall be excluded from participation under any program or activity receiving Federal financial assistance. Employment discrimination is not covered. Age discrimination in employment is prohibited by the Age Discrimination in Employment Act administered by the Equal Employment Opportunity Commission. Title IX of the Education Amendments of 1972 provides that no person in the United States on the basis of sex shall be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance. Employment discrimination on the basis of sex is prohibited in all such education programs or activities. Note: an education program or activity is not limited to only those conducted by a formal institution. 40 C.F.R. Part 5 implements Title IX of the Education Amendments of 1972. 40 C.F.R. Part 7 implements Title VI of the Civil Rights Act of 1964, Section 13 of the 1972 Amendments to the Federal Water Pollution Control Act, and Section 504 of The Rehabilitation Act of 1973.

Items "Applicant" means any entity that files an application or unsolicited proposal or otherwise requests EPA assistance. 40 C.F.R. §§ 5.105, 7.25.

"Recipient" means any State or its political subdivision, any instrumentality of a State or its political subdivision, any public or private agency, institution, organizations, or other entity, or any person to which Federal financial assistance is extended directly or through another recipient, including any successor, assignee, or transferee of a recipient, but excluding the ultimate beneficiary of the assistance. 40 C.F.R. §§ 5.105, 7.25.

"Civil rights lawsuits and administrative complaints" means any lawsuit or administrative complaint alleging discrimination on the basis of race, color, national origin, sex, age, or disability pending or decided against the applicant and/or entity which actually benefits from the grant, but excluding employment complaints not covered by 40 C.F.R. Parts 5 and 7. For example, if a city is the named applicant but the grant will actually benefit the Department of Sewage, civil rights lawsuits involving both the city and the Department of Sewage should be listed. "Civil rights compliance review" means: any federal agency-initiated investigation of a particular aspect of the applicant's and/or recipient's programs or activities to determine compliance with the federal non-discrimination laws. Submit this form with the original and required copies of applications, requests for extensions, requests for increase of funds, etc. Updates of information are all that are required after the initial application submission. If any item is not relevant to the project for which assistance is requested, write "NA" for "Not Applicable." In the event applicant is uncertain about how to answer any questions, EPA program officials should be contacted for clarification.

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Environmental Protection Agency

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Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

EPA-R-OEJECR-OCS-23-03

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

2023-02-23

2023-06-30

EPA Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM) Southeastern
Community Foundation Climate (SCFC) Collaborative

1234-Three Year Budget MF.pdf

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1235-MF Commitment Letters 2023.pdf

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MPg1gJH+PiOxjvqMAGvrFRerXyk=

1236-EPA EJ TCGM Region 4 Sample Draft Partnership Agreement.pdf

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1237-MF Resumes 13.pdf

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1238-Job Descriptions Miami Foundation.pdf

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1239-Subgrant Proposal Guidance Sheet MF.pdf

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Ms.
Rebecca
Fishman Lipsey

President & CEO
[Redacted] NW 3rd ST
[Redacted] Ste 305
Miami
FL: Florida
33128-1839
USA: UNITED STATES

[Redacted]
[Redacted] Ex. 6 - Personal Privacy (PP)
[Redacted] RFL@miamifoundation.org

Mr.
Francisco
Gonzalo

Controller
[Redacted] NW 3rd St
[Redacted] Ste 305
Miami
FL: Florida
33128-1839
USA: UNITED STATES

[Redacted]
[Redacted] Ex. 6 - Personal Privacy (PP)
[Redacted] fgozalo@miamifoundation.org

Ms.
Nikisha
Williams

Managing Director, Collective Impact
[Redacted] NW 3rd St

Ste 305
Miami
FL: Florida
33128-1839
USA: UNITED STATES

Ex. 6 - Personal Privacy (PP)
Redacted

Ms.
Nikisha
Williams

Managing Director, Collective Impact
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Miami
FL: Florida
33128-1839
USA: UNITED STATES

Ex. 6 - Personal Privacy (PP)
Redacted

The Miami Foundation
NW 3rd Street, Suite 305

Miami
FL: Florida
33128

JYE7NQBYE2J3
Nikisha Williams
Ex. 6 - Personal Privacy (PP)
nwilliams@miamifoundation.org
Managing Director, Collective Impact
N: No
None
None
None
N: No
Y: Yes
Y: Yes
Y: Yes
Y: Yes
Y: Yes
Y: Yes
N/A
N/A
Jaimie A Lewis
President and CEO
2023-06-30

1240-Workplan EJ TCGM Region 4 MF.pdf
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1241-Workplan Figures MF.pdf
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Application
New
2023-06-30
The Miami Foundation

Ex. 6 Personal Privacy (PP)
JYE7NQBUE2J3
40 NW 3rd Street
STE 305
Maimi
FL: Florida
33128-1839
USA: UNITED STATES

Ms.
Nikisha
Williams

Managing Director, Collective Impact

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Redacted

M: Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education)
Environmental Protection Agency
66.615
Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)
EPA-R-OEJECR-OCS-23-03
Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)
EPA Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)
Southeastern Community Foundation Climate (SCFC) Collaborative

FL-027
FL-027
1242-Region 4 Congressional Districts.pdf
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2027-01-31
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c. Program is not covered by E.O. 12372.

N: No

Y: Yes

Ms.

Rebecca

Fishman Lipsey

President and CEO

Ex. 6 - Personal Privacy (PP)

RFL@miamifoundation.org

Jaimie A Lewis

2023-06-30

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2023-06-30T09:39:44.000-04:00

Jaimie A Lewis

GRANT13927036

The Congressional Districts covered in application include:

AL-All

Florida-All

Georgia-All

Mississippi-All

Kentucky-All

North Carolina-All

South Carolina-All

Tennessee-All

This application also includes the following Native American Tribes:

[HYPERLINK "<http://catawbaindian.net/>"]

[HYPERLINK "<https://ebci.com/>"]

[HYPERLINK "<http://www.miccosukeetribe.com/>"]

[HYPERLINK "<http://www.choctaw.org/>"]

[HYPERLINK "<http://www.poarchcreekindians.org/westminster/index.html>"]

Seminole Tribe of Florida

BUDGET INFORMATION - Non-Construction Programs

OMB Number: 4040-0006
Expiration Date: 02/28/2025

SECTION A - BUDGET SUMMARY

Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1. <div></div>	<div></div>	\$ <div></div>	\$ <div></div>	\$ <div></div>	\$ <div></div>	\$ <div></div>
2. <div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
3. <div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
4. <div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
5. Totals		\$ <div></div>	\$ <div></div>	\$ <div></div>	\$ <div></div>	\$ <div></div>

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SECTION B - BUDGET CATEGORIES

6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY				Total (5)
	(1)	(2)	(3)	(4)	
	N/A				
a. Personnel	\$ 710,000.00	\$	\$	\$	\$ 710,000.00
b. Fringe Benefits	156,200.00				156,200.00
c. Travel	40,000.00				40,000.00
d. Equipment	10,000.00				10,000.00
e. Supplies	20,000.00				20,000.00
f. Contractual	413,800.00				413,800.00
g. Construction					
h. Other	14,150,000.00				14,150,000.00
i. Total Direct Charges (sum of 6a-6h)	15,500,000.00				\$ 15,500,000.00
j. Indirect Charges	1,000,000.00				\$ 1,000,000.00
k. TOTALS (sum of 6i and 6j)	\$ 16,500,000.00	\$	\$	\$	\$ 16,500,000.00
7. Program Income	\$	\$	\$	\$	\$

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Prescribed by OMB (Circular A -102) Page 1A

SECTION C - NON-FEDERAL RESOURCES				
(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	(e)TOTALS
8. <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>
9. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
10. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
11. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
12. TOTAL (sum of lines 8-11)	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>

SECTION D - FORECASTED CASH NEEDS					
	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>
14. Non-Federal	\$ <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
15. TOTAL (sum of lines 13 and 14)	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>

SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT				
(a) Grant Program	FUTURE FUNDING PERIODS (YEARS)			
	(b)First	(c) Second	(d) Third	(e) Fourth
16. <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>
17. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
18. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
19. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
20. TOTAL (sum of lines 16 - 19)	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>

SECTION F - OTHER BUDGET INFORMATION	
21. Direct Charges: <input type="text"/>	22. Indirect Charges: <input type="text"/>
23. Remarks: <input type="text"/>	

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EPA KEY CONTACTS FORM

OMB Number: 2030-0020
Expiration Date: 06/30/2024

Authorized Representative: *Original awards and amendments will be sent to this individual for review and acceptance, unless otherwise indicated.*

Name:	Prefix: Dr.	First Name: Rachel	Middle Name:
	Last Name: Thomas	Suffix:	
Title:	Chair, Research and Projects		
Complete Address:			
Street1:	Ex. 6 Personal Privacy (PP)		
Street2:			
City:	LaPlace	State:	LA: Louisiana
Zip / Postal Code:	70068	Country:	USA: UNITED STATES
Phone Number:	Ex. 6 Personal Privacy (PP)	Fax Number:	
E-mail Address:	Ex. 6 Personal Privacy (PP)		

Payee: *Individual authorized to accept payments.*

Name:	Prefix:	First Name:	Middle Name:
	Last Name:	Suffix:	
Title:			
Complete Address:			
Street1:			
Street2:			
City:		State:	
Zip / Postal Code:		Country:	
Phone Number:		Fax Number:	
E-mail Address:			

Administrative Contact: *Individual from Sponsored Programs Office to contact concerning administrative matters (i.e., indirect cost rate computation, rebudgeting requests etc).*

Name:	Prefix: Dr.	First Name: Rachel	Middle Name:
	Last Name: Thomas	Suffix:	
Title:	Chair, Research and Projects		
Complete Address:			
Street1:	Ex. 6 Personal Privacy (PP)		
Street2:			
City:	LaPlace	State:	LA: Louisiana
Zip / Postal Code:	70068	Country:	USA: UNITED STATES
Phone Number:	Ex. 6 Personal Privacy (PP)	Fax Number:	
E-mail Address:	Ex. 6 Personal Privacy (PP)		

EPA KEY CONTACTS FORM

Project Manager: *Individual responsible for the technical completion of the proposed work.*

Name: Prefix: First Name: Middle Name:
Last Name: Suffix:
Title:

Complete Address:

Street1:
Street2:
City: State:
Zip / Postal Code: Country:
Phone Number: Fax Number:
E-mail Address:

Brief Organization History

Since its inception in 1974, Zeta National Educational Foundation (ZNEF) has been committed to serving individuals and communities within the United States that would be deemed underserved. Initially starting with an emphasis as a scholarship granting entity, the evolution of ZNEF has resulted from keeping a keen eye of the persistent issues plaguing the United States and seeking to provide support to reduce those issues. ZNEF was drawn to this opportunity as its work over the last few years has had an environmental justice underpinning. Our multi-year work with the National Park Service and U.S. Fish and Wildlife on preservation and conservation efforts, has sparked a great interest in identify a level of interest in the environment from minority communities. As addressed in Executive Orders 14008 and 13985, President Biden has identified environmental issues as a priority of his domestic security approach. The mission of the EPA resonates with ZNEF, as ZNEF has embarked on a journey since its creation to provide access and resources to adversely and disproportionately affected communities. This has occurred mainly through education, research and attempting to mitigate of societal ills such as health harms and risks through programming. In fact, in 1999 ZNEF served as a partnering organization in the Human Genome Project, which was funded by the United States Department of Energy and National Institute of Health. This resulted in a significant increase in data gathering in minority-based communities through information sessions and use of researchers attained by ZNEF.

ZNEF is endeared to assisting with finding pathways that allow families, especially those from underserved communities, to thrive in all aspects of life, and pursuing external funding opportunities routinely to help achieve that goal. Racial disparities in environmental issues is not a new discovery. The overrepresentation of minority communities that experience the most dire of adverse environmental effects has been well documented (Patnik et al, 2020; Environmental Protection Agency, 2023; National Institute of Health, 2021, United States Department of Justice, 2023' Nuclear Regulatory Commission, 1987; American Medical Association, 2023). In fact, the term environmental racism, has been used to describe how dire this situation is, with some calling it the “New Jim Crow” (Patnik, et al, 2020). Their proximity to hazardous waste, whether it is a chemical plant, barriers to quality healthcare, lack of access to clean water, polluted air or low air quality, grocery stores not being located in their communities, or their inability to adapt to problems caused by climate change are some of the issues regularly discussed in the conversations regarding environmental racism. Environmental justice programs, such as the EPA’s Thriving Community Grantmaking Program, with this historic level of funding, can help make a difference in these communities. As a result of this experience, managing federal dollars to carryout programming throughout the nation with fidelity, ZNEF feels it is perfectly poised to serve as a grantmaking entity.

Areas of Focus

Through the Thriving Communities Grantmaking Program, ZNEF’s grantmaking plans to focus on four key areas that are endeared to ZNEF and highlighted as area of concern for the EPA; these areas are improving food access to reduce vehicle miles traveled, emergency preparedness and disaster resiliency, cleanup projects and environmental justice training for youth. While these focus areas are important, ZNEF recognizes the ingenuity of the unknown. We are certainly open to funding projects that fall outside of the four focus areas, but have a strong environmental/health justice focus, as the outcomes reached through those opportunities, will align with those of the four focus areas; reduce the impact of environmental issues to health

create a safe environment for the next generation. Having subgrantees who are committed to improve not only the environment, but have a great impact on the human condition and health determinants is vitally important. We look forward to seeing the innovative ways the community-based organizations seek to use the funding to make strides towards realizing environmental justice.

Improving Food Access to Reduce Vehicle Miles Traveled

Government funded food assistance programs exist, yet the barrier access to quality food still persists, especially for those in the underserved and rural communities. The lack of access to quality food has been given the term food desert. Today, it is frequently used by nonprofits and governmental agencies like the United States Department of Agriculture and Center for Disease Control and Prevention to describe the lack of access to fortifying, fresh food. Of particular note, this issue has brought to light food swamps-communities that have been found to be overrun with fast food only options and the high occurrence of convenience and liquor stores that typically only occur in Black and Latino communities. The United States Department of Agriculture annually furnishes a food desert map that allows you drill down into communities by zip code to see their food desert ranking (United States Department of Agriculture, 2023).

Another layer to the food insecurity issue with environmental implications includes the environmental impact when a person must take multiple forms of transportation to access a quality grocery store, having limited access to food options such as fresh produce, traveling further to get to these healthier options and meats and even having the ability to travel to charitable organizations such as food pantries. The Centers for Disease Control even cited that “A poor transportation system cuts off access to many food outlets especially for those who do not own a car or have no access to reliable and affordable public transportation” (Centers for Disease Control, 2021). This is not a problem just in rural environments, this can also affect urban environments. According to Food Security, “studies have consistently shown that there are fewer full-service food markets per capita in neighborhoods with predominantly low income, minority, or immigrant residents” (Food Security, 2022). This is further exacerbated in rural environments, when they have no public transit system due to their location in very remote, sometimes underdeveloped areas. Having access to healthy food options is critically important due to its implications on health. There are so many health issues that result from poor diet, and having access to quality foods is important to this occurring. How can this issue be addressed? ZNEF invites organizations with innovative ideas to submit applications that will address this issue through this funding.

Emergency Preparedness and Disaster Resiliency

While disaster preparation methodologies have existed for decades, underserved communities persistently are not prepared for disaster. Hurricane season, extreme summer heat, tornadoes, blistering winters and unforeseen weather events (hail, thunderstorms, etc.) impacts everyone, especially these communities. Historically, minority communities are not prepared for disasters (Red Cross, 2023). Having community-based organizations who are already familiar with their community leading efforts helping to them prepare for disaster will be vital to mitigate property damage and potentially loss of life. Resiliency, also categorized as the ability to 'bounce back' after a significant weather event has occurred affects these communities. As these events appear to occur more frequently having impact to property and disrupting major infrastructure elements (access to clean water, electrical power, etc.) ZNEF recognizes the empowerment that can occur

form grantmaking in these areas. On the surface, natural disasters are not known to have a respect of person when they occur. They often happen with little to no warning and affect wealthy and underserved communities alike. The aftermath of a natural disaster is when the disparity is most realized. Having insurance, funds available for the deductible to have repairs performed, or even access to secure safe housing or healthcare in the after math of a storm is often elusive to underserved communities. Shriver Center on Poverty Law notes “disasters ultimately topple struggling families from their precarious state, often leaving them stuck in mold-infested, uninhabitable housing and pushing them in a deeper financial hole than ever before”(2023).

Even before disaster strikes, preparation for potential disasters such as hurricane season, bitterly cold winters, or extremely hot temperatures, often leave minority communities in a lurch. Some credit Hurricane Katrina, which devastated the Greater New Orleans and surrounding areas in 2005 for shining a light on these disparities, for the way citizens, mostly of minority communities, were unable to leave the area ahead of the numerous warnings of the devastation the storm would cause. Dilapidated infrastructure coupled with quickly changing climate conditions are both causes for citizens to be enact an emergency plan of action in the event of a natural disaster. Ready.gov emphasizes making a plan and even provides guidance on low or no cost provisions that will allow for emergency preparation methods, but this is still out of reach for many, especially those on governmental assistance programs. Therefore, ZNEF would like to see applications that target these communities providing ZNEF is interested in funding projects that focus on efforts preparing for disaster and recovery or resiliency efforts after the disaster events occur.

Environmental Justice Training for Youth

In the famed quote from former President John K. Kennedy “*The future promise of any nation can be directly measured by the present prospects of its youth.*” ZNEF’s commitment to scholarship since its founding, makes it greatly connected to ensuring the next generation of leaders are well trained to understand the profound impact environmental justice has on health justice. As a result, environmental justice training for youth is another focus area. For example, Greta Thunberg, a world renown Swedish youth who has become a formidable force within the environmental activist community, demonstrates the power youth have in moving the needle towards change. ZNEF would like to partake in inspiring the next American youth advocate in social justice through this grantmaking opportunity. Youth often have an untainted vantagepoint that allows a for a fresh perspective and approach to societal issues. The younger generation is looking at the way climate change is affecting their communities and others around the country and world. The internet and access to national and international media sources allows the youth to be able to tune into crises happening around the America and the globe. They are seeing the lack of response to the Flint, Michigan and Jackson, Mississippi water crisis, the catastrophic flash flooding in places such as Baton Rouge, Louisiana and New York. Many of our youth are called to action to find solutions to mitigate these instances from occurring or once known, put programs in place that can help reduce the effects of these occurrence disrupting the lives of citizens.

K-12 education has had a Science, Technology, Engineering and Mathematics (STEM) explosion. Children’s natural curiosity on how things work aligns perfectly with learning about the delicate balance that must exist within the environment for proper functionality. Having youth becoming leaders in the field of environmental justice aligns perfectly with the emphasis

on STEM education and even dovetail into STEAM. STEAM stands for Science, Technology, Engineering, Arts and Mathematics. The inclusion of the arts, whether visual language or physical arts, creates a more well-rounded approach to the staunch rigors of the hard science-based STEM activities, but speaks to the interconnectivity or holistic approach to learning about eco-friendly products, sustainability, toxic chemicals, proper waste disposal and poisonous materials. Building on the 1990's EPA's Youth and the Environment Program, allowing youth to see potential career paths in fields that have direct effect on the environment will help further this cause.

Small Cleanup Projects

Community cleanup projects are a great way to revitalize a community, as they address the issue of property that has been neglected, misused, vandalized. Overtime, all buildings that do not have a plan in place to maintain them, will require some level of maintenance. These types of projects can have a wide range of focus areas such as “parks, riverbanks, schoolyards, sidewalks, playing fields, and even parking lots” (Department of Justice, 2023). Blight reduction and community cleanup have been linked to interdisciplinary affects such as reducing crime, increasing property values and restoring a sense of pride in the community. Blight reduction programs have become a component of municipal services, as code enforcement is almost a required department. At the heart of blight reduction programs or code enforcement, is compliance and safety of the public when coming in contact with the affected buildings or structures. Citizens could be hurt when encountering buildings that are not up to code. Keeping playgrounds, highways or sidewalks free of trash and debris for the individuals walking along them is also important. There are several benefits to cleanup projects such as reducing the carbon footprint, making communities more attractive to business, restoring immunity pride and improving the quality of live for residents (University of Kansas, 2023).

Environmental Issues and Health

In 2023, there are several environmentally-based, health related issues plaguing the United States, that are attributed to climate change. The National Environmental Health Association lists climate change as a “the single biggest human health threat of the 21st century” (National Environmental Health Association, 2023). Various forms of pollution-water, air, chemical and plastic pollution have been proven to have adverse effects on the environment and people alike (World Health Organization, 2023). The link between environmental problems and health are interrelated, especially in underserved communities (U.S. Department of Health and Human Services, 2023; World Health Organization, 2023; National Institute of Health, University of California-Davis, 2022, Centers for Disease Control and Prevention, 2023).

Whether discussing “cancer alley” in Louisiana, the lack of access to clean drinking water in Flint, Michigan or Jackson, Mississippi, or the wildfires in California, they all have the common thread of being an environmental threat that has implications to the health and safety of the citizens of that community. ZNEF recognizes this concern, as we have multi-year partnerships that center around preservation and conservation of natural resources via partnerships with the National Parks Service and U.S. Fish and Wildlife Services. We hope to reduce the “adversely or disproportionately affected by environmental, climate, and human health policy outcomes” (EPA, 2023).

ZNEF's Rationale for a Regional Grantmaking Application

ZNEF has taken particular interest in Regional Geographic Area #4. Some key issues noted in this region are numerous. ZNEF stands in agreement highlighting the environmental issues known in Region 4 as key issues such as: Moody, Alabama landfill fire; Drinking water crisis in Jackson, Mississippi; Air quality concerns in North and South Carolina; Per- and Poly-Fluoroalkyl Substances (PFAS) pollution infiltrating water systems; and Cancer risks from ethylene oxide exposure.

ZNEF was drawn to this opportunity as its work over the last few years has had an environmental justice focus. Our work with the National Park Service and U.S. Fish and Wildlife on preservation and conservation efforts, has sparked a great interest in identify a level of interest in the environment from minority communities. Additionally, in researching the nexus between environmental conditions and its effects on health, especially in minority communities, has further piqued ZNEF's interest in providing robust opportunities to help evoke changes to this phenomenon. Becoming a Grantmaker with the EPA would provide funding make this a reality. ZNEF has had to perpetually evolve since its founding to ensure it remains relevant in contemporary society. Applications that were once received via a paper application that involved the United States Postal System, are now collected via an online electronic system. Having a voluminous paper application or application packet is not an advantageous approach for efficiency in today's society. It is important to denote this change, as it speaks to ZNEF's attention to streamlining the cumbersome process completing an application by hand can produce, especially for individuals in a underserved, remote or tribal community. An additional issue was that the applicant was also required to then mail the application off, which resulting in resources such as transportation being used to get to the Post Office and money used to mail the application off being spent for the chance to win an award.

Switching to an online system reduces that burden and allows ZNEF to keep an electronic record of the applications received, its scoring history, and the disposition to award or not award all within a cloud-based system, which drives efficiency. This modernization allowed the application process to exponentially grow from receiving a couple hundred applications to now at least 2,000 applications are received, reviewed, scored and awarded annually. This also demonstrates that ZNEF has the capacity to receive a voluminous number of applications and through a rigorous review and scoring process, award accordingly for the current 15 named awards we make annually. It should also be noted that an online application process is not without its own potential issues. Having access to a stable internet connection to compile and submit the application could be a potential issue, especially with rural applicants. Having a telephone number readily available to assist with technical assistance will be critical to assist in alleviating this burden.

ZNEF Regional Grantmaking Plan's Alignment with the EPA's Strategic Plan Overview	
EPA Strategic Goal Strategy	
Strategy 2: Consider the Health of Children at All Life Stages and Other Vulnerable Populations	Strategy 4: Strengthen Tribal, State, and Local Partnerships and Enhance Engagement

ZNEF Environmental Justice Thriving Communities Project Narrative

EPA Strategic Goal	EPA Strategic Objective(s)	ZNEF's Grant Making Plan Alignment
Goal 1: Tackle the Climate Crisis	1.2: Accelerate Resilience and Adaptation to Climate Change Impacts	Encouraging applications to seek to teach the youth about environmental justice and train them to address these issues in a local context.
Goal 2 Take Decisive Action to Advance Environmental Justice and Civil Rights	2.1: Promote Environmental Justice and Civil Rights at the Federal, Tribal, State, and Local Levels; 2.2: Embed Environmental Justice and Civil Rights into EPA's Programs, Policies, and Activities	Implementing an aggressive marketing strategy to increase the number of applications received from urban, rural and US territories and tribal councils. Encouraging applications from underserved, local, state and tribal partnerships.
Goal 6: Safeguard and Revitalize Communities	6.1: Clean Up and Restore Land for Productive Uses and Healthy Communities; 6.2: Reduce Waste and Prevent Environmental Contamination Safeguard and Revitalize Communities; 6.3: Prepare for and Respond to Environmental Emergencies	Encouraging subgrantees applications with emergency preparedness, disaster resiliency, pollution awareness and pollution reduction activities such as community cleanup and efficient ways to connect healthy foods to underserved communities.
Goal 7: Ensure Safety of Chemicals for People and the Environment	7.2 promote pollution prevention	Encouraging applications that seek to educate the general public on pollution and preventative methodologies on reducing it.

Outputs, Outcomes and Performance Management Plans

We are excited to see the ways the subgrantees will address environmental justice issues withing their communities. ZNEF staff will review and track the following:

Project Outputs

As outlined by the EPA, our outputs will include: Tracking the number of Fixed Amount applications received compared to the number we plan to award; the number of Fixed Amount applications received compared to the number awarded; the number of Phase I applications received compared to the number award; the number of Phase II applications received compared to the number we plan to award; the number of Phase III applications received compared to the number we plan to award.

Project Outcomes

Additionally, we will closely monitor program activities that allow us to track the following outcomes: Increasing emergency preparedness, disaster resiliency awareness activities performed as a result of this funding; Increasing the number of cleanup activities performed as a result of this funding; Increasing the number of youth trained in environmental justice; Increasing the number of environmental justice education; and Documenting all webinars, workshops, conference or meeting presentations, and technical assistance trips.

Subgrantee Evaluation Procedures/Performance Management Plan

As a recipient of private, corporate and federal funding, ZNEF understands the pivotal role evaluation has in the life cycle of the grant process. Grant evaluation will allow ZNEF to track the goals and objectives outlined in the subgrantee application. Additionally, it will allow ZNEF to report to the EPA the progress of the funds being used within the targeted populations and subsequently allows the Agency and President Biden to meet their administrative goals. ZNEF's evaluation process will include various data driven, outcome derived evaluation methods. The information provided below depicts the comprehensive plan of action to capture the evaluation materials for the subgrantees. This detailed plan allows for information to attained in four research-based ways: qualitative, quantitative, formative and summative.

What type of data that will be used? Qualitative Data: Application packet materials, especially the needs assessment and statement of need. Quantitative Data: Logs of activities such as attendance of events, number of cleanups, number of volunteers, educational sessions conducted, database entries, etc. **When will data be collected?** Formative Data: At the beginning of each subgrantee's activities; Summative Data: Last week or at the conclusion of the environmental justice intervention being instituted within the community. **Which annual cohorts of data will be collected?** School and grade cohorts. **Data collection methods used?** Qualitative Data: Needs assessment, community focus groups, interviews of environmental subject matter experts, community observations, logs of progress and exit interviews, etc. Quantitative Data: tracking attendees, researchers and other interested parties in increasing health justice output and program records. **How will the data be analyzed?** Qualitative Data: Review of environmental justice needs assessment to monitor progress towards reducing environmental issues impact on underserved communities; Quantitative Data-Disaggregating diagnostic test results (pre/post tests before and after environmental impact interventions), logs, analyzing environmental impact reports and attendance of events. **When will report and outcome data will be available?** Weekly, per quarter, annually. **What regularly reported information will indicate if the project met objectives and goals?** Subgrantee logs of information related to their grant such as subgrantee attendance of program sessions or events, acquisition of pertinent materials and supplies, environmental justice knowledge distribution, blight reduction, and other activities that

reduce the impact of environmental issues for underserved communities. **Who is responsible?** ZNEF staff and targeted subgrantee personnel.

ZNEF's Capacity

ZNEF sees this grantmaking opportunity as a way of lessening the devastating environmental issues that have an impact on health determinants, to extend the vitality of the environment. Our goals and objectives are S.M.A.R.T.-specific, measurable, achievable, realistic and time-bound.

While ZNEF has managed prior federal funding, it has not managed a grant of this size.

However, we are keenly aware that having staff who are knowledgeable about federal requirements for grant will be key to the grantmaking process. Our requirement for staff will be as follows: The **Director** will be required to have prior federal grant management experience; knowledge of project and process management principals; the ability to interpret federal law to determine allowable activities; prior experience leading an office/staff towards objectives and goals to include directing staff; experience collaborating with an Advisory Board to set organizational goals; knowledge of federal regulations to include (Uniform Grant Guidance, OMB Circulars and EPA specific regulations); The **Office Manager and Program Coordinators** prior federal grant management experience; knowledge of project and process management principals; experience collaborating with an Advisory Board; knowledge of carrying out program functions to reach goals and objectives; The **Comptroller** will be required to have prior federal fiscal management experience; knowledge of project and process management principals; the ability to interpret federal fiscal law to determine allowable activities; experience collaborating with an Advisory Board; knowledge of federal regulations to include (Uniform Grant Guidance, OMB Circulars and EPA specific regulations) maintain payroll, manage accounts payable and receivable

Having competent, qualified staffers will enable ZNEF to meet the goals of the EPA and manage the grantmaking process with fidelity. The three-year timeframe that the grant funds need to be expended within will not poise an issue for ZNEF's approach to awarding funds in a timely manner. Upon notification of the award, ZNEF's Thriving Communities Team will begin the process of designing the online based application and securing needed personnel. This can only be achieved with leveraging ZNEF's relationships currently in place with various organizations to attract quality applications from eligible community-based organizations. This approach, coupled with a streamlined application, will ensure that the funds are able to be received by the subgrantees within two months of their successful application to begin working towards meeting project goals and objectives.

Our Goals:

- Provide a clear framework for ZNEF subgrantee to address environmental justice issues through a streamlined application and implementation process.
- Advise and collaborate with the ZNEF Advisory Board to drive actions and responses to environmental justice projects that will be funded, impacting our communities.
- Partner with organizations and affiliates that are private, corporate or government-based, such as Zeta Phi Beta Sorority, Incorporated, to invite grant applications that address the environmental justice concerns addressed in the four focus areas.
- Be a visible and vocal force on the social and political landscape to ensure our voices are included in public policy decisions and the governing of communities, schools, housing, health, and systemic legal issues.

ZNEF Environmental Justice Thriving Communities Project Narrative

- Engage in technical assistance and provide guidance to aide in the implementation of activities that promote environmental and health justice programming through this grantmaking funding.
- Ensure that all subgrantees include a longevity plan that address sustainability of the funded projects to ensure the funding is used to make a significant impact within their community, especially subgrantees who will focus on underserved populations.

How Goals will be Achieved:

Meet and exceed all fiscal and programmatic deadlines outlined by the EPA; Increase community involved decision making on environmental issues that affect their community; Increase collaborations between various partners that work towards advancing the principles of the EPA within their communities; Increase community awareness about disaster preparedness, disaster resiliency, and food insecurity through education programs; Decrease the number of miles traveled to have access to healthy food options, especially for underserved communities; Restore community pride through providing small investments into communities to reduce environmental justice issues.

Project Management/Managed Services

Since 1974, ZNEF has performed numerous, multi-stage, projects that required a laser-like focus on ensuring deliverables were met in a timely fashion. Deploying the evidence-based strategies of project management has played an integral role in helping to meet the objectives and goals for our various projects. These projects have been funded through federal, private foundation or corporate funds. ZNEF has consistently met the deliverables for all projects we have undertaken and met the timelines for them. Our ability manage services for other entities has been the cornerstone of the projects we have had. Operating in the essence of efficiency, we are able to provide these services at a high level, with minimal budgets and ensure the goals and objectives are met.

Fiscal Management

ZNEF understands the importance of fiscal confidence when partnering with organizations that are entrusting us with six or seven figure budgets for project or program implementation. The EPA can rest assured that ZNEF serving as a grantmaking entity shifts the role we would play for accountability purposes. Even though it will be serving as a passthrough entity, having a full-time Comptroller will oversee the fiscal component of the grantmaking process. As such, ZNEF implements unyielding financial procedures to assure fidelity in project spending. The basis of accounting, bank reconciliation, journal entries are routinely performed. Monthly closeout is performed and sound recordkeeping practices (documentation) is required for all expenditures. Financial reports are internally generated and will be shared with the EPA in intervals and as requested to attest to financial fidelity. ZNEF would require all subgrantees to become familiar with fiscal procedures prescribed in the Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards; Title 2 CFR, Parts 200 and 1500, via an attestation in their respective Memorandum of Understanding (MOU) prior to any funds being disbursed. An electronic management system will be used by ZNEF staff and subgrantees for greater accountability and fiscal tracking.

ZNEF Conflict of Interest Policy

ZNEF Environmental Justice Thriving Communities Project Narrative

ZNEF Advisory Team Members will be integral to the application process, as they will help to establish the weight of each section of the application. Additionally, they may help review, score and discuss applications for potential awards. To avoid any implication of impropriety, members of the Advisory Committee, their relatives (immediate and distant), places of employment, or any companies affiliated with an advisory Committee Member are ineligible to receive subawards. At the time of discovery of a substantiated conflict of interest, the member of the Advisory Committee will be immediately dismissed and the entity applying for funding will be deemed ineligible to continue in the review process. In the event an award has been made and a conflict is discovered, engagement of the ZNEF Legal Team will be enacted and remedies for violating this clause may result in legal actions being taken.

ZNEF Procurement Policy

Though not a governmental entity, ZNEF has instituted policies that closely align with GAAP and Uniform Grant Guidance, as it relates to purchasing. ZNEF will require that all purchases will require documentation that demonstrates pricing is competitive and reasonable. Micro-purchases, those under \$10,000 will not be subject to this rules, but those purchases will only apply to certain categories such as equipment and supplies. Expenditures exceeding \$250,000 will be required a minimum of three quotes. There may be instances where a company is selected that does not provide the lowest quote; that would require a strong written justification of why they are being selected. The use of acquiring contractors through sole sourcing will be prohibited.

ZNEF Advisory Committee

The ZNEF Advisory Committee will be comprised of 10 members from around the nation who are committed to environmental justice. They help with: Increasing program status throughout the nation; Identifying individuals in the community with expertise in program evaluation; Project planning; Obtaining information on past experience with grant projects and input on a variety of fields, such as accounting, medicine, research, fundraising, and marketing; and Recruiting program participants and soliciting community involvement. The ZNEF Advisory Committee will have diverse representation mirroring the nation with an interest or background in environmental justice. This will make certain there is an intentionality on environmental justice.

Application Review Process

ZNEF anticipates thousands of applications being received. As a result, the use of a sophisticated online system will be used that will allow artificial intelligence to help filter out incomplete applications. This is a necessary stage, so that the reviewers are not idling on applications that are not complete and therefore not in contention for funding. The ZNEF Executive Director and four Program Coordinators will be employed to facilitate the review process. The ten-member Advisory Council will be afforded the opportunity to assist with creating, reviewing and scoring applications as well. This is why the Conflict-of-Interest policy is crucial to our approach, as their decision making could impact an organization being funded, and we must ensure the integrity of the process, since they will help carve out additional details on the application.

Solicitation of Feedback for ZNEF's Application Process Improvement

Technology will be integrated into the solicitation process to allow applicants and subgrantees to help refine the application and implementation process. Videos, posts to social media, testimonials and other documentation efforts that showcase the impact this program is having in the community will be vital to encouraging other organizations to submit an application. We will seek to highlight stories that discuss the application process, differences between ZNEF's process and federally applying, interaction with ZNEF staff, technical assistance throughout the project implementation, and closeout. To further improve the grantmaking application process, input will be requested from organizations that are funded and those who do not receive funding to further refine ZNEF's process. A survey will be sent the email address on record for all subgrantee applicants. Surveys will be issued throughout the grant implementation process and feedback solicited through focus groups of subgrantees.

Reliance on Technology

Technology ZNEF understands the preeminent role technology plays in the coordination of a nation-wide programming. As such, reliance on building or adopting electronic systems that suit the needs of the administrative functions required to carry out this grant will be the one of the first tasks undertaken. From design/development, testing and going live, ZNEF anticipates having an RFA system in place within four (4) months of award notification. The grants management system for tracking and review will be in place within seven (7) months of the award notification, and one month into the call for applications.

ZNEF 's Commitment to Diversity

Since its founding in 1974, ZNEF has been a staunch proponent for diversity. To further ensure the applicant pool is as diverse as possible, solicitations for applications will be sent to a variety of entities that are steeped in diversity. This will include marketing programs to the 105 Historically Black College and Universities in addition to colleges and universities with a minority serving institution designation.

ZNEF is especially sensitive to the environmental justice issues disproportionately affecting minority and underserved communities. Our approach as a grantmaking entity will have a prioritization on community-based nonprofit organizations that have historically realized success in minority communities. Therefore, a focus on minority serving organizations will be integrated into receiving the notice of applications to invite minority involvement.

Types of Projects ZNEF Seeks to Support

ZNEF will be seeking frontline community-based organizations to serve as subgrantees that are interested in making a significant impact within their communities with the Phase I, Phase II and Phase III funding. The following includes, but does not limit, the types of programming ZNEF will be looking to award subgrants to: Environmental Justice Education for Youth; Emergency Preparedness Education; Disaster Resiliency Education; Blight Mitigation Education; Mobilize Community Resiliency Efforts; Increase Greenspace Workforce Development Opportunities; Emission Reduction Efforts; Direct Support and Supplies to Underserved Communities; Property Acquisition (pursuant to federal guidelines) and Other Activities that Align with the EPA's Program Goals and Objectives. ZNEF is also interested in funding subgrantees with a high ratio of direct costs associated with implementing the grant to these communities, especially underserved and disadvantaged communities, as opposed to large amounts for indirect costs.

ZNEF'S Commitment to a Collaborative Approach

ZNEF is committed to funding subgrantees that infuse, and make clear, a collaborative approach in their grant application. Environmental justice is an interdisciplinary issue that cannot be addressed in a singular context. The sense of responsibility for any environmental issue is a herculean task that requires a team approach to prevent silos and encourage widespread success. Subgrantees will need to demonstrate collaboration with other community-based nonprofits, universities, colleges, school districts, state agencies, municipal departments, foundations, corporations and other businesses located within the community the subgrantee is looking to implement their grant activities in. Some of the benefits of this approach results in leveraging resources, access to subject matter experts, progression in research and increases the capabilities of the project to reach the overarching goals of the project.

It is crucial that subgrantees make it clear how they will engage the community to have a significant role in the decisions and activities that affect their environment and/or health. We are looking to include the powerful influence of the people's voice in regulatory decision making of municipal or federal agencies on environmental justice issues. Therefore, the inclusion of affected community, must well integrated into funded applications. ZNEF will partner with Zeta to acquire commercial office space for ZNEF staff, have access to Zeta's marketing and communication staff and have members apply to serve on the Advisory Council for this opportunity.

Zeta Phi Beta Sorority, Incorporated Partnership

As outlined in the Inflation Reduction Act, ZNEF, like the EPA, recognizes the value community-based organizations bring as resource support. ZNEF will partner with Zeta Phi Beta Sorority, Incorporated, that has over 125,000 members and access to chapters located throughout the United States in 850 chapters. These chapters are organized on college campuses, urban cities, rural locales throughout the US and render community service in a variety of ways to include environmental justice activities. The tangibles of this partnership will include: Rental of commercial office space for ZNEF Grantmaking Staff; Collaboration of Marketing and Communication Professionals to assist in creating digital, print, video and social media marketing materials; Invite members to apply to become members of the ZNEF Grantmaking Advisory Council; Access to nearly 850 chapters and their members in the United States located in urban and rural locales, Alaska, Hawaii, and the U.S. Virgin Islands helping to advertise the subgrantee opportunity, encouraging eligible community-based nonprofits to apply. The cities where chapters are located includes urban and rural cities throughout the United States and territories, as defined by the United States Census Bureau which will also be used to help increase the applications received from rurally located community-based organizations.

Application Invitations/Marketing Strategy

ZNEF plans to rely heavily on a digital marketing strategy to advertise and invite community-based organizations to apply for the Thriving Community Grants. Our intended audience is clear, community-based nonprofit organizations that have a connection to the community they serve who desire funding to help reduce an environmental justice issue that has been identified as a focus area by ZNEF. The strategy to publicize the Thriving Community application will include a Regional print and digital campaigns. We will also use Zeta chapters throughout the US to help advertise the application opening. As such, we anticipate receiving an overwhelming number of applications for each of the Phases, per grant cycle. All efforts of advertisement, publicizing and

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announcements made towards marketing this opportunity will be documented through digital files.

The application in Year 1, due to starting in February, will only be open a month. For Year 2 and 3, they will be open for two months in the fall of the preceding year, so the start date can begin in January. This will allow for the review process to be thorough and will afford the ZNEF staff with several weeks to properly onboard subgrantees and allow subgrantees to have a full year. In Year 3, there will only be one application period of Fixed Amount, Phase I and Phase II grants, since Phase III grants require a two-year timeframe, which would not be able to be met, offering them in Year 3. This will allow the Team to focus on ensuring all timeframes are met to meet the EPA programmatic and fiscal guidelines. If a Phase is not fully funded, another competition will launch, seeking applications for that specific Phase.

Year	Grant Opens*	Grant Closes*	Subgrantees Announced*	Number of Awards
Year I: 2024	February 1, 2024	March 1, 2024	April 1, 2024	Fixed Amount:10 Phase I:10 Phase II:15 Phase III:23
Year II: 2025	October 1, 2024	December 2, 2024	January 2, 2025	Fixed Amount:10 Phase I:10 Phase II:15 Phase III:23
Year III: 2026	October 1, 2025	December 1, 2025	January 2, 2026	Fixed Amount:36 Phase I:29 Phase II:30 Phase III:0

*ZNEF recognizes that the timeline mentioned above is contingent on availability of funding for the program. While unforeseen circumstances cannot be anticipated, it is ZNEF ardent intentions that this timeline will be closely implemented.

Utilizing search engine marketing will be utilized to help individuals searching for grant opportunities to see our grant information and peruse our website with the intended purpose of submitting an application. Organizing a website will be deployed within one week of being notified of funding. Though it will essentially just be a landing page, a counter will be added to depict the anticipated release date of the subgrantee application and begin amassing an email list of interested applicants. Information will be updated as it is available to keep interested parties informed of the application process, to include through the launch of the live application.

A well-designed website, ripe with information on the grantmaking process, links to technical assistance in written and video form, frequently asked questions (FAQs) and contact information for ZNEF staff. ZNEF recognizes that attaining the skills of someone who is versed in digital, community-based marketing with a national bandwidth may need to be retained to

increase our ability to inform the public of the grantmaking opportunity.

Email marketing will also be used. Sending out our grantmaking information to national nonprofit groups in the areas of environmental justice, health justice, pollution reduction, community cleanup, food desert eradication, environmental justice training of youth and disaster preparedness and disaster resiliency programs will be another strategy that helps spread the word and garner applications. As these as federal funds, we will network with all members in the United States House of Representatives and the United States Senators to post this opportunity to their websites and post on social media, inviting applications. Additionally, state legislative, municipal and tribal committees on environmental issues and health will be contacted with the grant information to help increase exposure of the application to community-based organizations.

Due to ZNEF's partnerships and collaborations with numerous Region 4 recognized organizations, ZNEF feels it is prudent to solicit applicants from unique sources. An aggressive strategy to invite applications from community-based organizations through sharing ZNEF's Thriving Communities Request for Application with organizations that have a nationally known reputation of assisting communities that are disenfranchised, underserved and would have and established rapport/access to the targeted populations. This would be organizations such as the National Association of for the National Congress of American Indians, National Indian Justice Center, Historically Black Colleges and Universities (HBCU), Minority Serving Institutions (MSI), Hispanic Serving Institutions (MSI), Advancement of Color People (NAACP), National Council for Negro Women (NCNW).

With Vice President Kamala Harris shining a light on Black Greek-lettered organizations, invitations to these organizations (Alpha Phi Alpha Fraternity, Inc., Alpha Kappa Alpha Sorority, Inc., Kappa Alpha Psi Fraternity, Inc., Omega Psi Phi Fraternity, Inc., Delta Sigma Theta Fraternity, Inc., Phi Beta Sigma Fraternity, Inc., Sigma Gamma Rho Sorority, Inc., Iota Phi Theta Fraternity, Inc.), all of whom boasts memberships well over 100,000 members, are connected to a myriad of nonprofit entities and would be invited to submit applications.

Direct communication will commence with the RFA being sent to nonprofit organizations in the inhabited United States territories to include U.S. Virgin Islands, Puerto Rico, American Samoa, Guam and Northern Mariana Island. Solicitation will also occur with school districts, municipalities, rural associations, and environmentally focused organizations that align with the goals of ZNEF's Thriving Communities Grantmaking program and the EPA.

Designing a Competitive Application Process

ZNEF is looking for innovative approaches to longstanding environmental justice issues that identify new strategies for engagement, especially for underserved communities. Capacity building, training, and promoting grant governance through effective and efficient grant and fiscal management are paramount to this process. ZNEF will required subgrantees to develop S.M.A.R.T. (specific, measurable, achievable, realistic and time-bound) applications that has one or more of the four focus areas as a foundation to their activities, though other areas that address environmental justice will also be considered. To align with the EPA's directives, the application process has been streamlined to only ask questions to seek to align the intended activities with ZNEF and EPA goals. Our approach is a national, open call for applications. Once application process is released, we may consider reopening the application for a particular Phase, if enough qualified applications are not available for consideration. We anticipate providing all applicants with a disposition letter (detailing they are not being considered or they are advancing in the

consideration process), to ensure consistent communication is given throughout the grant review process. Applicants that are not successful, will be added to a listserv/database where they will receive announcements of the opening of the application, to encourage subsequent applications.

Reducing Burden

The opportunity that would be presented in this proposal is extraordinary to disadvantaged and underserved communities. Some of the most deserving community-based nonprofit organizations, are not in a position to apply for any type of desperately needed funding, let alone federal funding, as they are usually capacity constrained. For example, having staff on hand that is able to navigate the registration process for the required governmental registration systems, such as Sams.gov and grants.gov can be an intimidating and cumbersome process. Both can take up to a month to become cleared for submissions. Grant applications are usually overly arduous in that large amounts of information, some of which is not germane to the program being proposed, is required to be part of the application. Sometimes the barrier could be not being able to articulate clearly the activities that will be performed within the grant, and the community-based organizations does not have the funds to pay for a grant writer. This especially applies to tribal, rural, and community-based organizations. Having access to these communities since 1974, garners ZNEF and advantage in serving as a grantmaking organization because there is already a national rapport with many of these communities throughout the nation that are aware of the ZNEF brand. This will allow us to focus our marketing of the grants to disenfranchised communities quickly, especially taking into account the barrier present for federal applications. ZNEF is also committed to instituting a process that is anchored in efficiency and expediency, alleviating the aforementioned burdens. The system used to capture the RFP will be housed on a cloud-based website that would be easy to search via various search engines to find, in addition to a dedicated tab being placed on our website. Once there, the applicant will be taken through five screens, that will house textboxes, radio buttons or upload links that will allow the applicant to complete the application within 45 minutes.

Another issue with the federal grantmaking process is the time it takes to actually receive the award. Even after notification of a successful proposal submission, it can take up to six (6) months to actually receive the financial portion of the award. For a resource constrained, community-based nonprofit, this can have a dire effect on the services they are able to render and can have an impact on the deliverables of the grant being made on time. ZNEF is committed to developing an electronic grants management system that will ensure that awardees are able to start receiving their funding within one-month of receiving notification of a successful application. The one-month period is needed to ensure the community-based non-profit has their internal infrastructure in place. During this month, ZNEF staff will be in communication with the subgrantee to ensure components needed to begin carrying out activities are put in place for a timely start of grant activities. All subgrantees will receive a dedicated Program Coordinator, a telephone number and email address to can be used to address their concerns and seek technical assistance from as they navigate implementing their grant. ZNEF recognizes that our target applicant will not necessarily have the funds to acquire costs and then request reimbursement. Therefore, our grants management system will have fiscal controls that allow for advance requests that will be substantiated through backup documentation to ensure fidelity in program implementation. Subgrantees will need to have their programs up and running within two months of notification of being awarded.

Addressing the Digital Divide

While Covid-19 caused many fields to innovate with digitization, this did not occur without some challenges. Citizens in areas deemed as rural still face challenges to stable internet connections and those in urban areas have issues affording internet access, both cause a deeper divide of access to information and resources on the health determinates. ZNEF seeks subgrantees that will address the digital divide how we receive our applications. Our subgrantee applications will be provided in formats that are computer based, but do not require an internet connection. Therefore, the submission process for applicants who do not have a reliable internet connection will not be needed to submit a subgrantee application. Additionally, if awarded, these same applications will be made available to show the grant's progress via reports that also include grant evaluation measures.

Application Submission Types

General contact and grant information will need to be entered into the application website. However, applicants will be afforded the opportunity to submit their project narrative in two ways. First, applications will be given the option to enter their application as an upload of a saved documents from a word processing software. The next option is to enter the application through textboxes. Whether an application is submitted via an upload or entered into textboxes, the character limitation requirements, per section, will be the same for both entries. Use of logic models are encouraged, but not required to be part of the subgrantees application. ZNEF seeks to have the most expansive reach for this opportunity which requires adhering to ADA requirements for the application website.

Pre-Application Activities

Preparing for the application release will be coupled with pre-application webinars and information sessions that will allow subgrantees to receive information on the subgrantee process and a walkthrough of the application. These sessions will take place on: Year 1: January 10, 2024; January 20, 2024; Year 2: August 15, 2024, August 24, 2024, September 10, 2024 and September 28, 2024; August 12, 2025, August 30, 2025, September 8, 2025 and September 22, 2025. These sessions will focus on asking the potential subgrantee's to be introspective prior to applying for the funding. They will include discussing the requirements of open communication to meet goals, deadlines, requests for technical assistance from ZNEF staff, types of awards offered and showing the application system. Frequently Asked Questions will be generated from these sessions and furnished on the website under a dedicated FAQ section. This will be routinely updated as questions are received.

Marketing Strategy-Online, In-Print and In-Person

An aggressive strategy to invite applications from community-based organizations through sharing ZNEF's Thriving Communities Request for Application with organizations that have a nationally known reputation of assisting communities that are disenfranchised, underserved and would have and established rapport/access to the targeted populations. This would be organizations such as the National Association of for the National Congress of American Indians, National Indian Justice Center, Historically Black Colleges and Universities (HBCU), Minority Serving Institutions (MSI), Hispanic Serving Institutions (MSI), Advancement of Color People (NAACP), National Council for Negro Women (NCNW).

ZNEF Environmental Justice Thriving Communities Project Narrative

With Vice President Kamala Harris shining a light on Black Greek-lettered organizations, invitations to the Divine Nine organizations (Alpha Phi Alpha Fraternity, Inc., Alpha Kappa Alpha Sorority, Inc., Kappa Alpha Psi Fraternity, Inc., Omega Psi Phi Fraternity, Inc., Delta Sigma Theta Fraternity, Inc., Phi Beta Sigma Fraternity, Inc., Zeta Phi Beta Sorority, Inc., Sigma Gamma Rho Sorority, Inc., Iota Phi Theta Fraternity, Inc.), all of whom have IRS designated 501 (c) 3 nonprofit entities and would be invited to submit applications.

Our marketing strategy would also include sending the RFA to school districts, municipalities, rural associations, and environmentally focused organizations that align with the goals of ZNEF's Thriving Communities Grantmaking program and the EPA.

This will include direct communication of the RFA with nonprofit organizations in the inhabited United States territories to include U.S. Virgin Islands, Puerto Rico, American Samoa, Guam and Northern Mariana Island.

Grant solicitation will occur through various forms. Documents such as letters, posters, brochures and other printed materials that will publicized the grants will be made available with the intention of saturation of our targeted population to increase the amount of applications received. ZNEF intends to minimally print promotional materials to align with the efforts of the grant to promote more environmentally conscious practices.

Online marketing via social media advertisements and state or municipal grant announcement boards will also be used to reduce costs of printed materials and generate interest in applicants. In-person opportunities will be organized in areas where a significant interest in grant applications can be generated from the target populations. These locations will include large scale events where underserved community-based organizations will be present to market the grants directly to our intended subgrantee populations, with the goal of increasing quality subgrantee application submissions. These conferences or meetings will have at least 2,000 or more and will include a booth or brief speaking opportunity where the grantmaking process will be made available to attendees.

These are all strategies ZNEF has used with previous opportunities that afford us the desired results and we are assured the same will hold true for the Thriving Communities Grantmaking opportunity.

Overcoming Language Barriers

ZNEF welcomes the opportunity to collaborate with communities and community-based organizations where English is not their first language. Materials will be prepared in Spanish and other languages to ensure the announcement of the grant is reaching as many underserved communities as possible.

Grants Management System

ZNEF has received private, corporate and governmental funding. These opportunities have been secured through manual and electronic applications. This has made us keenly aware of the attention to detail required to ensure grant activities are implemented with fidelity. Optimizing the use of those funds would be best served through an electronic, cloud-based system to track the activities performed under this grant. Technology based options also reduce the need for more frequent travel through allowing technology to be utilized.

ZNEF prioritizes proper use of the funding to ensure all funds are used for their intended purpose. Having a system in place that reduces reporting barriers will be the a critical aspect to the successful implementation of this grant. The system used to track this will play an integral

role in this occurring. The system used will be able to accept subgrantees grant applications, allow for multiple user reviewing and scoring applications, regardless of their location within the United States. Additionally, oversight of program and financial management will occur daily, with bi-weekly reporting requirements. A secure web-based system will be constructed to capture all subgrantee applications. Users will be required to establish login credentials to access the application. This creates an online environment where the submitter and reviewer can manage their applications. The ability for various users to download the entire application package or specific components to simultaneously will be a feature of this system. Subgrantee applicants that are applying for multiple years of funding will have an option to copy over application details from a previous submission. An online system check will perform an analysis of the information submitted and will require all application components to be submitted prior to application submission. This will allow subgrantees to be assured that they completed all required application components, with a timestamp to verify their submission.

Components of the Application Process

In keeping with reducing the barrier of applying for federal funding, all components of the ZNEF subgrantee application will either be textboxes with character limitations or a section that requires an upload. The application provides the strategic direction the subgrantee seeks to reduce undesirable effects in the realm of environmental justice. While high level details are required, conciseness will be paramount.

Applicant Contact Information will include the following:

- Name of Organization
- Organization Address
- Point of Contact Name
- Point of Contact Telephone Number
- Point of Contact Email Address
- Service Area Zip Code(s)
- Board Member Names/Roster

Project Information

- Project Title
- Which of the four focus areas will you address?
 - Improving food access to reduce vehicle miles traveled
 - Emergency preparedness and disaster resiliency
 - Cleanup projects
 - Environmental justice training for youth
- Are you applying for a Fixed Amount Subaward?
- Which Phase application are you applying for?
 - Phase I
 - Phase II
 - Phase III

Statement of Need

The Statement of Need should include quantifiable, baselines for the project. This builds on the Community Needs Assessment with an accurate appraisal of the current situation that the

subgrantee is looking to change. This section will answer the question of why. Why is this project worth pursuing? Why should ZNEF, and subsequently the EPA, sow funding into this project?

Documentation of need may come from a variety of qualitative and quantitative sources.

Subgrantees can obtain qualitative and quantitative data by:

- Using existing data gathered (and comparing) national, State, and local information against furnished from county, public agencies, school systems, health systems, environmental firms and adjudicated public court cases.
- Conducting surveys that gather information from a representative sample of your population(s) of focus;
- Identify key community stakeholders who are knowledgeable about the community and can accurately help in prioritizing needs; and
- 4) Utilizing community forums or public meetings to obtain information from community members about the needs facing the community and helping to prioritize needs that will serve as the basis for the subgrantee's application.

Community Needs Assessment (Phase II and Phase III Only)

A Community Needs Assessment will be the first information required to be input into the subgrantee application, as it is an important element of the planning process. This will contain information gathered from conducting a Community Needs Assessment within three (3) years of the date of the subgrantee application, to be certain it addresses current needs within the community.

Previous Environmental Justice Projects

Subgrantees will be required to explain previous environmental justice projects that they have participated in within the last three (3) years. This will give ZNEF Reviewers greater insight into the history of the organization and its connection to environmental justice.

Project Timeline

Subgrantees will be required to provide information on meeting the timelines of the Phase I, Phase II or Phase III funding they seek. Due to the urgency to ensure subgrantees will be able to expend the project funds in the designated timeframe, outlined by the EPA for the respective Phases of the Thriving Community Grant.

Project Work Plan

In this section, ZNEF is looking to see how the subgrantee plans to carry out the various components of the grant. We are seeking a detailed account of project planning, defined goals, implementation strategies and the individuals they will involve to meet those goals. ZNEF is interested to see the innovative ways subgrantees will approach addressing the four areas of focus within their communities and the strategies they will use to meet the challenges and goals of the grant. Community collaboration will be required to be addressed in this section.

Project Sustainability

While ZNEF recognizes the significance these funds will provide to community-based organizations, we seek to provide funding to organizations that will have a sustained impact on

their intended community. ZNEF seeks to see some linkage between the subgrantee's application and the project having an impact on the community in a significant way.

Budget Justification

ZNEF will require a strong alignment to the subgrantee's budget and their project narrative. This is to ensure that the project goals and objectives will have the proper financial support to be carried out to meet grant deadlines and have the intended impact within the underserved communities. The budget justification provides the connection on how costs were derived.

Budget

This section will outline the fiscal categories of personnel, fringe, travel, equipment, supplies, contractual or other of how the grand funds will be used.

Fixed Amount Subawards

Securing grant funding for community-based organizations can really prove to be a challenge. In accordance with the EPA's Subaward Policy, five fixed amount subawards will be made available annually. This will be reserved for applicants with an expressed dire need for funds and will be capped at \$75,000. To qualify for this award, subgrantees will be required to submit a modified application and select that their application is seeking a fixed amount subaward.

ZNEF's Approach for Phase I, Phase II, and Phase III Implementation

ZNEF recognizes the opportunity to serve as a grantmaking entity with this level of funding affording community-based nonprofits seeking to make substantial progress within their communities, as truly historic. Therefore, we seek annually manage a combination portfolio of projects in various stages to maximize the flow of funding into the community-based organizations that will be conducting the activities. Our goals and objectives for these projects are clear-provide funding to community-based non-profits, in an application and implementation process that is devoid of the usual rigors of applying for federal funding.

Fixed Amount/Noncompetitive Award

ZNEF will be looking for subgrantees that have an established record of activism in the one of the four areas of focus within their communities or a closely related field that aligns with EPA environmental justice. The four areas of focus will be improving food access to reduce vehicle miles traveled, emergency preparedness and disaster resiliency, cleanup projects and environmental justice training for youth. These projects will be addressing an immediate, dire need that will not be subject to the full application process of Phase I, Phase II or Phase III awards. In year 1, we would be seeking to grant 5 awards, in the predetermined \$75,000 ceiling. In year 3, when there are additional funds in the budget, a total of 9 of these awards will be furnished. The focus is on subgrantee awards that can be completed within a year, so that we can ensure the funds are spent within the required timeframe.

The projects considered for Noncompetitive Award funding must:

- Establish a connection to one or more of the four ZNEF focus areas;
- Only apply for one ZNEF subgrantee opportunity per calendar year;
- Detail the dire, immediate need of the organization;
- Present a plan that is able to begin implementation within one month of application approval.

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- Demonstrate an active role in the community in which they seek to serve;
- Include plans to expediently, yet efficiently use the grant funding within the designated year timeframe;
- Deploy research-based, proven strategies that will help make a significant impact to intended community;
- Incorporates partnerships with other non-profits, municipal, state, corporate or private collaborations;
- Facilitate real change that will have a lasting impact on the community they seek to serve.

Phase I: Assessment

ZNEF will be looking to award Phase I fundings to subgrantees that have an established record of activism in environmental or health justice within their communities. While they are aware of certain environmental issues impacting health within their community, they have not been able to formally gather information or assess the problem thoroughly due to being capacity constrained. These projects are looking to move their project forward through resource identification. We would be seeking to grant 15 awards in year 1 and 17 awards in Year 3, not to exceed \$150,000 for one year. While ZNEF has identified four areas of focus (improving food access to reduce vehicle miles traveled, emergency preparedness and disaster resiliency, cleanup projects and environmental justice training for youth), projects are not limited to just those environmental justice areas. Addressing more than one environmental issue is encouraged, but not required. Typical types of activities could include but are not limited to preliminary research, surveys, studies, monitoring, sampling, testing and public education.

The projects considered for Phase I funding must:

- Have clearly defined connection to the EPA's desire to reduce environmental justice health impacts through measurable goals and objectives;
- Only apply for one ZNEF subgrantee opportunity per calendar year;
- Can address more than one environmental issue;
- Demonstrate an active role in the community in which they seek to serve;
- Include plans to expediently, yet efficiently use the grant funding within the designated one-year timeframe;
- Deploy research-based, proven strategies that will help make a significant impact to intended community;
- Incorporates partnerships with other non-profits, municipal, state, corporate or private collaborations;
- Present a plan that is able to begin being implemented within two months of application approval; and
- Serve as an impetus to facilitate real change that will have a lasting impact on the community they seek to serve.

Phase II: Planning

For Phase II funding, ZNEF would be looking for subgrantees have an established record of activism in the community they seek to serve. They already have a firm grasp the environmental justice issues within their community and are at the stage of seeking funding to form and

implement a community-wide strategy to address them. We would be seeking to grant 15 awards, not to exceed \$250,000 for one (1) to two (2) years. While ZNEF has identified four areas of focus (improving food access to reduce vehicle miles traveled, emergency preparedness and disaster resiliency, cleanup projects and environmental justice training for youth), projects are not limited to just those environmental justice areas. Addressing more than one environmental issue is encouraged, but not required. In Year 3, the Phase II projects that will be accepted will have a timeframe of one year, to ensure they met the timeline requirements. Offering a two-year, Phase II grant in Year 3 will not allow adequate time for the timeline to be met. Typical types of activities could include but are not limited to partnership building, planning, small land purchases, projects to encourage community involvement, public education and outreach and coordination of community stakeholders.

The projects considered for Phase II funding must:

- Have clearly defined connection to the EPA's desire to reduce environmental justice health impacts through measurable goals and objectives;
- Only apply for one ZNEF subgrantee opportunity per calendar year;
- Present a plan that is able to begin being implemented within two months of application approval.
- Demonstrate an active role in the community in which they seek to serve;
- Include a comprehensive planning approach to address the focus areas in their community to expediently, yet efficiently use the grant funding within the designated one to two-year timeframe;
- Deploy research-based, proven strategies that will help make a significant impact to intended community.

Phase III: Project Development

For subgrantees seeking Phase III funding, ZNEF would be looking for subgrantees have an established record of activism in their communities. These projects have already undergone a project planning phase and have a plan of action in hand they are seeking to implement. They just need financial resources to start the process. We would be seeking to grant 20 awards, not to exceed \$350,000 for two (2) years. While ZNEF has identified four areas of focus (improving food access to reduce vehicle miles traveled, emergency preparedness and disaster resiliency, cleanup projects and environmental justice training for youth), projects are not limited to just those environmental justice areas. Addressing more than one environmental issue is encouraged, but not required. Phase III grants will not be offered in Year 3, as they require a two-year timeframe that will be unable to be met, being offered in Year 3. Typical types of activities could include but are not limited to implementation of created plans, project development, permits, implementation, construction or technical plans, public outreach and education.

The projects considered for Phase III funding must:

- Have a clearly defined connection to one or more of the four ZNEF focus areas;
- Present a plan that is able to begin being implemented within two months of application approval.
- Demonstrate an active role in the community in which they seek to serve;
- Include plans to expediently, yet efficiently use the grant funding within the designated two-year timeframe;

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- Deploy research-based, proven strategies that will help make a significant impact to intended community;
- Incorporates partnerships with other non-profits, municipal, state, corporate or private collaborations;
- Facilitate real change that will have a lasting impact on the community they seek to serve.

Sample Selection Criteria

In concert with the Advisory Council determining the weight of each criteria, the following is a sample of the selection criteria that will be used: Clearly defined connection to at least one or more of the four ZNEF environmental focus areas or another area aligned with EPA environmental justice; Proposal explicitly details how grant funds will help the organization achieve the project's environmental justice objectives and make an impact to the intended community; Project sets specific, measurable, attainable, relevant, and time-bound objectives within a realistic and attainable timeline. Activities are strongly linked to project objectives. (25%); Project sets a clear vision for success with defined outcomes that demonstrate its potential to engage, empower, and benefit a local community; An organization's ability to conduct a successful proposal, based on expertise in the field as it relates to the project, relationships on the ground, and experience working with population served; and Organization's ability to sustain the work beyond the grant period if the project is not temporary.

Past Performance

ZNEF has served as a major partner of which agreements with deliverables were signed and agreed upon for several federally and non-federally funded opportunities within the last three years. All of these partnerships are still in place today.

Agency	Agreement Amount	Agreement Length
National Institute of Health	\$125,000	5 years
National Parks Service	\$50,000	3 years
US Fish and Wildlife Services	\$100,000	8 years
Macy's	\$250,000	2 years
Google	\$100,000	3 years

In 2018, our partnership with the National Institute of Health began. Familiar with our previous work in the field of genetics with the Human Genome Project from the early 2000's, ZNEF was commissioned to help increase the number of participants in the National Institute of Health's quest to establish a national health database that includes a robust inclusion of representation from underserved communities throughout the nation. Since this partnership started, the annual target of 10,000 national participants has been realized from our efforts. In 2020, we established a national partnership with the National Parks Service to provide new opportunities for African American women and young girls to experience national parks, historic sites and monuments as well as promote interest in historic preservation careers. As a result of this partnership, 1,567 unique national visits were logged under this program and four women have attained employment with the National Parks Service. In 2015, we entered into partnership with the U.S. Fish and Wildlife Services, which affords us the opportunity to link minority youth with

conservation efforts to ignite stewardship for the outdoors with youth throughout America. As a result of this partnership, 3,000 unique visits to national refuges around the country we attributed to this partnership. Our agreement with Macy's began in 2021 and seeks to reduce the high costs of higher education through awarding scholarships to deserving, disadvantaged students through our national grant portal. In 2020, we established an agreement with Google to train 100,000 African American women with career development training that enhanced their digital skills. The target was to train at least 10,000 individuals and we have exceeded that target each year. In 2020, 11,000 women were trained and in 2022 13,000 were trained. The target is set to be exceeded again by the close of 2023. Though each agreement has its own unique composition and deliverables, the common thread among all of them was the recognition of ZNEF's ability to connect resources to underserved and disadvantaged communities that was seen as an asset in expanding the reach of each partnering organization. The multi-year, six-to-seven figure levels of funding associated with these opportunities demonstrates the readiness ZNEF has to implement the EPA's Thriving Communities Grantmaking entity.

EPA Collaboration/Reporting

In accordance with grant guidelines, ZNEF will meet the following reporting schedule: Meeting the required quarterly progress report(s) for each 12-month period; Routine telephone calls or web-based video call meetings with EPA Project Officer, as needed, to address questions, concerns or seeking guidance on program implementation as a grantmaking entity or on behalf of the subgrantees; Instituting a robust, cloud-based documentation process of subgrantee activity implementation to include photographs, videos, posting to websites and use of other social media platforms to inform the public of implementation progress; The Director will be required to submit the final technical reports within the required timeframe of 120 days after the close of the 12-month period; Financial closeout reports will be filed monthly, and other financial disclosures available upon request of EPA Project staff; Providing other reports or disclosures as requested.

Due to the time allotted for grant implementation, an aggressive monitoring strategy by ZNEF staff will be used to ensure adequate progress is being achieved towards project goals. If a subgrantee is found to not meet targets within three months, a meeting with ZNEF and EPA staff will be required to identify issues with implementation and a corrective action plan derived. If targets are unable to be met in the fourth month, the ability drawdown funds will be suspended and additional technical assistance procedures will be deployed, to possibly include in-person visit, to help get the subgrantee back on track to meet program goals.

Meeting Justice 40 Reporting

ZNEF happily commits to ensuring all subgrantee awards will have an alignment to disadvantaged or underserved communities. This will enable our subgrantees to align with the President Biden Executive Order 14008, with the goal of federal investments being realized in marginalized communities (White House, 2023). ZNEF's incriminate approach to projects has allows us to delve into a variety of areas to form partnerships or to carry out projects. This is undertaken from a standpoint of having individuals in administrative roles who are versed in quality management/project management principals. In particular, going from concept, development, execution to completion is a standard foundation all ZNEF project originate from (Project Management Institute, 2023).

Budget Justification

Personnel (\$710,00): ZNEF sees this project taking place with a staff of seven to manage the daily tasks of meeting the goals and objectives of this program. They will include: Director who will serve as the lead liaison with the EPA; coordinates staff tasks to ensure project completion; Office Manager who serves as the chief custodian of staff calendars, project records, and assists the Director, Project Coordinators and Comptroller in their routine tasks; Project Coordinators (4) assigned a portfolio of approximately 13 Noncompetitive, Phase I, Phase II, Phase II subgrantees that they will assist with meeting the goals and objectives of the grantmaking process; Comptroller establishes, maintains and monitors all internal and external fiscal processes to include draw downs, advances, payroll and closeout.

Fringe Rate (\$156,200): The predetermined fringe rate for ZNEF employees is 22% and will be levied upon all employees acquired to carry out the duties of this grant. We are choosing to keep the staff rather lean, to afford more funding to be allocated for the phased grants to send as much funding into the community as possible to address environmental justice issues. This will cover medical, dental, vision insurance and leave expenses.

Travel (\$40,000): Lodging, transportation fares, rental vehicles, ground transportation to large-scale, high traffic events to promote grant competition. Travel to render in-person technical assistance. Professional development among seven employees and Advisory Board Members to stay abreast of environmental justice innovative strategies. This line item was determined by averaging the following: 20 trips x 2,000.

Supplies (\$20,000): General office supplies for seven employees to include computers, electronic tablets, paper, pens, printers, staplers, staples, paperclips, tape, tape dispensers, notebooks, label makers, folders, file cabinets, etc. to manage and document grant activities

Equipment (\$10,000): Office equipment exceeding the 5,000 threshold (commercial copier, scanner, fax machine).

Contractual (\$440,800): Professional services such as consultation and creation of RFP and grants management system, projects management system, graphic artist for media campaigns, language interpretation for marketing materials, electronic management services, electronic employment management services, website hosting, online meeting software, cloud based online storage.

Other (Year 1: \$13,475,000/ This section houses the subgrantee awards: Fixed Amount (5x \$75,000) = \$375,000; Phase I (15x\$150,000) = \$2,250,000; Phase II (15 x \$250,000) = \$3,750,000; Phase III (20 x \$350,000) = \$7,000,000. Other costs listed in this line item includes subscriptions to environmental justice publications and membership in environmental justice nonprofit organizations. Postage for mailed out campaigns. In-person meeting expenses such as room rental, fees for booths, etc.

Indirect Cost Rate: (\$1,650,000): ZNEF is subject to federal regulation 2 CFR 200.414(f) and will assess a 10% indirect cost rate annually. ZNEF's commitment to this project allocated nearly 80% of the funds in subgrant awards, to infuse as much funding as possible into the underserved communities we seek to assist.



Preaward Compliance Review Report for All Applicants and Recipients Requesting EPA Financial Assistance

Note: Read Instructions before completing form.

I. A. Applicant/Recipient (Name, Address, City, State, Zip Code)

Name: Zeta National Educational Foundation
Address: Redacted New Hampshire NW
City: Washington DC
State: DC: District of Columbia Zip Code: 20009

B. Unique Entity Identifier (UEI): ZLQ7B5YN8KN7

C. Applicant/Recipient Point of Contact

Name: Rachel Thomas
Phone: Ex. 6 Personal Privacy (PP)
Email: Ex. 6 Personal Privacy (PP)
Title: Chair, Research and Projects

II. Is the applicant currently receiving EPA Assistance? ☐ Yes ☒ No

III. List all pending civil rights lawsuits and administrative complaints filed under federal law against the applicant/recipient that allege discrimination based on race, color, national origin, sex, age, or disability. (Do not include employment complaints not covered by 40 C.F.R. Parts 5 and 7.)

NA

IV. List all civil rights lawsuits and administrative complaints decided against the applicant/recipient within the last year that alleged discrimination based on race, color, national origin, sex, age, or disability and enclose a copy of all decisions. Please describe all corrective actions taken. (Do not include employment complaints not covered by 40 C.F.R. Parts 5 and 7.)

NA

V. List all civil rights compliance reviews of the applicant/recipient conducted under federal nondiscrimination laws by any federal agency within the last two years and enclose a copy of the review and any decisions, orders, or agreements based on the review. Please describe any corrective action taken. (40 C.F.R. § 7.80(c)(3))

NA

VI. Is the applicant requesting EPA assistance for new construction? If no, proceed to VII; if yes, answer (a) and/or (b) below.

☐ Yes ☒ No

a. If the grant is for new construction, will all new facilities or alterations to existing facilities be designed and constructed to be readily accessible to and usable by persons with disabilities? If yes, proceed to VII; if no, proceed to VI(b).

☐ Yes ☒ No

b. If the grant is for new construction and the new facilities or alterations to existing facilities will not be readily accessible to and usable by persons with disabilities, explain how a regulatory exception (40 C.F.R. 7.70) applies.

NA

- VII. Does the applicant/recipient provide initial and continuing notice that it does not discriminate on the basis of race, color, national origin, sex, age, or disability in its program or activities? (40 C.F.R 5.140 and 7.95)
- a. Do the methods of notice accommodate those with impaired vision or hearing?
- b. Is the notice posted in a prominent place in the applicant's/recipient's website, in the offices or facilities or, for education programs and activities, in appropriate periodicals and other written communications?
- c. Does the notice identify a designated civil rights coordinator?
- VIII. Does the applicant/recipient maintain demographic data on the race, color, national origin, sex, age, or disability status of the population it serves? (40 C.F.R. 7.85(a))
- IX. Does the applicant/recipient have a policy/procedure for providing meaningful access to services for persons with limited English proficiency? (Title VI, 40 C.F.R. Part 7, *Lau v Nichols* 414 U.S. (1974))
- X. If the applicant is an education program or activity, or has 15 or more employees, has it designated an employee to coordinate its compliance with 40 C.F.R. Parts 5 and 7? Provide the name, title, position, mailing address, e-mail address, fax number, and telephone number of the designated coordinator.

☒ Yes ☐ No

☒ Yes ☐ No

☒ Yes ☐ No

☐ Yes ☒ No

☒ Yes ☐ No

☒ Yes ☐ No

NA

- XI. If the applicant is an education program or activity, or has 15 or more employees, has it adopted grievance procedures that assure the prompt and fair resolution of complaints that allege a violation of 40 C.F.R. Parts 5 and 7? Provide a legal citation or applicant's/recipient's website address for, or a copy of, the procedures.

NA

For the Applicant/Recipient

I certify that the statements I have made on this form and all attachments thereto are true, accurate and complete. I acknowledge that any knowingly false or misleading statement may be punishable by fine or imprisonment or both under applicable law. I assure that I will fully comply with all applicable civil rights statutes and EPA regulations.

A. Signature of Authorized Official

Rachel Thomas

B. Title of Authorized Official

Chair, Research and Projects

C. Date

06/30/2023

For the U.S. Environmental Protection Agency

I have reviewed the information provided by the applicant/recipient and hereby certify that the applicant/recipient has submitted all preaward compliance information required by 40 C.F.R. Parts 5 and 7; that based on the information submitted, this application satisfies the preaward provisions of 40 C.F.R. Parts 5 and 7; and that the applicant has given assurance that it will fully comply with all applicable civil rights statutes and EPA regulations.

A. *Signature of Authorized EPA Official

B. Title of Authorized Official

C. Date

General. Recipients of Federal financial assistance from the U.S. Environmental Protection Agency must comply with the following statutes and regulations.

Title VI of the Civil Rights Acts of 1964 provides that no person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance. The Act goes on to explain that the statute shall not be construed to authorize action with respect to any employment practice of any employer, employment agency, or labor organization (except where the primary objective of the Federal financial assistance is to provide employment). Section 13 of the 1972 Amendments to the Federal Water Pollution Control Act provides that no person in the United States shall on the ground of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under the Federal Water Pollution Control Act, as amended. Employment discrimination on the basis of sex is prohibited in all such programs or activities. Section 504 of the Rehabilitation Act of 1973 provides that no otherwise qualified individual with a disability in the United States shall solely by reason of disability be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance. Employment discrimination on the basis of disability is prohibited in all such programs or activities. The Age Discrimination Act of 1975 provides that no person on the basis of age shall be excluded from participation under any program or activity receiving Federal financial assistance. Employment discrimination is not covered. Age discrimination in employment is prohibited by the Age Discrimination in Employment Act administered by the Equal Employment Opportunity Commission. Title IX of the Education Amendments of 1972 provides that no person in the United States on the basis of sex shall be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance. Employment discrimination on the basis of sex is prohibited in all such education programs or activities. Note: an education program or activity is not limited to only those conducted by a formal institution. 40 C.F.R. Part 5 implements Title IX of the Education Amendments of 1972. 40 C.F.R. Part 7 implements Title VI of the Civil Rights Act of 1964, Section 13 of the 1972 Amendments to the Federal Water Pollution Control Act, and Section 504 of The Rehabilitation Act of 1973.

Items "Applicant" means any entity that files an application or unsolicited proposal or otherwise requests EPA assistance. 40 C.F.R. §§ 5.105, 7.25.

"Recipient" means any State or its political subdivision, any instrumentality of a State or its political subdivision, any public or private agency, institution, organizations, or other entity, or any person to which Federal financial assistance is extended directly or through another recipient, including any successor, assignee, or transferee of a recipient, but excluding the ultimate beneficiary of the assistance. 40 C.F.R. §§ 5.105, 7.25.

"Civil rights lawsuits and administrative complaints" means any lawsuit or administrative complaint alleging discrimination on the basis of race, color, national origin, sex, age, or disability pending or decided against the applicant and/or entity which actually benefits from the grant, but excluding employment complaints not covered by 40 C.F.R. Parts 5 and 7. For example, if a city is the named applicant but the grant will actually benefit the Department of Sewage, civil rights lawsuits involving both the city and the Department of Sewage should be listed. "Civil rights compliance review"

means: any federal agency-initiated investigation of a particular aspect of the applicant's and/or recipient's programs or activities to determine compliance with the federal non-discrimination laws. Submit this form with the original and required copies of applications, requests for extensions, requests for increase of funds, etc. Updates of information are all that are required after the initial application submission. If any item is not relevant to the project for which assistance is requested, write "NA" for "Not Applicable." In the event applicant is uncertain about how to answer any questions, EPA program officials should be contacted for clarification.

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Environmental Protection Agency

66.615

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

EPA-R-OEJECR-OCS-23-03

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

2023-02-23

2023-06-30

Zeta National Education Foundation

1234-Region 4 Other FINAL.pdf
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Application
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2023-06-30
Zeta National Educational Foundation
205973787
ZLQ7B5YN8KN7
1734 New Hampshire NW
Washington DC
LA
DC: District of Columbia
20009-2526
USA: UNITED STATES

Research and Projects
Dr.
Rachel
Thomas

Chair, Research and Projects
Zeta National Educational Foundation

Ex. 6 - Personal Privacy (PP)

M: Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education)
Environmental Protection Agency
66.615

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)
EPA-R-OEJECR-OCS-23-03
Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)
ZNEF Environmental Justice Thriving Communities Regional Program
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c. Program is not covered by E.O. 12372.
N: No
Y: Yes
Dr.
Rachel
Thomas

Chair, Research and Projects

Ex. 6 - Personal Privacy (PP)

Rachel Thomas
2023-06-30

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Dr.
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70068
USA: UNITED STATES

Ex. 6 - Personal Privacy (PP)

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LA: Louisiana
70068
USA: UNITED STATES

Ex. 6 - Personal Privacy (PP)

Zeta National Educational Foundation

Ex. 6 Personal Privacy (PP)

Washington DC
DC: District of Columbia
20009

ZLQ7B5YN8KN7

Rachel Thomas

Ex. 6 - Personal Privacy (PP)

Chair, Research and Projects

N: No

NA

NA

NA

N: No

N: No

NA

Y: Yes

Y: Yes

Y: Yes

N: No

Y: Yes
Y: Yes
NA
NA
Rachel Thomas
Chair, Research and Projects
2023-06-30

1236-Thriving Communities Regional Application.pdf
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Rachel Thomas
GRANT13926936

Project Narrative File(s)

* **Mandatory Project Narrative File Filename:** 1236-Thriving Communities Regional Application.pdf

Add Mandatory Project Narrative File

Delete Mandatory Project Narrative File

View Mandatory Project Narrative File

To add more Project Narrative File attachments, please use the attachment buttons below.

Add Optional Project Narrative File

Delete Optional Project Narrative File

View Optional Project Narrative File

Manifest for Grant Application # GRANT13926936

Grant Application XML file (total 1):

1. GrantApplication.xml. (size 18009 bytes)

Forms Included in Zip File(total 6):

1. Form ProjectNarrativeAttachments_1_2-V1.2.pdf (size 16053 bytes)
2. Form SF424A-V1.0.pdf (size 22353 bytes)
3. Form EPA4700_4_5_0-V5.0.pdf (size 40418 bytes)
4. Form OtherNarrativeAttachments_1_2-V1.2.pdf (size 15921 bytes)
5. Form SF424_4_0-V4.0.pdf (size 23874 bytes)
6. Form EPA_KeyContacts_2_0-V2.0.pdf (size 37191 bytes)

Attachments Included in Zip File (total 3):

1. SF424_4_0_SF424_4_0-1235-Congressional Districts.docx
application/vnd.openxmlformats-officedocument.wordprocessingml.document (size 13936 bytes)
2. ProjectNarrativeAttachments_1_2_ProjectNarrativeAttachments_1_2-Attachments-1236-
Thriving Communities Regional Application.pdf application/pdf (size 316636 bytes)
3. OtherNarrativeAttachments_1_2_OtherNarrativeAttachments_1_2-Attachments-1234-Region
4 Other FINAL.pdf application/pdf (size 881143 bytes)

Other Attachment File(s)

* Mandatory Other Attachment Filename:

Add Mandatory Other Attachment

Delete Mandatory Other Attachment

View Mandatory Other Attachment

To add more "Other Attachment" attachments, please use the attachment buttons below.

Add Optional Other Attachment

Delete Optional Other Attachment

View Optional Other Attachment

ZNEF's Project Summary Page

Project Title: ZNEF's Environmental Justice Thriving Communities Grantmaking Program

Geographic Area: Region 4

Applicant Name: Zeta National Educational Foundation

Applicant Address: [Redacted] New Hampshire NW, Washington, D.C. 20009

Main Contact: Rachel Thomas [Ex. 6 - Personal Privacy (PP)] [Ex. 6 - Personal Privacy (PP)]

Brief Description of Applicant Organization: Since 1974, the mission of the ZNEF is to support higher education and conduct community education programs through research to improve individual and community living standards.

Minority Serving Institution: No

Community-Based Nonprofit Partner: Zeta Phi Beta Sorority, Incorporated

Abstract: The overrepresentation of minority communities that experience the direst of adverse environmental effects has been well documented (Patnik et al, 2020; Environmental Protection Agency, 2023; National Institute of Health, 2021, United States Department of Justice, 2023; American Medical Association, 2023). ZNEF is endeared to assisting with finding pathways that allow families, especially those from underserved communities, to thrive in all aspects of life, and pursuing external funding opportunities routinely to help achieve that goal.

ZNEF plans to rely heavily on a digital marketing strategy to advertise and invite community-based organizations to apply for the Thriving Community Grants. Our intended audience is community-based nonprofit organizations that have a connection to the community they serve who desire funding to help reduce an environmental justice issue that has been identified as a focus area by ZNEF.

Our goals are to meet and exceed all fiscal and programmatic deadlines outlined by the EPA; increase community involved decision making on environmental issues that affect their community; increase collaborations between various partners that work towards advancing the principles of the EPA within their communities; increase community awareness about disaster preparedness, disaster resiliency, and food insecurity through education programs; decrease the number of miles traveled to have access to healthy food options, especially for underserved communities; and restore community pride through providing small investments into communities to reduce environmental justice issues.

ZNEF's evaluation process will include various data driven, outcome derived evaluation methods. Our detailed plan allows for information to be attained in four research-based ways: qualitative, quantitative, formative and summative. Over the three-year span of this grant, we plan to offer 195 subgrants to deserving community-based organizations throughout the United States.

Phase	Subgrantee Awards Year 1	Subgrantee Awards Year 2	Subgrantee Awards Year 3	Duration of Award
Fixed Amount	10	10	36	1 year
Phase I	10	10	29	One (1) year
Phase II	15	15	30	Up to two-years
Phase III	23	23	0	Up to two-years
Total: 211	58	58	95	

Year 1 of 3	Description	Total
Personnel	Director-150,00 Office Manager-75,000 Project Coordinators (4 x90,000)-360,00 Comptroller -125,000	710,000
Fringe Benefits	Medical, dental, vision insurance and leave (22%)	156,200
Travel	Lodging, transportation fares, rental vehicles, ground transportation to large-scale, high traffic events to promote grant competition. Travel to render in-person technical assistance. Professional development among seven employees and Advisory Board Members to stay abreast of environmental justice innovative strategies. 20 trips x 2,000	40,000
Equipment	Office equipment exceeding the 5,000 threshold (commercial copier, scanner, fax)	10,000
Supplies	General office supplies for seven employees to include computers, electronic tablets, paper, pens, printers, staplers, staples, paperclips, tape, tape dispensers, notebooks, label makers, folders, file cabinets, etc. to manage and document grant activities.	20,000
Contractual	Professional services such as consultation and creation of RFP and grants management system, projects management system, graphic artist for media	413,800

	campaigns, language interpretation for marketing materials, electronic management services, electronic employment management services, website hosting, online meeting software, cloud based online storage.	
Other (including subawards)	<p>Fixed Amount $(10 \times 75,000) = 750,000$ Phase I $(10 \times 150,000) = 1,500,000$ Phase II $(15 \times 250,000) = 3,750,000$ Phase III $(23 \times 350,000) = 8,050,000$</p> <p>Subscriptions to environmental justice publications and membership in environmental justice nonprofit organizations = 5,000</p> <p>Postage for mailings = 25,000 In-person meeting expenses (room rental, fees for booths, etc.) = 70,000</p>	14,150,000
Indirect Charges (Note that as provided in the definition of <i>Modified total direct costs</i> in 2 CFR 200.1 indirect cost rates	10% indirect charges	1,00,000
may only be applied to the first \$25,000 of subawards.)		
		Total Year 1 Budgeted Costs = \$16,500,000

Year 2 of 3	Description	Total
Personnel	Director-150,00 Office Manager-75,000 Project Coordinators (4 x90,000)-360,00 Comptroller -125,000	710,000
Fringe Benefits	Medical, dental, vision insurance and leave (22%)	156,200
Travel	Lodging, transportation fares, rental vehicles, ground transportation to large-scale, high traffic events to promote grant competition. Travel to render in-person technical assistance. Professional development among seven employees and Advisory Board Members to stay abreast of environmental justice innovative strategies. 20 trips x 2,000	40,000
Equipment		
Supplies	General office supplies for seven employees to include computers, electronic tablets, paper, pens, printers, staplers, staples, paperclips, tape, tape dispensers, notebooks, label makers, folders, file cabinets, etc. to manage and document grant activities.	20,000
Contractual	Professional services such as consultation and creation of RFP and grants management system, projects management system, graphic artist for media campaigns, language	423,800

	interpretation for marketing materials, electronic management services, electronic employment management services, website hosting, online meeting software, cloud based online storage and auditing services.	
Other (including subawards)	<p>Fixed Amount $(10 \times 75,000) = 750,000$ Phase I $(10 \times 150,000) = 1,500,000$ Phase II $(15 \times 250,000) = 3,750,000$ Phase III $(23 \times 350,000) = 8,050,000$</p> <p>Subscriptions to environmental justice publications and membership in environmental justice nonprofit organizations = 5,000</p> <p>Postage for mailings = 25,000 In-person meeting expenses (room rental, fees for booths, etc.) = 70,000</p>	14,150,000
Indirect Charges (Note that as provided in the definition of <i>Modified total direct costs</i> in 2 CFR 200.1 indirect cost rates may only be applied to the first \$25,000 of subawards.)	10% indirect charges	1,000,000
		Total Year 2 Budgeted Costs = \$16,500,000

Year 3 of 3	Description	Total
Personnel	Director-150,00 Office Manager-75,000 Project Coordinators (4 x90,000)-360,00 Comptroller -125,000	710,000
Fringe Benefits	Medical, dental, vision insurance and leave (22%)	156,200
Travel	Lodging, transportation fares, rental vehicles, ground transportation to large-scale, high traffic events to promote grant competition. Travel to render in-person technical assistance. Professional development among seven employees and Advisory Board Members to stay abreast of environmental justice innovative strategies. 20 trips x 2,000	40,000
Equipment		
Supplies	General office supplies for seven employees to include computers, electronic tablets, paper, pens, printers, staplers, staples, paperclips, tape, tape dispensers, notebooks, label makers, folders, file cabinets, etc. to manage and document grant activities.	20,000
Contractual	Professional services such as consultation and creation of RFP and grants management system, projects management	423,800

	system, graphic artist for media campaigns, language interpretation for marketing materials, electronic management services, electronic employment management services, website hosting, online meeting software, cloud based online storage and auditing services.	
Other (including subawards)	<p>Fixed Amount $(36 \times 75,000) = 2,700,000$ Phase I $(29 \times 150,000) = 4,350,000$ Phase II $(30 \times 250,000) = 7,500,000$</p> <p>Subscriptions to environmental justice publications and membership in environmental justice nonprofit organizations = 5,000</p> <p>Postage for mailings = 25,000 In-person meeting expenses (room rental, fees for booths, etc.) = 70,000</p>	14,650,000

Indirect Charges (Note that as provided in the definition of <i>Modified total direct costs</i> in 2 CFR 200.1 indirect cost rates may only be applied to the first \$25,000 of subawards.)	10% indirect charges	1,000,000
		Total Year 3 Budgeted Costs = \$17,000,000

Overall Combined Budget (All Years)	Description	Total
Personnel	Director-450,00 Office Manager-225,000 Project Coordinators (4 x90,000x3)-1,080,00 Comptroller -375,000	2,130,000
Fringe Benefits	Medical, dental, vision insurance and leave (22%)	468,600
Travel	Lodging, transportation fares, rental vehicles, ground transportation to large-scale, high traffic events to promote grant competition. Travel to render in-person technical assistance. Professional development among seven employees and Advisory Board Members to stay abreast of environmental justice innovative strategies. 60 trips x 2,000	120,000
Equipment	Office equipment exceeding the 5,000 threshold (commercial copier, scanner, fax)	10,000
Supplies	General office supplies for seven employees to include computers, electronic tablets, paper, pens, printers, staplers, staples, paperclips, tape, tape dispensers, notebooks, label makers, folders, file cabinets, etc. to manage and document grant activities.	60,000
Contractual	Professional services such as consultation and creation of RFP and grants management system, projects management system, graphic artist for media campaigns, language	1,261,400

	interpretation for marketing materials, electronic management services, electronic employment management services, website hosting, online meeting software, cloud based online storage and auditing services.	
Other (including subawards)	<p>Fixed Amount $(56 \times 75,000) = 4,200,000$ Phase I $(49 \times 150,000) = 7,350,000$ Phase II $(60 \times 250,000) = 15,000,000$ Phase III $(46 \times 350,000) = 16,100,000$ Subgrant total: 42,650,000</p> <p>Subscriptions to environmental justice publications and membership in environmental justice nonprofit organizations = 15,000</p> <p>Postage for mailings = 75,000 In-person meeting expenses (room rental, fees for booths, etc.) = 210,000</p>	42,950,000
Indirect Charges (Note that as provided in the definition of <i>Modified total direct costs</i> in 2 CFR 200.1 indirect cost rates may only be applied to the first \$25,000 of subawards.)	10% indirect charges	3,000,000
		Total Budgeted Costs (All Years) = \$50,000,000

CURRICULUM VITAE

Ex. 6 Personal Privacy (PP) – June 2023

ACADEMIC DEGREES:

1990 Ed.D., Educational Leadership, Auburn University
1977 MA, Sec. Education, Administration Endorsement, University of South Alabama
1969 BS, Mathematics/Physics, Xavier University

POST DOCTORAL STUDY:

University of South Carolina -Instructional Technology and Educational Leadership

LEADERSHIP TRAINING:

Rutgers University, HBCU College of Education Deans' Think Tank
June 25-27, 2013

Community Leadership Institute, Total Community Action
New Orleans, LA , October 2012

Boston College, Institute for Administrators in Catholic Education
July 11-14, 2011

University of Virginia, Darden School of Business/Curry School of Ed.
Executive Education for School Leaders. Oct. 10-15, 2009

PROFESSIONAL EXPERIENCE:

05/2016 Professor Emeritus (Retired), Xavier University of Louisiana (XULA)

7/13-05/2016 Professor/CAEP Coordinator, Ed.D/EDLD Program Coordinator,
Division of Education and Counseling, XULA

7/09 –6/13 Chair/NCATE Coordinator, Professor, Division of Education, XULA

07/06–6/09 Chair/NCATE Coordinator, Associate Professor,
Division of Education, Miles College, Fairfield, AL

9/05-06/06 NCATE Coordinator, Associate Professor,
Division of Education, Miles College

5/05-5/06 Professor, Graduate Faculty, XULA (Year after Hurricane Katrina)

7/04–5/05 Associate Professor, Graduate Faculty, Division of Education, XULA

8/97-7/04 Chair, Assoc. Prof., Division of Education, XULA
(Undergraduate, Graduate Programs and Bolden Child Care Center)

8/94-8/97 Asst. Prof., Educational Leadership and Policies,
University of South Carolina, Columbia, SC

1/93-8/94 Asst. Prof. and Chair, Educational Leadership and Foundations,
University of South Alabama, Mobile, AL

9/91-12/92 Asst. Prof., Educational Leadership and Foundations,
University of South Alabama

10/70 -8/91 Math. & Science Teacher, Grades 6-12, School District Central Office Staff
Development Workshop, HS Assist. Prin., MS Principal, Mobile, AL

Hale, R. (1994). *Aspirations and Frustrations of Female Secondary Administrators*, the Professional Educator, 16(2), 45-50.

Hale, R. (1993). *Clubs Reach Urban Middle Level Students*, Schools in the Middle, 2(4), 23-25.

Bahr, C., Fitzgerald, G., Goin, L., Hale, R., Hasselbring, T., Hudgins, J., Junkala, J., Kenney, D., Kueker, J., Langone, J., Lokerson, J., Mangum, J., Nardi, G. & Ross, G. (1993). *Technology Applications for Individuals with Disabilities*, Project RETOOL VideoDisc

Hale, R. (1990). *Correlation Between Teacher's Perception of Student and Student's Awareness of Teacher's Perception, Self-Concept, and Obtained Grade* (Published Dissertation), Ann Arbor, MI: UMI

FUNDED GRANTS/AGREEMENTS:

NOYCE/MSTI Teacher Fellows Master Teacher Fellows Program PI with Co-Pis Dr. Sindu Unnithan and Dr. Bryan Bilyeu. NSF, \$1,814,088 2012-2015. Designed to recruit college graduates and certify them in science and mathematics. They will work in high risk schools and be mentored by veteran teachers who will be introduced to National Board Certification procedures.

TRA², Teacher Residency Academy Alliance, \$281,304 (NSF, 2011-2013) partnership with JSU and the NBPTS to recruit college graduates and certify them in science in a fast-track one year residency program where they are mentored by NBCT.

HBCU-UP XU Pre Graduate Scholars Program. Designed to address the need for more STEM teachers. \$243, 000 over 5 years. Grant with Dr. Loren Blanchard, Senior Vice President for Academic Affairs and Dr. Marty Akundi, chair, Physics Dept. (2010-2014).

Akbar, R. & Hale, R. Louisiana School Turnaround Specialist Program, Regional Provider; Louisiana Board of Regents (2010)

Partnership for Assessment of College to Career. (2011-2012) \$4000. Louisiana Board of Regents

Partnership for Assessment of Career to College (2011-2014) \$12,000. Louisiana Board of Regents.

Carre 21st Century Community Learning Center – Pearson Education Camp, Miles College, June 17-22, 2007, \$17, 500, Auburn University/Alabama State Dept. of Education

Fast Track to Teaching, U. S. Department of Ed. Transition to Teaching grant, \$1.2 million (PI, 2002- Fall 2005). Tuition assistance for graduate candidates in the alternate programs for teacher certification

Ex. 6 Personal Privacy (PP)

Experience

March 2015-Present

Xavier University of Louisiana

New Orleans, LA

Asst. Vice President of Research & Sponsored Programs & Director of Title III

The Assistant Vice President of Research and Sponsored Programs and Title III Director is responsible for visionary leadership and strategic direction to strengthen the University in a variety of areas. The AVP manages an annual budget of \$9 million and supervises activities (direct/indirectly) of administrative professionals, directors, classified staff and student workers in the areas of Academic Affairs, Facility Planning, Information Technology Services, Student Academic Success, Library Services, Institutional Advancement/Development, Center for Undergraduate Research, Summer Programs and Graduate Opportunity (student research), and the Premedical Office. Additionally, I have authored a number of grant applications to include the Trio sponsored grant applications for Upward Bound, Upward Bound Math and Science, and Ronald McNair programs; the Upward Bound Math and Science and Ronald McNair proposals were funded. Facilitates a cross divisional, integrated approach to federal, state policies and regulations for University impact and compliance.

Sept 2013-March 2015

Louisiana Office of Juvenile Justice

Baton Rouge, LA

Executive Staff Officer

Served as an administrator who provided oversight to the operation of the Central Office, state sponsored residential juvenile justice facilities, juveniles in parish jails, behavioral facilities, and community based organizations. Performed formative and summative evaluations on programs gauging effectiveness for racially diverse populations on benchmarked goals throughout the Agency with executive and director level staff, and assessed federal policy. Conducted legislative analysis, testimony and bill review on matters germane to Agency issues. Reviewed large scale contracts and scored requests for proposals. Analyzed data for reports to stakeholders such as the legislature, Governor's Office, partnering state agencies, and the public. Researched and crafted messaging for public statements and legislative lobbying. Assisted with human resource duties that included assessing the Agency's need for additional employees or reductions in force and interacting with dismissed staff for file finalization.

Aug 2013-2015

Liberty University

Online

Adjunct Professor

Rendered academic instruction via online formats such as Moodle, Canvas, Blackboard to students deemed both traditional and non-traditional graduate students in Political Science courses. Recommend course offerings.

Dec 2011-Sept 2013

Louisiana Department of Education

Baton Rouge, LA

Education Program Consultant

Managed, reviewed and approved \$24 million in educational and social federal and state grants. Enforced federal and state laws and regulations through onsite and remotely reviewing compliance monitoring. Conducted legislative analysis on federal and state legislation that directly affected educational and social programs. Provided training through technical assistance via conferences workshops, telephone, emails, and official communication to grant recipients. Crafted messaging specifically for legislative testimony of senior officials.

Ex. 6 Personal Privacy (PP)

Mar 2011-Dec 2011

University of Louisiana-Lafayette

Baton Rouge, LA

Research Associate

Coordinated the implementation of a youth survey to 100,000 youth throughout the state of Louisiana, through compiling and analyzed data to be used in reports to federal and state stakeholders.

Sept 2009-Aug 2010

Saint Leo University

Tallahassee, FL

Adjunct Professor

Instructed and advised traditional and non-traditional undergraduate students on issues pertaining to Criminal Justice topics via lectures, presentations, examinations, individual/group projects and classroom assignments.

Sept 2005-Aug 2010

Florida Department of Education

Tallahassee, FL

Regional Manager/Program Specialist IV

Administered educational and socially based federal grants for indigent and racially diverse populations, with direct oversight over 154 million dollars' worth of funding throughout the state of Florida. Performed compliance monitoring for programmatic and fiscal accuracy. This also included the review of documents from building inspections, radon testing, and proposals for capital outlay expansions. Interacted with legislative officials to form partnerships and advocate sponsoring legislation on topics germane to educational and social programming such as K-12 scholarships and charter schools. Created reports for federal entities from data analyzed from grant recipients. Compiled research to be used in messaging efforts to stakeholders regarding programs. Delivered technical assistance to complex laws, proposed legislation, legislative testimony, and regulation interpretation via conferences training sessions, telephone, email, or technical assistance papers.

Mar 2003-Sept 2005

Allstate Insurance

Tallahassee, FL

Customer Service Representative/Office Manager

Quoted and issued insurance policies. Maintained daily upkeep within the office. Accepted payments from customers. Performed secretarial duties. (Answering multiple phone lines, filing, copying). Supervised and trained new Administrative Assistants on Allstate corporate policies and supervised daily tasks.

Education

Aug 2000-Aug 2003

Florida Agricultural and Mechanical University

Tallahassee, FL

Bachelors of Science in Criminal Justice

- Political Science minor

Aug 2000-Aug 2003

Florida Agricultural and Mechanical University

Tallahassee, FL

Masters of Applied Social Science

Aug 2010-Dec 2012 Southern University and Agricultural and Mechanical College

Baton Rouge, LA

Doctor of Philosophy in Public Policy

Dissertation Title: Assessing the Impact of Race, Gender, Exclusionary Discipline Practices, and Certain School Factors on School Related Referrals within the State of Florida: A Panel Data Analysis

Publications

Gray, Phyllis. (2014). *The Disparate Treatment of Black Youth in the Juvenile Justice System*. Dubuque, IA Kendall Hunt Publishing Company. (Collaborative book; I authored chapter 2 and co-authored chapter 7)

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Skills/ Qualifications

Management

- Oversee day to day operations at one of five regional field offices
- Lead teams of up to 10 in carrying out safety meetings and observations, create weekly schedules, track field activity (personnel, equipment used, and tasks completed), and develop QA/QC schedules to ensure data collected is accurate
- Instruct groups up to 10 on departmental policies and procedures, providing updates through written correspondence as well as verbal directives

Administration/Operations

- Compile and analyze data from monitoring equipment, complete preliminary site evaluations, field trip and damage assessment reports.
- Monitor QA/QC of team members' data ensuring the most accurate results
- Served as liaison between the client (Coastal Protection and Restoration Authority-CPRA), field offices, management, and landowners in role as Landrights Coordinator
- Managed departmental tracking spreadsheets for management invoices

Technical Skills

- Perform routine and field tasks according to standard operating procedures
- Proficient in plotting vegetation transects and completing plant identification surveys in coastal Louisiana wetlands
- Competent in preparing and testing an auto-level to measure numerous elevation points in swamps and marshes
- Capable of sitting or standing to operate watercraft (mudboat, outboard, and airboat), lifting construction equipment to build boardwalks, where environmental sampling occurs
- Collect hydrologic data from Hydrolab, InSitu and YSI data sondes. Environmental parameters recorded on these devices are temperature, specific conductance, salinity, and water depth. Data is uploaded, validated, and converted into a Microsoft Excel file for analysis
- Use the Rod Surface Elevation Technique (RSET) to measure vertical changes of soil surface over time and marker horizon stations with liquid nitrogen to measure vertical accretion. When used together, these processes provide information on below ground processes that influence surface elevation change. Data is entered in Microsoft Excel
- Utilize a sharpened Meriwether corer to extract soil samples with minimum compaction and surface disturbance. Cores are delivered to a laboratory for soil property analysis
- Familiar with Microsoft Office Suite (Word, Excel, PowerPoint, Outlook, Publisher)

Experience

DECEMBER 2021 – PRESENT

Environmental Investigator 3/Natural Resources Specialist 3 **Texas Commission on Environmental Quality, Houston, TX**

I work as an Environmental Investigator in the Office of Compliance and Enforcement at the Texas Commission on Environmental Quality (TCEQ). As an Environmental Investigator, my job responsibilities include regulating the environmental effects of industrial, commercial, and governmental activities through permitting, investigation, and assessment.

- Investigate various facilities in the Region 12-Houston Office of Compliance and Enforcement
- Investigate incidents reported by citizens and the regulatory community
- Communicate with legal, and permits staff regarding compliance issues
- Write investigation reports and refer cases to Enforcement as necessary
- Ensure regulated entities follow site operating plans during incidents
- Review permits prior to their distribution to the regulatory community

DECEMBER 2019 – PRESENT

Environmental Scientist 3 **Louisiana Department of Environmental Quality, Baton Rouge, LA**

I operate as an Inspector in the Office of Environmental Compliance, Surveillance Division at the Louisiana Department of Environmental Quality (LDEQ). As an Environmental Scientist, my job responsibilities include regulating the environmental effects of industrial, commercial, governmental, and construction activities through permitting, inspection, investigation, data collection, and assessment.

- Inspect various facilities in the fourteen-parish Capital Region Office for environmental compliance
- Investigate incidents reported by citizens and the regulatory community
- Communicate with inspections, legal, and permits staff regarding compliance issues
- Write inspection and incident reports and refer cases to the Enforcement Division as necessary
- Calibrate, operate, troubleshoot and maintain ambient water quality equipment
- Conduct ambient water quality sampling
- Operate and Troubleshoot hydrologic monitoring equipment

MARCH 2007 – DECEMBER 2019

Scientist 2 **APTIM, Baton Rouge, LA**

I have served in various capacities as Landrights Coordinator, Office Lead. and Scientist for the CRMS-Wetlands project. As an Environmental Scientist, my job responsibilities include

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Educator, relationship builder, and strategizer with over ten years of experience committed to creating an avenue for underserved students to excel; skilled in brand messaging, training, and grant management focused on securing a role with an organization that is passionate about positively impacting the nation's students.

Education

VALDOSTA STATE UNIVERSITY – Valdosta, GA
Master of Education, May 2009
Higher Educational Leadership

GEORGIA SOUTHERN UNIVERSITY – Statesboro, GA
Bachelor of Arts, December 2006
Writing and Linguistics

Professional Employment History

At-Risk Funding & Innovation Coordinator, November 2022 to Current
New Mexico Public Education Department

- ◆ Effectively trains, supervises and provides daily guidance to Martinez-Yazzie Response Team.
- ◆ Creates standards of practices for the way work is completed by the Martinez-Yazzie Response Team.
- ◆ Serves as the Program Manager for Family Income Index (state grant) with over 200 recipients.
- ◆ Creates and develops program criteria for compliance and evaluation for funded programs.
- ◆ Aids in creating training for Educational Plan review for agency and participates on core team for educational plan review.
- ◆ Provides technical assistance and conducts on-site funded programs to evaluate effectiveness and compliance with state funds.
- ◆ Attends various meetings throughout the agency and state to ensure various viewpoints are utilized to increase program performance

At-Risk Coordinator, May 2022 to November 2022
New Mexico Public Education Department

- ◆ Formulated and maintained relationships over 200 recipients for Family Income Index and At-Risk Funds (state grants) in an array of areas such as grant management, compliance with federal and state rules and regulations, quality instruction for students, family engagement, and program evaluation.
- ◆ Interpreted program requirements in order to successfully create and develop Resource Guide designated state wide for compliance with state grant funds.
- ◆ Provided technical assistance to local educational agencies and schools through one on one and group trainings.
- ◆ Performed site visits to navigate issues of equity.
- ◆ Reviewed and approved educational plans to ensure compliance of Family Income Index Funds
- ◆ Reviewed and approved budgets and request for reimbursements for allowability.
- ◆ Designed and created Canvas learning course for grant recipients and colleagues.

Lead Program Development Specialist, October 2020 to May 2022

University of South Florida Institute of School Reform at the Florida Department of Education
Tallahassee, FL

- ◆ Effectively trained, supervised and provided daily guidance to Program Specialists
- ◆ Served as point of contact for over 65 sub-recipients in an array of areas such as grant management, compliance with federal and state rules and regulations, quality instruction for students, family engagement, and program evaluation.
- ◆ Reviewed 21st CCLC application including scope of work, budget and other documents for multi-million dollar agencies.
- ◆ Ensured subrecipients achieve and remain compliant with federal and state rules and regulations by providing technical assistance, sample process and forms, trainings and other items as appropriate.
- ◆ Contributed to the planning of 21st CCLC administrative activities, statewide trends, subrecipient needs, success and challenges and other topics, as needed.
- ◆ Maintained duties of Program Specialist

Program Specialist, September 2017 to October 2020

University of South Florida Institute of School Reform at the Florida Department of Education
Tallahassee, FL

- ◆ Formulated and maintained relationships to serve as main point of contact for over twenty sub-recipients in an array of areas such as grant management, compliance with federal and state rules and regulations, quality instruction for students, family engagement, and program evaluation.
- ◆ Reviewed 21st CCLC applications including RFA and RFP for program plan, budget and other documents
- ◆ Ensured that applications were in approvable form as per federal and state requirements by providing technical support and guidance to 21st CCLC subrecipients.
- ◆ Assisted subrecipients in achieving and maintaining compliance with federal and state rules and regulations by providing technical assistance, sample process and forms, trainings and other items as appropriate.
- ◆ Assisted subrecipients in other grant management activities such as amendments to the subgrant agreement, submitting documentation to support the delivery of services, reports and other as needed.
- ◆ Participated in planning conversations regarding the 21st CCLC administrative activities, statewide trends, subrecipient needs, success and challenges and other topics, as needed.
- ◆ Travelled to provide training and technical assistance, conducts site visits to gauge the quality of the programs, review their processes and provide technical assistance and guidance as needed to improve program quality and compliance including participation in meetings.
- ◆ Presented professional development courses to subrecipients, 21st CCLC staff and other stakeholders on topics such as 21st CCLC programming, quality initiatives, academic instruction, enrichment activities, grants management and others.
- ◆ Used adult learning strategies and other inquiry based activities to ensure participant engagement, understanding of content and application of material learned in order to run successful programming.

Writing Teacher, August 2016 to September 2017

Crossroad Charter School Academy
Quincy, FL

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PROFESSIONAL EXPERIENCE

Director, Congressional and Federal Relations, American Psychological Association, *October 2022-present*

- Manage legislative and executive branch portfolio for the National Institute on Alcohol Abuse and Alcoholism (NIAAA), National Institute on Drug Abuse (NIDA), National Science Foundation (NSF) and the Eunice Kennedy Shriver National Institute on Child Health and Human Development (NICHD)

Director, Virginia Promise Partnership, *April 2021-present*

- Led coalition of 30+ leading bipartisan organizations to secure over \$200M in funding for early learning and care policy in the 2022-24 Virginia biennial budget
- Developed and implement the strategic direction of the Virginia Promise Partnership to secure quality affordable child care for all Virginia families by 2030 and the electoral activities of the 501(c)(4) political arm, Virginia Promise in Action
- Grew the Partnership's grassroots advocacy network to 1000 supporters and 100 trained advocates in 18 months
- Served as the public representative for the organization authoring op-eds, creating grassroots videos, attending public events, meeting with legislators and hosting a child care policy and advocacy podcast, Promise Insider
- Facilitated all coalition meetings and activities for a diverse membership including government relations professionals, Agency staff, parents, providers and advocates

Racial Equity Consultant, Leadership Center for Excellence, *May 2021-present*

- Advise the Leadership Center for Excellence staff on best practices relating to racial equity in operations, program recruitment, and communications
- Lead racial equity listening sessions with elected officials, economic development staff, and civic leaders
- Organize statewide Racial Equity Summit sponsored by Amazon

Brandywine Museum of Art Consultant, *September 2019-May 2020*

- Advised Brandywine Museum of Art on women's suffrage exhibit focusing on Black women's history and current political perspectives. Lead panel discussions on women in politics.

Aide, Christian Dorsey, Arlington County Board, *July 2017-April 2021*

- Monitored and advised the Chair on development of local issues; led communication and served as a liaison to hundreds of constituent inquiries
- Strengthened opportunities for participation in County policy development by leading the restructuring of 60 local advisory groups
- Increased female engagement in County policy through planning and executing first roundtables to discuss coordinated strategies for women's leadership throughout Arlington
- Increased efficiency, improving constituent satisfaction and engagement, and maximized Board members' productivity by streamlining office processes

Outreach and Advocacy Consultant, US Black Chambers, Inc., *March 2017-May 2018*

- Improved capacity of Chambers through events and webinars for 1000 participants
- Provided access to capital and credit counseling workshops for 20 national and local organizations

Program Manager, Zeta Phi Beta Sorority, Inc., October 2015-March 2017

- Facilitated dynamic community development programs for 800 communities across the nation by fostering relationships with eight national partner organizations and vendors including the US Fish and Wildlife Service (USFWS), March of Dimes, and the American Cancer Society
- Secured a \$15,000 grant from USFWS
- Increased minority women's impact on federal legislation for 15,000 women by enhancing internal political engagement and external government relations strategies. Organized advocacy days, legislative visits, and training webinars

Director of Outreach, Representatives Donald Beyer and Jim Moran, January 2012-October 2015

- Improved constituent relations by representing the Congressmen at approximately 50 key community events
- Garnered support for legislative agenda by organizing more than 17 successful outreach events for 2100+ attendees focusing on critical constituencies

Sr. Legislative Affairs Officer, American Psychological Association (APA) June 2008-December 2011

- Assisted in passage of post partum depression legislation by collaborating with maternal/child and mental health organizations
- Drafted the Healthy Media for Youth Act and procured over 25 co-sponsors in two months
- Received the American Society of Association Executives' Power of A Silver Award for the APA for organizing a grassroots advocacy, legislative action and community awareness summit on the sexualization of girls with over 10 organizations and agencies

**Federal Representative/Legislative Assistant, American College of Ob-Gyns, (ACOG) Washington DC
September 1999-May 2000 and March 2003-June 2008**

- Promoted women's health policy on behalf of 51,000 ob-gyns by procuring report language and advising congressional staff using scientific evidence-based approaches to research and advocacy
- Organized briefings for over 50 advocates and staff, as well as drafted all related letters and testimony
- Chaired federal health research coalition of over 100 members and presented coalition's findings at ACOG committee meetings
- Generated congressional support for federal health agency initiatives through fact sheets and meetings with congressional staff

CURRENT COMMUNITY LEADERSHIP ROLES

Trustee, Arlington Community Foundation

Board Member, March of Dimes (DC, MD, VA, WV)

Co-Convener, NOVA Coalition and Black Women's Roundtable Virginia

EDUCATION AND TRAINING

University of Florida, Gainesville, FL, May 1999

Bachelor of Arts, Political Science

The George Washington University, Washington DC, May 2006

Master of Arts, Legislative Affairs

Professional Women in Advocacy (Fundraising), Washington, DC, May 2015

Women's Campaign School at Yale, New Haven, CT, June 2015

Leadership Arlington, Arlington, VA, 2010



Zeta Phi Beta Sorority, Incorporated
Desk of the International President and CEO, Dr. Stacie NC Grant
New Hampshire Avenue N.W.
Washington, D.C. 2009
Zphib1920.org

June 28, 2023

Since 1974, Zeta Phi Beta Sorority, Incorporated (Zeta) has shared a partnership with Zeta National Educational Foundation (ZNEF). Organized as to address societal mores, ills, prejudices, poverty, and health concerns of the day, Zeta has been a renowned community service organization since its founding on January 16, 1920. With membership of over 125,000 members who reside in all major U.S. cities and a connection to adult and youth auxiliary groups, Zeta stands ready to assist with the rigors of ZNEF's EPA grantmaking endeavors.

ZNEF and Zeta Phi Beta Sorority, Incorporated are aligned with the EPA's mission to encourage activism with organizations focused on environmental and related missions and increase involvement with social and environmental justice organizations. Zeta Phi Beta Sorority, Incorporated's support of the grantmaking pursuit ZNEF is rooted in seeing the outcomes of this opportunity being realized.

Zeta has stood as a proud partner with ZNEF through the following partnership activities:

- 1999: Human Genome Project funded by the United States Department of Energy and National Institute of Health;
- 2015: U.S. Fish and Wildlife Services partnership which affords us the opportunity to link minority youth with conservation efforts to ignite stewardship for the outdoors with youth throughout America;
- 2020: Pearls in the Wild funded by National Parks Service provided African American women and young girls to experience national parks, historic sites and monuments as well as promote interest in historic preservation careers.

Our partnership for this endeavor will include:

- Rental of commercial office space for ZNEF Grantmaking Staff;
- Collaboration of Marketing and Communication Professionals to assist in creating digital, print, video and social media marketing materials;
- Invitation of members to apply to become members of the ZNEF Grantmaking Advisory Council;
- Access to nearly 850 chapters and their members in the United States located in urban and rural locales, Alaska, Hawaii, and the U.S. Virgin Islands helping to advertise the subgrantee opportunity, encouraging eligible community-based nonprofits to apply.

Please direct any questions, comments or concerns to Dr. Rachel Thomas, ZNEF Research and Project Chair at Ex. 6 - Personal Privacy (PP) or Ex. 6 - Personal Privacy (PP)

International President

Dr. Stacie N.C. Grant
International President and CEO
Zeta Phi Beta Sorority, Incorporated

ZNEF Thriving Communities Grant Application Overview

*****The following is a sample of guiding language that will be furnished as a visual guide to the ZNEF Environmental Justice Thriving Communities Grantmaking Program*****

Introduction:

Thank you for your interest in becoming a ZNEF Thriving Communities Subgrantee. In partnership with the Environmental Protection Agency (EPA) and Zeta Phi Beta Sorority Incorporated, funds will be available for projects that address local environmental or public health challenges, especially in disadvantages communities. This grant seeks to fund activities in a phased approach to Use of logic models are encouraged, but not required to be part of the subgrantees application.

It is very important that subgrantees make it clear how they will engage the community to have a significant role in the decisions and activities that affect their environment and/or health. We are looking to include the powerful influence of the people's voice in regulatory decision making of municipal or federal agencies on environmental justice issues. Therefore, the inclusion of affected community, must well integrated into funded applications.

The Environmental Justice Thriving Communities Subgrants Award Types				
Phase	# of Subgrantee Awards Year 1	# of Subgrantee Awards Year 2	# of Subgrantee Awards Year 3	Duration of Award
Fixed Amount	5	5	25	1 year
Phase I	15	15	30	One (1) year
Phase II	15	15	30	Up to two- years
Phase III	20	20	0	Up to two- years
Total:195	55	55	85	

Eligible Subrecipients are as follows:

- Nonprofit organizations
- Community-based and grassroots nonprofit organizations
- Philanthropic and civic organizations with nonprofit status
- Tribal governments (both federally recognized and state-recognized) and intertribal consortia (i.e., a partnership between two or more tribes that work together to achieve a common objective.)
- Native American Organizations (includes Indian groups, cooperatives, nonprofit corporations, partnerships, and associations that have the authority to enter into legally binding agreements)
- Local governments (as defined by 2 CFR 200.1 – includes cities, towns, municipalities, and counties, public housing authorities and councils of government)
- Institutions of higher education (e.g., private and public universities and colleges, including community colleges)

ZNEF Thriving Communities Grant Application Overview

- Puerto Rico
- US Territories
- Freely Associated States (FAS) – including local governmental entities and local non-profit organizations in the Federated States of Micronesia, the Republic of the Marshall Islands, and Palau

Types of Eligible Projects:

The following lists includes examples of projects that can be funded under this opportunity. However, projects are not limited to just the projects listed below.

Air quality & asthma	Lead and asbestos contamination
Fence line air quality monitoring	Pesticides and other toxic substances
Monitoring of effluent discharges from industrial facilities	Healthy homes that are energy/water use efficient and not subject to indoor air pollution
Water quality & sampling	Illegal dumping activities, such as education, outreach, and small-scale clean-ups
Small cleanup projects	Emergency preparedness and disaster resiliency
Improving food access to reduce vehicle miles traveled	Environmental job training for occupations that reduce greenhouse gases and other air pollutants
Stormwater issues and green infrastructure	Environmental justice training for youth

Annual Grant Schedule				
Year	Grant Opens	Grant Closes	Subgrantees Announced*	Number of Awards
Year I: 2024	February 1, 2024	March 1, 2024	April 1, 2024	Fixed Amount:5 Phase I:15 Phase II:15 Phase III:20
Year II: 2025	October 1, 2024	December 2, 2024	January 2, 2025	Fixed Amount:5 Phase I:15 Phase II:15 Phase III:20
Year III: 2026	October 1, 2025	December 1, 2025	January 2, 2026	Fixed Amount:25 Phase I:30 Phase II:30 Phase III:0

Ineligible Organizations/Entities

In accordance with EPA regulations, only community-based, nonprofit organizations are eligible to apply. Therefore, the following organizations are ineligible to apply:

ZNEF Thriving Communities Grant Application Overview

- Individuals
- For profit businesses unless EPA's Award Official makes an exception based on factors such as those described in Appendix A of EPA's Subaward Policy.
- State governments
- Applications that are not from a community-based organization that has the designation of nonprofit.
- Applications that do not address environmental justice issues.
- Applications that do not have a project-based or collaborative.
- Applications to are seeking funding to support an organization's general programming.
- Applications submitted by organizations that are not based in the required service area(s) of the grant.
- Initiatives that support or oppose political candidates or engage in political activity.
- Applications that are solely pursued for academic research.
- Applications submitted by organizations that present a conflict of interest for members on the ZNEF Advisory Board or ZNEF employees.
- Applications that seek to regrant funding.

Instructions

This section would be built out once funded*

Types of Applications Ineligible for Funding

ZNEF seeks to make it clear the types of activities and applications we are not seeking to fund. Therefore, the following information will be provided:

- Applications that are not from community-based nonprofit organizations.
- Applications that do not address environmental justice issues.
- Applications that do not have a project-based or collaborative.
- Applications to are seeking funding to support an organization's general programming.
- Applications submitted by organizations that are not based in the required service area(s) of the grant.
- Initiatives that support or oppose political candidates or engage in political activity.
- Applications that are solely pursued for academic research.
- Applications submitted by organizations that present a conflict of interest for members on the ZNEF Advisory Board or ZNEF employees.
- Applications that seek to regrant funding.

Components of the Application Process:

In keeping with reducing the barrier of applying for federal funding, all components of the ZNEF subgrantee application will either be textboxes with character limitations or a section that requires an upload. The application provides the strategic direction the subgrantee seeks to reduce undesirable effects in the realm of environmental justice. While high level details are required, conciseness will be paramount.

ZNEF Thriving Communities Grant Application Overview

Applicant Contact Information

- Name of Organization
- Organization Address
- Point of Contact Name
- Point of Contact Telephone Number
- Point of Contact Email Address
- Service Area Zip Code(s)
- Board Member Names/Roster

Project Information

- Project Title
- Which of the four focus areas will you address?
 - Improving food access to reduce vehicle miles traveled
 - Emergency preparedness and disaster resiliency
 - Cleanup projects
 - Environmental justice training for youth
- Are you applying for a noncompetitive subaward?
- Which Phase application are you applying for?
 - Phase I
 - Phase II
 - Phase III

Attestations (Required Checkboxes)

To ensure the applications received are aligned with the spirit of this grant competition, several attestations will be required. The attestations are:

- I affirm that there is no known conflict of interest with anyone affiliated with my organization and ZNEF.
- If so, please list any known affiliations.
- I affirm that the information submitted in this application has been researched and submitted in a truthful manner.
- I affirm that if ZNEF discovers any portion of my application to be untruthful or submitted under the basis of fraudulent intentions, my application will be immediately removed from consideration.
- I understand and agree to comply with the programmatic and fiscal regulations and guidelines, if my application is selected for funding.

Sample ZNEF Award Selection Criteria

Percentages will be added after advisement from the Advisory Council

- Clearly defined connection to at least one or more of the four ZNEF environmental focus areas or another area aligned with EPA environmental justice.
- Proposal explicitly details how grant funds will help the organization achieve the project's environmental justice objectives and make an impact to the intended community.

ZNEF Thriving Communities Grant Application Overview

- Project sets specific, measurable, attainable, relevant, and time-bound objectives within a realistic and attainable timeline. Activities are strongly linked to project objectives. (%)
- Project sets a clear vision for success with defined outcomes that demonstrate its potential to engage, empower, and benefit a local community. (%)
- An organization's ability to conduct a successful proposal, based on expertise in the field as it relates to the project, relationships on the ground, and experience working with population served. (%)
- Organization's ability to sustain the work beyond the grant period if the project is not temporary. (%)

Justice 40 Requirements

ZNEF, in partnership with the Environmental Protection Agency, is committed to ensuring the Thriving Communities Grant has a focus on disadvantaged communities. To satisfy that requirement, applicants are asked to select at least one or more of the designations listed below of their target population(s). For purposes of this grant opportunity, disadvantaged communities is defined as follows:

- Low income
- persistent poverty
- High unemployment
- underemployment
- Racial and ethnic residential segregation
- Linguistic isolation
- High housing cost burden
- substandard housing

Definitions:

Underserved and disadvantaged communities is defined as “populations sharing a particular characteristic, as well as geographic communities, that have been systematically denied a full opportunity to participate in aspects of economic, social, and civic life...”. This includes communities such as Black, Latino, and Indigenous and Native American persons, Asian Americans and Pacific Islanders and other persons of color; children, the elderly, members of religious minorities; lesbian, gay, bisexual, transgender, and queer (LGBTQ+) persons; persons with disabilities; persons who live in rural areas; and persons otherwise adversely affected by persistent poverty or inequality.

Tools and Resources

To be developed once awarded

Application for Federal Assistance SF-424

* 1. Type of Submission:

- ☐ Preapplication
☒ Application
☐ Changed/Corrected Application

* 2. Type of Application:

- ☒ New
☐ Continuation
☐ Revision

* If Revision, select appropriate letter(s):

* Other (Specify):

* 3. Date Received:

06/30/2023

4. Applicant Identifier:

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

State Use Only:

6. Date Received by State:

7. State Application Identifier:

8. APPLICANT INFORMATION:

* a. Legal Name:

Zeta National Educational Foundation

* b. Employer/Taxpayer Identification Number (EIN/TIN):

205973787

* c. UEI:

ZLQ7B5YN8KN7

d. Address:

* Street1:

Redacted New Hampshire NW

Street2:

* City:

Washington DC

County/Parish:

LA

* State:

DC: District of Columbia

Province:

* Country:

USA: UNITED STATES

* Zip / Postal Code:

20009-2526

e. Organizational Unit:

Department Name:

Research and Projects

Division Name:

f. Name and contact information of person to be contacted on matters involving this application:

Prefix:

Dr.

* First Name:

Rachel

Middle Name:

* Last Name:

Thomas

Suffix:

Title:

Chair, Research and Projects

Organizational Affiliation:

Zeta National Educational Foundation

* Telephone Number:

Ex. 6 Personal Privacy (PP)

Fax Number:

* Email:

Ex. 6 - Personal Privacy (PP)

Application for Federal Assistance SF-424

* 9. Type of Applicant 1: Select Applicant Type:

M: Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education)

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

* 10. Name of Federal Agency:

Environmental Protection Agency

11. Catalog of Federal Domestic Assistance Number:

66.615

CFDA Title:

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

* 12. Funding Opportunity Number:

EPA-R-OEJECR-OCS-23-03

* Title:

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

13. Competition Identification Number:

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

Add Attachment

Delete Attachment

View Attachment

* 15. Descriptive Title of Applicant's Project:

ZNEF Environmental Justice Thriving Communities Regional Program

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424**16. Congressional Districts Of:*** a. Applicant * b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

17. Proposed Project:* a. Start Date: * b. End Date: **18. Estimated Funding (\$):**

* a. Federal	<input type="text" value="50,000,000.00"/>
* b. Applicant	<input type="text" value="0.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="50,000,000.00"/>

*** 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- ☐ a. This application was made available to the State under the Executive Order 12372 Process for review on .
- ☐ b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- ☒ c. Program is not covered by E.O. 12372.

*** 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**☐ Yes ☒ No

If "Yes", provide explanation and attach

21. *By signing this application, I certify (1) to the statements contained in the list of certifications and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 18, Section 1001)**

☒ ** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: * First Name:

Middle Name:

* Last Name:

Suffix:

* Title: * Telephone Number: Fax Number: * Email: * Signature of Authorized Representative: * Date Signed:

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Ex. 6 Personal Privacy (PP)

PROFESSIONAL EXPERIENCE

- CEO – Mary Reynolds Babcock Foundation 09/22-Present
- President & CEO – Foundation for Louisiana (formerly LA Disaster Recovery Fdn) 12/07-9/22
- Associate Vice-President & Executive Director – Tulane University 12/98 – 11/07
- Founder & Principal - Urban Consulting Group 1/99 – 8/05
Resource and Policy Development/Organizational Effectiveness
- Deputy Director of Federal & State Programs - Urban Policy Specialist III 7/96 - 12/98
City of New Orleans, Office of the Mayor
Division of Federal & State Programs & Mayor's Office Administration
- Materials Engineering Researcher 5/91 - 7/96
U.S. Department of Agriculture, Southern Regional Research Center
- Banquet Waiter – Hilton Hotel Riverside & Towers 7/87 – 3/92

EDUCATION

- Master of Business Administration, Tulane University, Louisiana 2003
Emphasis: Management / Organizational Behavior, Certificate of Entrepreneurship
- Bachelor of Arts in Biological Sciences, University of New Orleans, Louisiana 1994

Leadership Trainings and Certifications

- TransitCenter/Institute for Transportation & Development Policy Transit Board Member Fellow - 2016
- University of Oxford Impact Investing Programme Fellow - 2013
- Louisiana Effective Leadership Program Fellow – 2010-11
- Communications Institute Fellow, Opportunity Agenda – 2010-11
- Leadership Louisiana Fellow, Committee for a Better Louisiana - 2004
- Levy-Rosenblum Institute for Entrepreneurship Certification - 2003
- Certified in Project Management, American Management Association; 2.8 CEUs - 1998
- Grants Management Institute Certification - 1997
- Metropolitan Area Committee Urban Leadership Forum Fellow - 1997
- City of New Orleans Audit Compliance Training - 1996

Professional & Civic Leadership Experience

- New Orleans Regional Transit Authority, Chairman, 2018 – 2022
- Climate Initiatives Task Force, Gubernatorial Appointee & Co-Chair, Transportation Committee, 2020-22
- Greater New Orleans Funders Network, Co-Founder and Co-Chair, 2015-present
- National Academy of Sciences - Gulf Research Program Health and Resilience Board member, 2020-present
- New Orleans Jazz & Heritage Foundation, Advisory Committee member, 2019-present
- WWOZ Board Member, 2021-present
- Urban League of Louisiana, Chairman Emeritus; Chairman, 2006-2011; Board Member, Executive Committee - 2002-2006; CEO Search Committee Co-Chair, 2012 & 2018
- The Community Data Center New Orleans Index Steering Committee, 2014-2022
- Grantmakers for Southern Progress, Co-Founder, elected Inaugural Southern Co-Chair, 2013-2016

- Surdna Foundation Strong Local Economies national advisory cabinet, 2013 – 2017

Professional Recognition & Community Service Awards

- Orleans Public Defender “Clyde Merritt” Award for Justice - 2023
- Louisiana Public Defender Board Equal Justice Recognition - 2023
- Gulf Coast Center for Law & Policy “Bayou Hero” Award -2018
- National Committee for Responsive Philanthropy Award for Bold Peer Organizing - 2017
- Louis A. Martinet Society (Greater New Orleans Chapter) Earl J. Amedee Award for Justice - 2016
- Grantmakers for Southern Progress Justice & Equality Award - 2016
- Friends & Families of Louisiana’s Incarcerated Children Community Catalyst for Change Award - 2016
- Urban Conservancy/Stay Local Initiative Urban Hero Award - 2015
- Urban League of GNO Service Award for Outstanding Leadership as Board Chairman - 2011
- Children’s Defense Fund “Black Man of Distinction” Award – 2011
- Levy-Rosenblum Institute for Entrepreneurship Public Service Award - 2003
- Marcus B. Christian Community Service and Leadership Award-University of New Orleans – 1998
- “Most Valuable Chapter Member of the Year,” University of New Orleans National Alumni Association, 1996 - 1997

Last updated: June, 2023

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EXPERIENCE

Chief Finance and Operations Officer, Mary Reynolds Babcock Foundation, Inc.

Jan 2020 - Present

- Responsible for all financial operations of the organization including budgeting, monthly reporting, cash receipts and disbursements, payroll, and audit and tax coordination.
- Executes all investment and grant accounting and financial reporting. Serves as a liaison for the Foundation's investment committee and financial advisers who oversee a portfolio of market-rate investments that adhere to environmental, social, and governance best practices. Manages financial aspects of MRBF's program-related investments, which advance the Foundation's mission.
- Oversees human resources activities including onboarding, benefits administration, policy development, and compliance.

Senior Finance Director, Mary Reynolds Babcock Foundation, Inc.

Jan 2017 - Jan 2020

Finance Director, Mary Reynolds Babcock Foundation, Inc.

Sep 2007 - Jan 2017

Independent Contractor, Children's Law Center of Central North

Sep 2008 - Mar 2010

- Provide accounting and financial reporting services to the organization. Assist with budget preparation, monthly financial reporting, and grant reporting.

Adjunct Professor, Wake Forest University

Jan 2006 - May 2014

- Accounting and Financial Reporting for Governmental and Not-for-Profit Organizations

Chief Finance Officer, Action for Children North Carolina

Feb 1996 - Dec 2007

(formerly the North Carolina Child Advocacy Institute)

Sole Proprietor, CPA

Oct 1995 - Feb 1996

Finance Director, Uplift, Inc.

Feb 1994 - Oct 1995

Audit Manager & Audit Senior & Audit Staff, Arthur Andersen & Co.

Aug 1988 - Feb 1994

EDUCATION

Wake Forest University, Winston Salem, NC

B.S. Accounting, magna cum laude, May 1988

Phi Beta Kapp, Mortar Board, Omicron Delta Kappa

Certified Public Accountant

State of North Carolina, January 1991

COMMUNITY ACTIVITIES

- Philanthropy Southeast – Board Member, Secretary-Treasurer
- Riverwood Therapeutic Riding Center – Board Member, Treasurer
- North Carolina Association of CPAs – member
- American Institute of CPAs - member

Executive Summary

High-capacity leader, collaborative bridge-builder, and committed community liaison with exceptional planning and project management skills. A strategic leader who brings more than 15 years of experience in non-profit management. History of performance crafting and executing meaningful grant-making and change-management strategies. Effective communicator with a deep knowledge of evidence-based social change approaches that fuel momentum and build strong foundations for power in the American South.

PROFESSIONAL EXPERIENCE

Mary Reynolds Babcock Foundation, Winston-Salem, NC

Apr 2014 – Present

Chief Strategy Officer (*Jan 2020-Present*)

As Chief Strategy Officer, serve as a member of the Executive Team tasked with working collaboratively with the CEO, staff, funders, program partners, and the board to develop and execute the organization's programs/initiatives and strategic plans to ensure that the foundation's goals are achieved.

- Lead the development, execution, and stewardship for \$12M-\$15M in foundation grant investment and management.
- Guide in the grant-making process including strategy development, scheduling, systems development and revision, consensus building with the Program Team, and final decision-making.
- Foster the development of strong relationships with communities across the Southeast.
- Identify grant and investment opportunities, cultivate funding partners and networks to advance the Foundation's priorities, and understand the economic, political, and social context.
- Supervise staff including Network Officers, Executive Assistance and Grant Managers.

Senior Networking Officer (*September 2018- December 2019*)

- Managed portfolio relationships across the region
- Supervised staff including associate network officers and program associates.
- Streamlined grants processes.
- Served on management team and program team.

Network Officer – November 2016 – September 2018

- Manage portfolios and relationships in North Carolina, Arkansas, Georgia and Virginia.
- Lead leverage and influence work in state based portfolios.

Associate Network Officer:

- Supported program team learning and research
- Managed portfolios and relationships in North Carolina

Highlighted Achievements:

- Successfully navigated and advanced through the ranks, from associate to senior management position. Well-versed in all aspects of the organizational operation.
- Cultivate relationships and manage the \$10M Ford Foundation partnership, and \$4M Robert Wood Johnson Foundation covid response regranting partnership.
- Member of the C-suite leadership team that orchestrated the successful staff remote work transition and capacity expansion.

- Key liaison for the Board of Directors' Learning and Partnership Committee.

Prior Experience: Community Organizer. Beloved Community Center. Greensboro, N.C. 2010-2014

Education: B.A. Sociology from Guilford College, Greensboro, N.C. May 2010

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PROFILE

I am an award-winning communications professional with a robust broadcast journalism background and a driving belief in the power of storytelling. My unique expertise blends the exacting standards of a deadline-driven, bustling newsroom with the humility and care of sharing the deeply personal benefits of effective philanthropy.

EXPERIENCE: PHILANTHROPY

Communications Director, Mary Reynolds Babcock Foundation, Winston-Salem, NC, 2015-Present

- Design and execute communications strategy for a philanthropic organization with an 11-state area spanning the American South
- Write, post and disseminate articles, statements, news releases and other public communications
- Produce compelling videos profiling grantee partners across the region and the communities they serve
- Edit all foundation materials for grammar, clarity, consistency, voice and accuracy
- Interview grantee partners and other key figures for publication
- Write and edit internal communications, including memos, emails, board and committee materials, and grant recommendations
- Make presentations to the board of directors
- Guard foundation's brand and maintain its impeccable reputation
- Manage organization's website, intranet and social media platforms
- Select, hire and oversee communications-related contractors, including graphic designers, web developers, photographers and videographers
- Represent the foundation at meetings, conferences, announcements and other public events

EXPERIENCE: BROADCAST JOURNALISM

Since graduating from UNC-Chapel Hill's School of Journalism and Mass Communication, I have held multiple television news positions, including line producer, senior producer and executive producer. In nearly two decades in broadcasting, I covered everything from the aftermath of the 2010 earthquake in Haiti to national political conventions. I crafted newscasts, coordinated field crews and produced special projects and promos. At NY1 News, I launched and produced the station's first-ever interactive newscast

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that deployed a range of communications technologies to empower viewers to prioritize and comment on the top stories of the day. My coverage of Pope Benedict XVI's visit to New York City in 2008 earned a New York Press Club Award.

Line Producer, WSOC, Charlotte, NC, 2011-2014

Freelance Producer, CNN, Atlanta, GA, 2011

Freelance Producer, WGHP, High Point, NC, 2011

Executive/Senior Producer, NY1 News, New York City, 2002-2011

Line Producer, WNCN News, Raleigh, NC, 1998-2001

EDUCATION

University of North Carolina at Chapel Hill, Class of 1998

Double Major: Journalism and Mass Communication (Electronic Sequence)

Romance Languages (French)

Spring Semester in Paris: studied Architecture and Impressionism at a

Columbia University exchange school

Internship at Mediatime France, S.A., Paris

Honors: Dean's List (five semesters)

Pi Delta Phi (French National Honors Society)

SKILLS

- Crafting and implementing comprehensive communications strategies
- Visual storytelling, including shooting and editing video
- Writing and editing compelling copy
- Social media and website management
- Sharp attention to detail and accuracy
- Fluency in written and spoken French
- Convivial, team-oriented disposition
- Sense of humor

EXPERIENCE:

7/14 – Present

MARY REYNOLDS BABCOCK FOUNDATION
Grants Manager

Winston Salem, NC

- Manage the pipeline of grantmaking from initial inquiry and review stages, including conducting fiscal reviews, checking tax status, and ensuring applications are complete, properly coded, and compliant with IRS regulations and MRBF policies and procedures.
- Manage, maintain, and monitor the timely administration of grants, to include applications and required materials, staff recommendations, award documentation, grant/budget revisions and reporting.
- Produce and distribute declination emails and award letters, and payments to grantees. Respond to external surveys and data requests about MRBF's grantmaking.
- Provide technical support to grantees with online application and reporting system.
- Coordinates with Chief Finance and Operations Officer to ensure compliance with Foundation and IRS policies. Provide requested grant-related information for annual audits.
- Participate in Grants Management team learning and activities, including meetings and professional development opportunities to stay up to date on developments in the field and compliance requirements; and undertake special projects as assigned or initiated.
- Pull, validate, and analyze datasets as needed for activities such as internal reconciliation and ongoing learning.

8/07 – 7/14

FOUNDATION SOURCE
Director of Client Services

Fairfield, CT

- Manage a team of Private Client Advisors (3) responsible for 205 clients with an aggregate of \$975 million in assets.
- Design and manage grant application process. Work with applicants to provide technical support and guidance. Manage the entire grant making and follow up reporting process.
- Coordinate advanced granting services, such as scholarships, international grants, PRI's, MRI's, DCA's and emergency/hardship grants to individuals. Act as an advisor to clients on policies and foundation compliance issues.
- Advise clients on all aspects of their philanthropy, to help them consider options, organize and manage their charitable activities, and ultimately, achieve greater focus, impact and reward from their foundation's activity.
- Participate in QA testing for new software releases and enhancements.
- Respond to requests for referrals and testimonials by deepening network of clients and advisors. Participate in prospect meetings and assist Managing Directors in closing sales.

6/05 – 8/07

Private Client Advisor

- Establish and maintain a relationship with a dedicated base of clients: responding to requests for information, anticipating and customizing services to meet client needs, overseeing and executing day-to-day administrative tasks and providing superior service and support to clients and their trusted advisors.
- Bring new clients onto the Foundation Source platform, coordinating with internal implementation specialists as well as the client's financial institutions and trusted advisors.
- Provide feedback to the technology team on common problems and/or opportunities for product improvement and enhancement.

8/04 – 6/05

Executive Assistant / Office Manager

- Responsible for coordination of executive management team including complex travel arrangements, heavy calendaring and creating PowerPoint presentations for use with clients, prospects and financial institution partners.

1997 – 2004

COOPERSURGICAL, INC.

Trumbull, CT

Database Marketing Manager

- Developed mailing list strategy, researched and targeted lists (using list brokers and internal marketing database), ordered and analyzed list ROI.
- Planned and executed targeted mail campaigns including list selection/procurement, merge/purge analysis and lettershop/mail house activities. Coordinated flow of content from internal departments. Managed budget and vendor relationships. Worked with internal creative team to develop strategy and mailing components including review of concepts and copy.
- Managed direct mail campaigns from conception to lead management. Targeted physicians and hospitals and generated annual sales in excess of \$10 million. Tracked sales (units and dollars) that resulted from promotional efforts (website, direct mail, ads, trade shows, etc.) and generated follow up analysis reports. Performed ROI analysis on all campaigns.
- Coordinated with telemarketing, customer service and sales departments to ensure timely handling of inquiries, leads and order input.
- Created Training Manual for Pivotal CRM and rolled it out to the entire sales force.

1992 – 1997

Sales and Marketing Administrator

- Researched potential business opportunities and assisted in deal-making process. Actively involved as support and liaison for due diligence team in the successful acquisition of businesses.
- Assisted in the day-to-day activities of the sales and marketing departments including: monitoring inventory levels of marketing and educational materials; coordinated and monitored system-specific marketing campaigns with agencies; coordinated the implementation of marketing plans.
- Supported the CEO, Vice President of Marketing and Vice President of Sales. In addition to administrative functions, coordinated sales contests and incentive/bonus plans.
- Extensive meeting planning: maintenance of all meeting information (meeting details, attendee tracking, badges, hotels, equipment required, speaker arrangements). Responsible for communication to the hotel for all planning of logistics. This included setting-up master billing and billing instructions, rooming list, food and beverage requirements, recreational activities, etc.
- Maintained personnel files for all manufacturer's representatives. Worked in conjunction with the legal department to prepare employment and confidentiality agreements.

EDUCATION:

- New York University, Diploma in Direct Marketing
- The London Chamber of Commerce and Industry Private Secretary's Certificate
- Oxford 'O' Levels in English Language, English Literature, French and Geography

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RESULTS-ORIENTED EXECUTIVE WITH MORE THAN 20 YEARS OF STRATEGIC PHILANTHROPIC ADVISEMENT, program development, fundraising, grant making and governance experience in the non-profit, for-profit and government sectors. Strong leader and committed team player with passionate community “first” attitude. Ability to develop effective civic-engagement and leadership development programs consistent with the needs of our clients’ communities. Successfully deployed executive board development training for key organizations.

PROFESSIONAL EXPERIENCE

Mary Reynolds Babcock Foundation, Winston Salem NC
Chief Equity Officer

2020-Present

The Chief Equity Officer (CEqO) leads the organization efforts to build a strong equitable organizational culture, establishing the organization’s equity platform and subsequent policies. This position serves as counsel on internal equity matters and provides grantees with the support and resources needed to address equity issues in the field and have intentional impact. It also oversees the communications department.

The CEqO is a member of the senior management team, lending thought leadership that undergirds MRBF’s overall strategic framework; the position works closely with the Chief Executive Officer to achieve the mission of the MRBF through an equitable lens.

Partnership for Southern Equity, Atlanta, GA
Vice President, Strategy & Engagement

2018 – 2020

Dwayne's primary responsibilities include organizational and programmatic strategy, planning and implementation. He provides leadership through the management and coordination of all program and management staff, strategy development, alliance building, and relationship management. Dwayne also leads PSE’s Organizing Unit who ensures the delivery and impact of PSE’s programs and community organizing and power building initiatives in the American South. As a member of the Executive team, he provides strategic advisement to PSE’s Founder and Chief Equity Officer. He advises on the most pressing strategic and operational issues. His work includes partnering with established organizations to ensure growth and organizational performance improvement and assessing new opportunities for impact as the field evolves. Additional responsibilities are:

- Provide day-to-day leadership and management guidance which mirror the adopted mission and core values of PSE to grow a self-sustaining Non-Governmental Organization (NGO).
- Responsible for providing leadership and direction to effectively drive the organization to achieve its mission and surpass funding, cash flow and programmatic goals and objectives.
- Provide ongoing coaching, communication, direction and development to the Operations Manager, working closely to align departmental goals and initiatives.
- Responsible for establishing internal and external processes and key performance indicators for the organization and for their measurement and effectiveness.
- Provide CEqO, Board, and others, as required, with timely, accurate and complete reports on the operating condition of the NGO.
- Spearhead the development, communication and implementation of effective short-term and long-term growth strategies and processes.
- Collaborate with senior portfolio team leads to develop and implement plans for the operational infrastructure of systems, processes, and personnel designed to provide scalability and accommodate the rapid growth objectives of the organization.
- Ensure that NGO has the proper operational controls, administrative and reporting to provide efficiency, cost controls, and asset protection.

- Motivate and lead a high performing management team; identify, attract, recruit, and retain required members of the senior leadership.
- Effectively evaluate performance of staff and set goals for improvement. Hold performance management discussions, as required.
- Assist, as required, in raising additional capital at appropriate valuations to enable the NGO to meet its strategic planning objectives.
- Foster a success-oriented, accountable environment within the company that optimizes productivity, efficiency, and engagement.
- Represent PSE, when needed, with regional partners, investors, and business partners.
- Represent PSE in meetings and discussions of state and national collaborations, as appropriate.
- Provide insight, direction, and process to facilitate short-term and long-range planning and budget development to support strategic business goals.
- Ensure all HR and related functions are properly performed in keeping with PSE values and state/federal regulations.
- Develop and manage accountability and performance standards with contractors to ensure successful o

EDUCATION

Bachelor of Science: North Carolina Agricultural & Technical State University, Greensboro, NC

MEMBERSHIPS & AFFILIATIONS

Board of Directors: Friends of the Forest-Urban Food Forest at Browns Mill

2019 Class of Regional Leadership Institute

The Regional Leadership Institute recruits candidates through a competitive application process. The 50 participants selected for RLI meet for a week in Savannah, Georgia to learn together.

EPA JOB DESCRIPTIONS NEW MRBF POSITIONS

EPA Program Director: Collaboratively leads The Southeast Participatory Grantmaking Coalition (the Coalition). The EPA program director will guide the participatory grantmaking process, coordinate with partners, be the primary contact with EPA staff, and oversee compliance with federal regulations.

Responsible for oversight of all aspects of the Coalition including:

- Participatory grantmaking
- Financial management and compliance
- Evaluation and reporting
- Communication and outreach
- Coordination with and reporting to the EPA
- Coordination with partners: SCEN and FAMU

Participatory Committee Facilitator: Will support the Community Advisory Council and Participatory Grantmaking Committee. Responsibilities include:

- Plan and coordinate Community Advisory Council and Participatory Grantmaking Committee meetings, including crafting agenda and facilitation.
- Support community engagement by ensuring meetings are accessible and accommodate participants' schedules, travel needs, language needs, childcare needs, etc.
- Engage committee members in the participatory process through skilled facilitation.
- Guide the participatory grantmaking process and ensure fidelity to the process over the course of the program.
- Act as liaison between the Community Advisory Council/Participatory Grantmaking Committee and MRBF, SCEN and FAMU.
- Work with finance team to coordinate payments of participant support costs (stipends, travel).
- Act as liaison between the Community Advisory Council and Participatory Grantmaking Committee and the Evaluation team to ensure the learning and information is shared.

Project Manager: Accountable for the day-to-day programmatic and administrative tasks of the Coalition. The Program Manager will communicate regularly with MRBF staff and partners at SCEN and FAMU to provide updates on the program and establish systems and procedures that will facilitate project implementation. Responsibilities include:

- Manage project using a project planning and management software
- Track progress of goals, benchmarks, and communication
- Oversee logistics and planning of meetings between MRBF staff and partners at SCEN and FAMU
- Provide support to the participatory committee facilitator
- Develop systems and practices that ensure consistent, high-quality project management.

EPA Grants Manager: Oversees the administration of EPA grants and manages the data system for tracking and evaluating program impact. Responsibilities include:

- Manage, maintain, and monitor the timely administration of grants, to include applications and required materials, Participatory Grantmaking Committee recommendations, award documentation, grant/budget revisions and reporting.
- Ensure the integrity of grant records, including closing electronic and paper files to comply with IRS and EPA regulations.
- Manage, maintain, and monitor the grants management system to meet current and changing needs of grantmaking programs.
- Develop and produce internal reports to support learning and evaluation.
- Provide technical support to grantees with applications and reporting system
- Work with Evaluations team to ensure necessary data is collected through grants reporting.
- Ensuring grantees are registered with SAM.

Finance and Compliance Manager: Responsible for the financial operations of the Coalition. The finance and compliance manager is responsible for ensuring accurate and timely grant payments, financial monitoring of subgrants and subawards, processing timely reimbursement requests to EPA, and ensuring compliance with federal regulations. Responsibilities include:

- For Subawards to SCEN and FAMU
 - Review expenditure reimbursement requests and supporting documents on a timely basis.
 - Submit expenditure reimbursement requests and supporting documents to EPA on a timely basis.
 - Receive EPA reimbursement and pass through to SCEN and FAMU within five days of receipt of payment.
 - Ensure subwardees comply with Federal regulations.
 - Obtain copies of SCEN and FAMU single audit reports and monitor as required.
- For Subgrants to subrecipients
 - Ensure grantees comply with federal regulations in coordination with EPA grants manager.
 - Review grantee financials reports and supporting documentation on a quarterly basis.
 - Submit grantee financial reports to EPA for reimbursement.
 - Receive EPA reimbursement and make grant payments to subrecipients within five days.

Technology Support: The technology support professional will work with partners to ensure systems securely and effectively support the program. This includes support for a program webpage, webinars, social media, and cybersecurity.

Executive Assistant: The executive assistant will provide administrative support for all members of the EPA team. This includes calendaring, travel arrangements, expense reporting, and note-taking.

**Transformative Southeast Grantmaking Coalition
Mary Reynolds Babcock Foundation, Inc.
3-Year Budget (\$10 mill for lead applicant and partners)**

		YEAR 1	YEAR 2	YEAR 3	TOTAL
Personnel					
% of time	Position Title				
100.00%	EPA Program Director	\$155,500	\$163,275	\$171,439	\$490,214
100.00%	Participatory Committee Facilitator	\$106,240	\$111,552	\$117,130	\$334,922
100.00%	Project Manager	\$91,428	\$95,999	\$100,799	\$288,226
100.00%	Grants Manager	\$91,428	\$95,999	\$100,799	\$288,226
100.00%	Finance and Compliance Manager	\$200,000	\$210,000	\$220,500	\$630,500
25.00%	Technology Support	\$19,500	\$20,475	\$21,499	\$61,474
100.00%	Executive Assistant	\$78,000	\$81,900	\$85,995	\$245,895
	Total Personnel	\$742,096	\$779,200	\$818,161	\$2,339,457
Fringe Benefits					
	Benefits Category				
	Payroll taxes	\$52,836	\$55,136	\$57,916	\$165,888
	Medical, Dental, Vision Insurance	\$91,729	\$95,722	\$100,549	\$288,000
	Life Insurance, long-term disability, short-term disability, AD&D	\$14,677	\$15,316	\$16,088	\$46,081
	Retirement	\$66,094	\$68,971	\$72,449	\$207,514
	Workers Compensation	\$3,669	\$3,828	\$4,023	\$11,520
	Total Fringe Benefits for Personnel	\$229,005	\$238,973	\$251,025	\$719,003
Travel					
	Travel Detail				
Flights	10 flights @1000 per flight x 3 people	\$30,000	\$32,000	\$35,000	\$97,000
Rental Cars	10 trips (6-day rental) @350 wk + gas at \$200 per trip	\$5,500	\$5,700	\$5,900	\$17,100
Food and Lodging	50 travel days/night @160 night lodging and \$50/day per person	\$32,000	\$35,000	\$36,000	\$103,000
Other Transportation	Lyft/Taxi/Tram	\$2,000	\$2,200	\$2,400	\$6,600
Incidentals	\$150 per trip	\$1,500	\$1,500	\$1,500	\$4,500
In-State Travel	personal car use	\$2,000	\$2,200	\$2,400	\$6,600
	Total Travel	\$73,000	\$78,600	\$83,200	\$234,800
Supplies					
	Supplies Detail				
	Supplies	\$3,500	\$3,500	\$3,500	\$10,500
					\$0
					\$0
					\$0
	Total Supplies	\$3,500	\$3,500	\$3,500	\$10,500
Equipment					
	Equipment Type				
	Laptop Computers	\$17,500	\$0	\$0	\$17,500
	Cell Phone/Internet	\$8,400	\$8,400	\$8,400	\$25,200
					\$0
					\$0
	Total Equipment	\$25,900	\$8,400	\$8,400	\$42,700
Contractual					
	Contracted Services + Partner Budget				
	Outcomes and Evaluation Consultants	\$175,000	\$175,000	\$175,000	\$525,000
	Audit Firm - Single Audit	\$25,000	\$25,000	\$25,000	\$75,000
					\$0
					\$0
	Total Contractual	\$200,000	\$200,000	\$200,000	\$600,000
Other					
	Other Expenses				
	Subawards	\$13,333,333	\$13,333,333	\$13,333,333	\$40,000,000
	Florida A&M University	\$901,863	\$912,233	\$925,904	\$2,740,000
	Southeast Climate & Energy Network	\$917,113	\$965,866	\$1,026,236	\$2,909,215
					\$0
	Total Other	\$15,152,309	\$15,211,432	\$15,285,474	\$45,649,215
	TOTAL DIRECT EXPENSES	\$16,425,810	\$16,520,105	\$16,649,760	\$49,595,675
Indirect Costs (indirect cost rates only applied to the first \$25,000 of subawards.)					
	Indirect				
	Indirect Costs (requesting less than the de minimis rate of 10%)	\$129,410	\$134,677	\$140,238	\$404,325
	Total IDC	\$129,410	\$134,677	\$140,238	\$404,325
	TOTAL PROJECT EXPENSES	\$16,555,220	\$16,654,782	\$16,789,998	\$50,000,000



PARTNERSHIP COMMITMENT
Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

June 8th, 2023

Mary Reynolds Babcock Foundation Inc.
Address: 500 W. 5th Street, Suite 800, Winston-Salem, NC, 27101
Main Contact Information: Flozell Daniels Jr., fdaniels@mrbf.org, 336-748-9222,
ext: Ex. 4 Personal Privacy (PP)

RE: Letter of Commitment for the EPA Region 4 EJ TCGM Program Alliance

Dear Mr. Daniels,

The Southeast Climate and Energy Network (SCEN) confirms its commitment to partnering with the Mary Reynolds Babcock Foundation and other partner organizations to create and implement a comprehensive Thriving Communities Grantmaking Program (EJ TCGM) in EPA Region 4.

SCEN is an influential and interconnected climate movement in the Southeast that empowers over 80 organizations to make a significant impact at local, regional, and national levels. With more than 60 percent of its member organizations being grassroots and frontline groups representing communities most affected by climate change, SCEN prioritizes racial, social, and economic justice. By fostering purposeful networking and resource sharing, communities throughout the Southeastern United States not only drive innovative adaptation models but also develop the necessary policy changes to safeguard vulnerable communities and achieve a just transition to cleaner energy.

For example, SCEN's Southern Communities for a Green New Deal policy platform exemplifies remarkable collaborative grassroots efforts. This initiative acknowledges the distinct difficulties encountered in the South and presents a forward-thinking strategy combined with practical remedies to tackle the climate crisis. It was developed through the contributions of and received endorsements from over 170 organizations throughout the Southeast.

By promoting inclusivity, resilience, and sustainability, SCEN plays a crucial role in fostering a thriving and equitable Southeastern region in the face of climate change.

SCEN is dedicated to addressing the challenges associated with transitioning to a clean energy economy in a manner that is fair and just, ensuring that communities in the Southeastern U.S. most affected by climate change receive the necessary resources. Our organization actively advocates for Environmental Justice, amplifying the voices of grassroots leaders and frontline organizations who tirelessly fight for environmental and climate justice. SCEN serves as a platform for these members to express their causes, concerns, and celebrate their successes.

We understand that collaboration is key, and at SCEN, we foster cooperation among our member organizations. We act as a bridge, connecting different groups and facilitating the development of collaborative projects.

Through a strategic planning process and in close collaboration with our member organizations, SCEN has embraced a set of network values that guide our actions. These values include Integrity, Justice, Equity, Community, Impact, and Fun. We expect all our members to uphold these values, in addition to the principles outlined in the Jemez Principles, as we work together towards a more sustainable and equitable future.

As a partnering organization we agree to provide support in the areas of:

Program Design: Our primary objective is to foster collaboration with program Partners in order to establish a dynamic, effective, and replicable Program capable of generating positive and sustainable change. SCEN serves as a unifying force, bringing together a diverse array of member organizations with distinct priorities, approaches, and experiences. Leveraging our expertise in fostering shared visions and facilitating collaborations amidst diverse perspectives, we can contribute valuable insights to the program design process, taking into account the multitude of viewpoints represented within our network.

Advisory Program Committee: We are fully dedicated to facilitating the establishment of an Advisory Program Committee. Our commitment lies in actively assisting with the creation, convening, and ongoing support of this essential committee. Comprised of a diverse and exceptionally qualified group of community and grass-tops leaders from the Southeastern U.S., this committee will bring invaluable expertise to the table. Their collective wisdom and insights will play a crucial role in advising grantmaking decisions,

particularly those aimed at fostering transformative change in low-income communities and communities of color within our region. By leveraging the knowledge and perspectives of these individuals, we strive to ensure that our grantmaking efforts align with the needs and aspirations of the communities we aim to serve.

Outreach: We are dedicated to supporting outreach efforts by leveraging the strength of our extensive network, which comprises over 80 member organizations. With this vast network, we will harness existing connections and establish new relationships within communities to bolster outreach processes. Our primary objective is to effectively market, promote, and maximize grant program applications, ensuring that they reach the intended audiences.

Moreover, we will actively engage in field visits and initiate local outreach initiatives specifically targeted at marginalized communities. Our commitment to inclusivity and equity is demonstrated through various field-based projects conducted by SCEN. For instance, we have organized deep community listening sessions as part of a NOAA grant, providing opportunities for community members to share their perspectives and insights. Additionally, we have supported multiple grassroots projects by offering financial and capacity assistance through a competitive regranting process, which was a notable component of our SCEN for Southern Communities Tour.

Furthermore, SCEN collaborates with numerous partner networks both within the region such as Gulf South for a Green New Deal and across the country such as US Climate Action Network. Our active involvement in global climate events, such as leading sessions at the UN Climate Week, attending the Bonn, Germany Intergovernmental Panel on Climate Change, and participating at UN-COP, showcases the breadth of our reach within the climate space. Despite our size, we have established a remarkable presence across various networks, extending our influence and impact beyond what is typically expected.

Our commitment to outreach is solidified through our extensive network, community-focused projects, and engagement with partner networks at regional and global levels. This multifaceted approach enables us to effectively engage with diverse communities and contribute to positive change in the climate landscape.

Grantmaking Decision-Making: We are fully committed to participatory grantmaking and supporting inclusive decision-making processes in collaboration with our Program partners. We recognize the importance of involving key stakeholders, including community members, grassroots organizations, and other relevant parties, in the grantmaking process.

By adopting a participatory grantmaking approach, we strive to ensure that decision-making is not solely driven by a few individuals, but rather reflects the collective wisdom and input of those who are directly impacted by the Program. We believe that the best outcomes are achieved when diverse perspectives and lived experiences are considered in shaping grantmaking decisions.

By supporting participatory grantmaking and fostering collaborative decision-making, we aim to empower communities and create a sense of ownership and shared responsibility for the Program's outcomes. Through these efforts, we strive to maximize the positive impact and sustainability of the grants, promoting transformative change in the communities we serve.

Monitoring: As the Program unfolds, we will diligently conduct program monitoring activities to closely track its progress and gauge its effectiveness. Through these monitoring efforts, we aim to maintain a comprehensive understanding of how the Program is being implemented and to assess its impact on the intended beneficiaries and communities. By regularly monitoring key indicators, evaluating milestones, and analyzing data, we can identify areas of success, pinpoint any challenges or obstacles, and make informed decisions to optimize the Program's outcomes. This ongoing monitoring process allows us to remain responsive, adaptive, and accountable, ensuring that the Program remains on track towards achieving its goals and delivering meaningful results.

Evaluation: Our commitment to an iterative evaluation of the overall Program goes beyond mere observation. We will actively engage in supporting the evaluation process, aiming to comprehensively assess the Program's impact and effectiveness. By leveraging our expertise and resources, we will contribute to the evaluation efforts in order to gain a deeper understanding of how the Program is influencing the target communities and achieving its objectives.

Through a systematic evaluation approach, we will collect and analyze relevant data, measure outcomes, and identify areas where the Program is excelling and areas that require improvement. This collaborative evaluation process will involve stakeholders, including program Partners and community representatives, to ensure a diverse range of perspectives are considered.

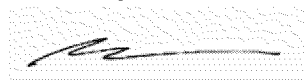
Based on the evaluation findings, we will work hand-in-hand with the Program stakeholders to facilitate necessary adjustments and refinements. This may involve adapting strategies, reallocating resources, or implementing new initiatives to enhance the Program's impact and address any identified challenges. Our goal is to foster a

continuous learning environment where lessons from the evaluation inform ongoing improvements and contribute to the Program's long-term success. By actively supporting the iterative evaluation, we seek to maximize the Program's effectiveness and replicability, generate evidence-based insights, and ultimately create positive, sustainable change in the target communities.

A statutory partnership agreement is being planned.

Should this funding request be successful, we look forward to working with you on this valuable project beginning in early 2024. Please let us know how we may be of additional assistance.

Sincerely,

A handwritten signature in black ink, appearing to read 'Alex', is positioned above a horizontal dotted line.

Alexander Easdale
Executive Director
alex@scen-us.org

BUDGET INFORMATION - Non-Construction Programs

OMB Number: 4040-0006
Expiration Date: 02/28/2025

SECTION A - BUDGET SUMMARY

Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1. EPA EJ Thriving Communities Grantmaking Program	66.615	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text" value="50,000,000.00"/>	\$ <input type="text"/>	\$ <input type="text" value="50,000,000.00"/>
2. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
3. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
4. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
5. Totals		\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text" value="50,000,000.00"/>	\$ <input type="text"/>	\$ <input type="text" value="50,000,000.00"/>

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Prescribed by OMB (Circular A -102) Page 1

SECTION B - BUDGET CATEGORIES

6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY				Total (5)
	(1)	(2)	(3)	(4)	
	EPA EJ Thriving Communities Grantmaking Program				
a. Personnel	\$ 2,339,457.00	\$	\$	\$	\$ 2,339,457.00
b. Fringe Benefits	719,003.00				719,003.00
c. Travel	234,800.00				234,800.00
d. Equipment	42,700.00				42,700.00
e. Supplies	10,500.00				10,500.00
f. Contractual	600,000.00				600,000.00
g. Construction					
h. Other	45,649,215.00				45,649,215.00
i. Total Direct Charges (sum of 6a-6h)	49,595,675.00				\$ 49,595,675.00
j. Indirect Charges	404,325.00				\$ 404,325.00
k. TOTALS (sum of 6i and 6j)	\$ 50,000,000.00	\$	\$	\$	\$ 50,000,000.00
7. Program Income	\$	\$	\$	\$	\$

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SECTION C - NON-FEDERAL RESOURCES				
(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	(e)TOTALS
8. EPA EJ Thriving Communities Grantmaking Program	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
9.				
10.				
11.				
12. TOTAL (sum of lines 8-11)	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

SECTION D - FORECASTED CASH NEEDS				
Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal \$ 16,555,220.00	\$ 4,138,805.00	\$ 4,138,805.00	\$ 4,138,805.00	\$ 4,138,805.00
14. Non-Federal \$				
15. TOTAL (sum of lines 13 and 14) \$ 16,555,220.00	\$ 4,138,805.00	\$ 4,138,805.00	\$ 4,138,805.00	\$ 4,138,805.00

SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT				
(a) Grant Program	FUTURE FUNDING PERIODS (YEARS)			
	(b)First	(c) Second	(d) Third	(e) Fourth
16. EPA EJ Thriving Communities Grantmaking Program	\$ 16,654,782.00	\$ 16,789,998.00	\$ 0.00	\$
17.				
18.				
19.				
20. TOTAL (sum of lines 16 - 19)	\$ 16,654,782.00	\$ 16,789,998.00	\$ 0.00	\$

SECTION F - OTHER BUDGET INFORMATION	
21. Direct Charges:	22. Indirect Charges: Allowable IDC rate is 10%, we are requesting less.
23. Remarks:	

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**Mary Reynolds Babcock
FOUNDATION**

**Letter of Commitment
Environmental Justice Thriving Communities Grantmaking Program**

June 21, 2023

Flozell Daniels, Jr.
CEO, Mary Reynolds Babcock Foundation
500 West 5th St., Suite 800
Winston-Salem, NC 27101

US Environmental Protection Agency
Office of Environmental Justice and External Civil Rights
Environmental Justice Thriving Communities Grantmaking Program
RFA: EPA--R-OEJECD-OCS-23-03
Submitted via Grants.gov

RE: Letter of Commitment for the EPA Region 4 EJ TCGM Program Alliance

On behalf of Mary Reynolds Babcock Foundation, I am pleased to submit these materials in response to the EPA's Request for Applications to regrant funding to frontline environmental justice communities in Region 4 via the Thriving Communities Grantmaking Program (EJ TCGM) and Justice40 Initiative.

The Babcock Foundation brings 70 years of regional grantmaking experience and serves as the lead applicant for grantmaking and management, program design and overall program direction. Established in 1953 with a \$12 million bequest, in its early days, MRBF supported historically Black colleges and universities, grassroots advocacy groups, voter education and government accountability work – a unique legacy for Southern family philanthropy. The values that characterized the foundation in those days – democracy, equity, community and risk-taking – continue to guide us today. The Foundation provides multiyear, general operating support to organizations in 11 Southern states. We also make below-market-rate program-related investments to community development finance organizations, and seek to invest our endowment in ways that align with our mission, vision, values and commitment to racial equity. The foundation partners with organizations and networks building power to advance racial equity along three primary pathways of change: democracy and civic engagement, supportive



**Mary Reynolds Babcock
FOUNDATION**

policies and institutions and economic opportunity. We currently support dozens of organizations across the South that are led by and serve people of color.

In addition to making grants and program-related investments from our endowment, the Babcock Foundation has experience regranting resources to communities that need them most.

For this project, the Babcock Foundation is partnering with Florida A&M University (a land grant MSI/HBCU) and the Southeast Climate and Energy Network to present this application and to craft and implement a comprehensive EJ TCGM program. The three organizations are drafting a statutory partnership agreement to clearly delineate roles and responsibilities. All will leverage our unique areas of expertise, strong community partnerships and networks to advance environmental justice in the South. Leadership from all three organizations – Dr. Richard Gragg (FAMU), Alexander Easdale (SCEN) and myself – have considerable and varied environmental justice experience we will bring to bear on this project. Our goal is to exceed the Justice40 commitment to communities most harmed by environmental injustice and pollution, especially rural and tribal areas and communities of color.

Collectively, this collaborative brings a wealth of skills, talent, experience and relationships. We will extend outreach across Region 4, seeding environmental justice work at all levels (“phases”) of activity, thereby strengthening these frontline organizations’ capacity, networks and reach for years to come. We view this opportunity as a launching platform to build resources, power and community wealth.

MRBF will serve as the lead organization in this partnership, overseeing the overall program, grantmaking, financial management and compliance. However, the Foundation will rely on the wisdom of community-based stakeholders to make decisions through a participatory grantmaking framework. To foster this engagement at the earliest stage of program development, we will launch our program with a meeting of our Community Advisory Council, which will include representation from every state and tribe in the region. We will offer technical support to grantseeking organizations - many of which have limited capacity - and implement ways to reduce red tape and paperwork, particularly given the vast swaths of the region with limited access to broadband. We will provide accessibility resources and language justice support as needed.

In addition to soliciting deep community input, MRBF will engage with consultants to help with various aspects of the project, including outcomes and evaluations and a single audit. The



Mary Reynolds Babcock
FOUNDATION

selection of consultants will follow competitive procurement procedures, in compliance with federal regulations and EPA's Best Practice Guide. Funding for this additional capacity will come from EPA.

Should this funding request be successful, we look forward to working with you on this valuable project beginning in early 2024. Please let us know how we may be of additional assistance.

Sincerely,

Flozell Daniels, Jr.
CEO, Mary Reynolds Babcock Foundation
(336) 748-9222

Other Attachment File(s)

* Mandatory Other Attachment Filename:

Add Mandatory Other Attachment

Delete Mandatory Other Attachment

View Mandatory Other Attachment

To add more "Other Attachment" attachments, please use the attachment buttons below.

Add Optional Other Attachment

Delete Optional Other Attachment

View Optional Other Attachment

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Environmental Protection Agency

66.615

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

EPA-R-OEJECR-OCS-23-03

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

2023-02-23

2023-06-30

Region 4 Application

Mary Reynolds Babcock Foundation Inc
500 W 5th St
Ste 800
Winston-Salem
NC: North Carolina
27101

SJ4RS4Q4TSH3
Jennifer Barksdale

Ex. 6 Personal Privacy (FP)

jbarksdale@mrbf.org
Chief Finance and Operations Officer

N: No

N: No

Y: Yes

Y: Yes

Y: Yes

Y: Yes

Y: Yes

Y: Yes

N/A

N/A

Flozell Daniels
Chief Executive Officer
2023-06-28

1234-Workplan.pdf
application/pdf
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Application
New
2023-06-28
NC
Mary Reynolds Babcock Foundation Inc.
560690140
SJ4RS4Q4TSH3
500 W 5th St
Ste 800
Winston-Salem
NC: North Carolina
27101-3131
USA: UNITED STATES

Jennifer
Barksdale

Chief Finance and Operations Officer
Mary Reynolds Babcock Foundation Inc.
336-748-9222 ext
jbarksdale@mrbf.org
M: Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education)
Environmental Protection Agency
66.615
Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)
EPA-R-OEJECR-OCS-23-03
Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)
Transformative Southeast Grantmaking Coalition
NC-005
NC-all
1235-Congressional Districts - Program-Project .pdf
application/pdf
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2026-10-31
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c. Program is not covered by E.O. 12372.
N: No
Y: Yes
Mr.
Flozell
Daniels
Jr.

Chief Executive Officer

336-748-9222 ext [REDACTED]
fdaniels@mrbf.org
Flozell Daniels
2023-06-28

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16789998.00
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16654782.00
16789998.00
0.00

Allowable IDC rate is 10%, we are requesting less.

Mr.
Flozell
Daniels
Jr.

Chief Executive Officer
500 W 5th St
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Winston-Salem
NC: North Carolina
27101
USA: UNITED STATES

3367489222 ext[REDACTED]
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USA: UNITED STATES

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1236-Itemized Budget Sheet.pdf
application/pdf
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1237-MRBF_Letter of Commitment.pdf
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YOTU7FylgUfcxaZR87OJ3aCNRZI=

1238-FAMU_Letter of Commitment.pdf
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1239-SCEN_Letter of Commitment.pdf
application/pdf
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1240-MRBF_Resumes and New Job Descriptions.pdf
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1241-FAMU_Resumes and New Job Descriptions.pdf
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1242-SCEN_Resumes and New Job Descriptions.pdf
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1243-Sample Proposal Guidance.pdf
application/pdf
+WNCCerTyeSYB6WBgW01rtQRYhM=

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Flozell Daniels
GRANT13925150



Mary Reynolds Babcock
FOUNDATION

The Mary Reynolds Babcock Foundation is excited to announce a new funding opportunity for organizations advancing environmental justice in much of our geographical footprint. EPA's Environmental Justice Thriving Communities Grantmaking Program has made \$40 million available to us to regrant to frontline communities in EPA's Region 4, which includes Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina and Tennessee. The region also includes six tribes: Catawba Indian Nation, Eastern Band of Cherokee Indians, Miccosukee Tribe of Indians of Florida, Mississippi Band of Choctaw Indians, Poarch Band of Creek Indians and Seminole Tribe of Florida.

Over the next three years of this project, we hope to exceed the expectations of the Justice40 Initiative, the Biden Administration's goal of targeting at least 40 percent of certain federal benefits to frontline communities bearing the brunt of climate change, environmental degradation and pollution.

MRBF is partnering with Florida A&M University (a renowned land grant MSI/HBCU) and Southeast Climate and Energy Network to implement this program. While the Foundation will serve as the lead organization, these partners will provide program design support and outreach to communities across the region. This collaboration will also rely heavily on the wisdom of community-based stakeholders to make decisions through a participatory grantmaking framework. A community advisory council comprising representation from every state and tribe in the region will help us craft the overall grantmaking process. A smaller participatory grantmaking committee will make individual grant decisions.

We aim to offer a simplified, streamlined and accessible application process to organizations on the frontlines of environmental justice. We will offer technical support to grantseekers - many of whom have limited capacity to navigate the federal grantmaking system - and implement ways to reduce red tape and paperwork, particularly given the vast swaths of the region with limited access to broadband. We will provide accessibility resources and language justice support as needed.

Eligibility

Eligible recipients include:

- Nonprofit organizations with 501c3 status
- Community-based and grassroots nonprofits
- Philanthropic and civic organizations with nonprofit status
- Tribal governments (both federally and state recognized) and intertribal consortia (i.e., partnerships between two or more tribes working together to achieve a common objective)
- Native American organizations (i.e., Indigenous groups, cooperatives, nonprofit corporations, partnerships, and associations that have the authority to enter into legally binding agreements)

We will give special consideration to organizations that are led by and serve people of color, are connected to networks, employ systems-change approaches, have commitments to racial and gender equity, and demonstrate community-centered approaches to their work.

Funding Priorities

- Just Recovery and Climate Resiliency
- Air Pollution and Water Quality Monitoring Assessment
- Food Sovereignty
- Land Access, Retention and Affordable/Sustainable Housing
- Clean Energy and Energy Efficiency
- Brownfield Clean-Up
- Public Health
- Ecosystems Protection and Restoration
- Youth Training on Environmental Justice
- Clean Public Transit
- Green Jobs

Application Information

MRBF accepts applications on a rolling basis, with four decision points each year. We will try to accommodate any special needs applicants may have, including translation and interpretation services, accessibility considerations, access to broadband, etc.

Organizations are welcome to submit materials previously developed for other funders or other documents that demonstrate and answer the application questions.

A more streamlined review process is offered for smaller organizations who may lack the capacity to navigate the federal grant system. For more information, <continue>. Grant agreements will be shared within one week of approval. Declined applications may be considered during a later grant cycle. Staff will provide feedback on declined applications upon request.

Funding Amounts and Types

Applicants can choose from three “phases,” or levels of project readiness.

Phase I Assessment Grants: Up to \$150,000 for a one-year project period

Description: Projects focused on assessing the issues to be addressed

Activities: Research, testing, sampling, public education, monitoring, survey, and studies. This list is for illustrative purposes, and it is not all-inclusive.

Priorities:

- Smaller organizations who need additional capacity to engage in these types of work
- Organizations working in frontline communities disproportionately burdened by environmental risks and hazards

Phase II Planning Grants: Up to \$250,000 for a one-to-two year project period

Description: For community-based organizations that already have a strong understanding of their local environmental and/or public health issues and are ready to formulate a community-wide plan to address them

Activities: Planning, partnership development, public outreach, community training and education, coordination with stakeholders to address EJ issues, community engagement, small land purchases and acquisitions requiring less than half of the total grant amount. This list is for illustrative purposes, and it is not all-inclusive.

Priorities:

- Organizations rooted in and working with communities with a solid understanding of the EJ issue affecting them and ready to develop a community-wide plan
- An initial set of partners already identified
- Organizations working in frontline communities disproportionately burdened by environmental risks and hazards

Phase III Implementation Grants: Up to \$350,000 for a two-year project period

Description: For community-based nonprofit organizations with a strong understanding of their local environmental and/or public health issues, have already formulated a community-wide plan to address those issues, and are ready to implement the project

Activities: Implementation of project plans, blueprints for construction or cleanup projects, technical development, getting permits connected to the EJ project, public outreach and education, and smaller land purchases requiring less than half of the grant amount. This list is for illustrative purposes, and it is not all-inclusive.

Priorities:

- Organizations working with communities that have already developed a community-wide plan, based on a strong understanding of the EJ issue in place
- Partnerships already developed during the planning phases of the project
- Momentum – including but not limited to active community engagement, opportunity to leverage additional resources, and baseline capacity to implement the project

Funding Restrictions

Organizations must be tax exempt under section 501c3 of the Internal Revenue Code. The Foundation will award no more than one grant per phase. All funds must be deployed by the end of the three-year period.

Application Process

Organizations may apply for this funding via our website, email or mail.

- To apply on our website, go to <provide website address> to set up an account. If you need technical assistance, contact <person>.
- To apply by email, send the required materials to <email address>.

- To apply for a grant by mail, send the required materials to <mailing address>.

Step 1:

Confirm your organization's eligibility and determine your application method.

Step 2:

Complete a brief project summary that includes these components:

- Phase/project readiness stage (assessment, planning, implementation)
- Statement of need and purpose
- Project focus and strategies
- Key partners and networks
- General timeline
- Project budget

Following a prompt review of the project summary, staff may set up a learning call to explore potential alignment with the partnership's funding priorities. If we determine alignment, staff will invite applicants to Step 3.

Step 3:

After receiving approval on the project summary, complete a brief proposal. Build on the project summary to include:

- Expected outcomes, including short-term (changes in knowledge), intermediate (changes in behavior), and long-term (changes in conditions)
- Proposed activities
- Expanded budget

We will provide a prompt technical review of your drafted application with feedback before you submit the final proposal to the participatory grantmaking committee.

Step 4:

All awarded organizations will be required to complete brief reports on outcomes accomplished. MRBF will provide separate instructions with a variety of submission methods to make these reports easy.

Applicant Resources

We offer a range of support to guide applicants, from initial project summary to final reporting.

- View our webinar <here>.
- View FAQs <here>.

For technical assistance, please contact <provide>.

Application for Federal Assistance SF-424

*** 1. Type of Submission:**

- ☐ Preapplication
☒ Application
☐ Changed/Corrected Application

*** 2. Type of Application:**

- ☒ New
☐ Continuation
☐ Revision

*** If Revision, select appropriate letter(s):**

*** Other (Specify):**

*** 3. Date Received:**

06/28/2023

4. Applicant Identifier:

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

State Use Only:

6. Date Received by State:

7. State Application Identifier:

NC

8. APPLICANT INFORMATION:

*** a. Legal Name:** Mary Reynolds Babcock Foundation Inc.

*** b. Employer/Taxpayer Identification Number (EIN/TIN):**

560690140

*** c. UEI:**

SJ4RS4Q4TSH3

d. Address:

*** Street1:** 500 W 5th St

Street2: Ste 800

*** City:** Winston-Salem

County/Parish:

*** State:** NC: North Carolina

Province:

*** Country:** USA: UNITED STATES

*** Zip / Postal Code:** 27101-3131

e. Organizational Unit:

Department Name:

Division Name:

f. Name and contact information of person to be contacted on matters involving this application:

Prefix: *** First Name:** Jennifer

Middle Name:

*** Last Name:** Barksdale

Suffix:

Title: Chief Finance and Operations Officer

Organizational Affiliation:

Mary Reynolds Babcock Foundation Inc.

*** Telephone Number:** 336-748-9222 ext. (Ex. 4 Required (Agency ID))

Fax Number:

*** Email:** jbarksdale@mrbf.org

Application for Federal Assistance SF-424

* 9. Type of Applicant 1: Select Applicant Type:

M: Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education)

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

* 10. Name of Federal Agency:

Environmental Protection Agency

11. Catalog of Federal Domestic Assistance Number:

66.615

CFDA Title:

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

* 12. Funding Opportunity Number:

EPA-R-OEJECR-OCS-23-03

* Title:

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

13. Competition Identification Number:

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

Add Attachment

Delete Attachment

View Attachment

* 15. Descriptive Title of Applicant's Project:

Transformative Southeast Grantmaking Coalition

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424**16. Congressional Districts Of:*** a. Applicant * b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

17. Proposed Project:* a. Start Date: * b. End Date: **18. Estimated Funding (\$):**

* a. Federal	<input type="text" value="50,000,000.00"/>
* b. Applicant	<input type="text" value="0.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="50,000,000.00"/>

*** 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- ☐ a. This application was made available to the State under the Executive Order 12372 Process for review on .
- ☐ b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- ☒ c. Program is not covered by E.O. 12372.

*** 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**☐ Yes ☒ No

If "Yes", provide explanation and attach

21. *By signing this application, I certify (1) to the statements contained in the list of certifications and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 18, Section 1001)**

☒ ** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: * First Name:

Middle Name:

* Last Name:

Suffix:

* Title: * Telephone Number: Fax Number: * Email: * Signature of Authorized Representative: * Date Signed:

SKILL SUMMARY

- Program development and implementation of projects related to strategic planning, civic engagement, economic development, capacity building, environmental stewardship and education
- Fundraising experience for U.S. based and Latin American initiatives
- Client and stakeholder network management involving nonprofit, government, academic and private sectors
- Experience managing dual-language accelerated program and operations at university level
- Refined leadership and diplomatic skills; Media (print and television) experience in U.S. and LAC

PROFESSIONAL EXPERIENCE

- 2019 – Present ***Executive Director – Southeast Climate & Energy Network (SCEN) – Fort Lauderdale, FL***
- Lead SCEN – a network of more than 75 clean energy, climate change mitigation and environmental justice focused organizations throughout the Southeastern U.S. and elsewhere
 - Manage all organizational operations, oversee strategic planning, program development, fundraising and implementation
 - Collaborate and co-create with SCEN Board of Directors
 - Oversee all staff, contractors, trainers and consultants
 - Lead membership outreach and recruitment, develop partnerships with key regional, national and international stakeholders
 - In two years, from 2019 to 2021, increased organizational budget by more than 500 percent through fundraising initiatives
- 2014 – Present ***Managing Principal – Forging Alliances – Fort Lauderdale, FL***
- Lead Forging Alliances – an internationally focused social enterprise that specializes as a full-service firm for nonprofits, fundraising leadership development and capacity building, strategic planning, organizational networks management, and education management; Certified John Maxwell trainer
- 2008 – Present ***Professor/Facilitator – Ana G Mendez University – SF Campus Miami Lakes, FL***
- Teach accelerated university level courses in humanities and the social sciences through a bilingual (English and Spanish) and constructivist teaching method to an adult student body
- 2011 – 2014 ***Associate Campus Director – Ana G Mendez University – SF Campus Miramar, FL***
- Led efforts related to development of yearly campus strategic plan that outlines goals, objectives and metrics in relation to all Campus functions and corresponding departmental areas
 - Support Campus Director in his role and serve as Interim Director in his absence – working with Faculty, Admissions, Operations, Library, Marketing and Outreach areas
 - Led course programming process
 - Lead role in exceeding campus enrollment (head count, credit and financial) goals; from 425 to 986 students in two years, tripling Campus income during that time
 - Chair of Campus Appeals Committee, member of Campus Advisory Board
 - Key role in launch of Nursing (BSN, MSN-FNP) and Pharmacy programs in SF Campus
 - Lead role mitigating student, administrative staff and faculty issues and conflicts
- 2009 – 2011 ***Foundations Director – National Council of La Raza - Democracia USA (DUSA) – Miami, FL***
- Oversaw DUSA's relationship management of foundation and corporate stakeholders – totaling \$2 million per year

- Led grant-writing and grant reporting activities; development of organizational and project budgets; development of draft strategic plan for organization
- Maintained and built relationships with existing partners while cultivating new potential donors across key states including Arizona, Colorado, New Jersey, Nevada, Pennsylvania, Florida
- Project design of initiatives related to empowering low-income Latinos - including leadership development, immigration education, green jobs, civic engagement (voter registration & GOTV)

2004 – 2009 ***Transnational Programs Manager / Coordinator – Hispanics in Philanthropy (HIP) – Miami, FL***

- Instrumental in securing a US\$3.25 million grant from the Inter-American Development Bank (IADB) and a US\$3 million grant from the Packard Foundation for the Transnational program, the largest grants in HIP's history; raised \$400,000 in local matching funds from donors in Florida, North Carolina, Argentina, Dominican Republic, El Salvador and Mexico
- Designed and implemented, in conjunction with HIP staff, IADB and Latin American funding partners, a US\$7 million five-year economic development initiative targeting low-income communities in six Latin American and Caribbean countries
- Led regional grant making rounds by managing overall grants process in above mentioned sites, including due diligence of eligible candidate organizations, making funding recommendations and monitoring funded projects
- Supervision of local staff and international consultants

2001 – 2004 ***Document Officer - Free Trade Area of the Americas (FTAA) Secretariat – Panama City, Panama (2001 – 2003); Puebla, Mexico (2003 – 2004)***

- Collaborated closely with a team of senior government representatives from the 34 FTAA countries and international institutions (such as the IADB and the Organization of American States) on a variety of technical and political issues
- Directly managed all official and public information for the Negotiating Group on Market Access (NGMA) and the Consultative Group on Smaller Economies (CGSE)
- Served as Acting Department Head and contributed in managing internal projects, elaborating reports, knowledge management, hiring, training and coaching new officers

2000 – 2001 ***Free Trade Area of the Americas Advisor - Consulate General of Argentina - Miami, FL***

- Participated in Free Trade Area of the Americas (FTAA) negotiations as a member of Argentine delegations
- Analyzed confidential FTAA documents in preparation for negotiations and drafted informative reports of said meetings for the Argentine Foreign Ministry
- Liaised with members of Argentine Ministries involved in the negotiations, private and academic sectors and delegations of the Mercosur countries (Brazil, Paraguay and Uruguay)

1997 – 1998 ***Trade Analyst - Consulate General of Argentina - Miami, FL***

- Provided business facilitation support to Argentine and U.S. entrepreneurs
- Organized seminars hosted by the Consulate by establishing contact with potential sponsors, universities, the media and experts from Argentina and the U.S. on multiple bilateral issues

EDUCATION

01/97 – 12/99	Master of Arts in International Relations - concentration on Latin American and Caribbean Politics (MERCOSUR Studies Certificate). <i>Florida International University - Miami, FL</i>
09/91 – 08/95	Bachelor of Arts in International Studies, Minors in Criminal Justice and Philosophy. <i>University of West Florida - Pensacola, FL</i>

Ex. 6 Personal Privacy (PP)

Ex. 6 Personal Privacy (PP)

Ex. 6 - Personal Privacy (PP)

Ex. 6 Personal Privacy (PP)

Highly organized and detail-oriented Senior Manager with over 15 years of demonstrated ability in delivering mission-focused results. Recognized for cross-cultural team management skills and leveraging strong team leadership and development to drive progress. Skilled in creating strategic alliances with organizational leaders and aligning with mission and values.

Work Experience

Deputy And Program Director

Southeast Climate and Energy Network - Washington, NC

June 2022 to Present

- Provide direct support to the Executive Director and program staff, managing multiple functions within a dynamic and growing network including HR and finance
- Lead and coordinate all SCEN programs, overseeing approximately 3-5 direct staff reports
- Collaborate with the Executive Director, Accountant, and Board Treasurer to ensure financial oversight and compliance
- Participate in quarterly board meetings and board retreats,
- contributing to organizational strategic planning
- Support membership and fundraising initiatives, facilitating member recruitment and administration
- Develop and maintain working relationships with key organizational partners,
- Actively participate in fundraising efforts, including donor cultivation, individual outreach, foundation engagement, and grant writing
- Ensure compliance and functionality of SCEN's databases and systems, working closely with the Operations Department
- Represent SCEN at local and regional conferences, addressing policy areas such as environmental justice, clean energy, just transition/workforce development, and capacity building.

Sr. Program Manager

Appalachian Voices - Durham, NC

November 2013 to June 2022

- Crafted strategic priorities and goals, both long-term and short-term, for campaigns that align with the organization's mission.
- Supervised and guided multiple field organizers, setting clear expectations, creating work plans, and providing consistent feedback to foster their growth.
- Leveraged various communication platforms to mobilize the organization's membership effectively.
- Established strong relationships with the media, bolstering credibility and influencing the positioning of key issues.
- Engaged decision makers, including state and federal legislators as well as regulators.
- Coordinated and facilitated coalition calls and meetings seamlessly.
- Collaborated with environmental justice groups to support affected communities and raise awareness about environmental justice concerns.

- Cultivated positive and professional relationships with partners statewide.
- Assisted in the composition of grant proposals and grant reports.
- Managed team budgets and conducted financial reporting efficiently.

Regional Office Supervisor

NCDEQ, Water Quality - Washington, NC

October 2012 to November 2013

- Supervised the execution of various environmental programs focused on the preservation of wetlands and surface waters.
- Managed staff workloads, offering guidance, and resolving intricate issues.
- Coordinated activities between the Regional Office and the Central Office.
- Addressed legislative inquiries and contributed input on proposed rule changes and legislative measures.
- Acted as a representative of the Division in multiple boards and coalitions.
- Carried out education and outreach initiatives targeting the general public and regulated community.
- Engaged in committees and workgroups.
- Provided prompt and professional service to the public regarding matters related to wetland, buffer, and stream regulations.

Environmental Technician

NCDEQ Multiple - Washington, NC

September 2004 to October 2012

- Performed water quality sampling as part of the Ambient Monitoring Station Program.
- Conducted inspections of permitted sites to ensure compliance with wetlands and stormwater permit conditions.
- Created stormwater inspection program and manuals for the stormwater inspection program.
- Evaluated projects and granted permits as a 401/Wetlands Permit Writer.

Education

Master's in Environmental Science Education

East Carolina University - Greenville, NC

August 2002 to May 2004

Bachelor's in Biology

East Carolina University - Greenville, NC

August 1997 to May 2000

Skills

- Program Management Executive Leadership Change and Growth Management Team Building and Leadership Development Partnership Building and Professional Relationships

Ex. 6 Personal Privacy (PP)

Ex. 6 - Personal Privacy (PP)

Ex. 6 Personal Privacy (PP)

Ex. 6 Personal Privacy (PP)

Education

FURMAN UNIVERSITY

September 2015 to May 2019

Greenville, SC

- B.S. in Sustainability Science
- Cumulative GPA: 3.5/4.0 (*Cum Laude*) Major GPA: 3.8/4.0

Coursework: GIS; Environmental Science; Sustainability Science; Social Systems; Human Systems; Dynamic Systems Modeling; Ecological Economics; Conservation and Communities Urban Studies; Ecology & Environment; and Biodiversity Conservation.

Work Experience

OPERATIONS & COMMUNICATIONS MANAGER

June 2022 to Present

Southeast Climate & Energy Network

Remote

- Developed and implemented comprehensive operational policies and procedures to ensure streamlined operations and maximize organizational efficiency
- Oversaw day-to-day operations, including resource allocation, workflow management, and process optimization
- Led cross-functional teams, fostering collaboration and effective communication to drive successful project delivery and meet organizational goals
- Developed and executed strategic communication plans to increase public awareness of the organization's mission and programs
- Created and managed engaging content for the organization's website, social media accounts, newsletters, and other communication channels
- Led and coordinated a coalition of organizations focused on promoting climate justice and a Green New Deal, managing communication efforts and ensuring alignment with organizational goals

PROGRAMS & COMMUNICATIONS COORDINATOR

May 2020 to June 2022

Southeast Climate & Energy Network

Remote

- Leading marketing and social media platforms for a network of almost 80 member organizations while increasing engagement, reach, and followers by over 170%
- Created an Asset Mapping website that highlights over 130 climate organizations throughout the United States that are network members
- Support fundraising initiatives and activities, including internal reporting, creation and culling organizational and program budgets, grant writing, and final submission
- Support bi-annual membership convening events through logistical planning, agenda creation, guest speaker's invitations, and facilitation

RESEARCH AND MARKETING SPECIALIST

January 2020 to January 2021

Sustaining Way

Greenville, SC

- Produced 5 year strategic marketing and engagement plan to create a brand, consistency, and expand programs
- Social media content creator for 2 different NGOs over 6 social media platforms. Over 140% increase in number of posts for both NGOs and surpassed reach goals
- Event coordination - creating new procedures for coordinating major outreach events. Represent the organization and educate potential volunteers on opportunities

SUSTAINABILITY AND ENGINEERING PAID INTERN

June 2019 to November 2019

Milliken & Co.

Spartanburg, SC

- Researched and wrote a comprehensive recycling report. Awarded and managed a \$130,000 budget to improve the physical infrastructure of recycling program at corporate headquarter

- Developed multidimensional data visualization for internal and external communications to provide context for the positive impact of sustainability project
- Wrote and designed a sustainability PowerPoint that EVP of Operations presented to the CEO and Board of Director
- Created a toolkit to improve recycling education for associates at headquarters

SUSTAINABILITY AND COMMUNITY OUTREACH PAID INTERN

January 2019 to June 2019

Sustaining Way

Greenville, SC

- Recruited volunteers through community events and trained volunteers to work in the garden; taught 300 school aged children about how to live sustainably
- Developed operational processes for document library
- Researched and created a comprehensive potential grant file
- Increased engagement through social media postings

SENIOR THESIS RESEARCHER

June 2018 to May 2019

Furman University

Greenville, SC and Costa Rica

- Interviewed twenty community organizations and conservation organizations to identify misalignment of communication across scales in rural Costa Rica
- Created a social network analysis and developed actionable recommendations

PAID INTERN

June to July 2017

Foreign Agricultural Service, U.S. Embassy

Santiago, Chile

- Drafted and edited market reports on agriculture and trade in Chile and its potential effects on U.S. businesses
- Researched and drafted a report on the Red Tide natural phenomena in Chile and its effects on the fishing industry and local communities

WASTE MANAGEMENT AND AUDIT FELLOW

September 2016 to May 2017

Furman University

Greenville, SC

- Evaluated Furman's waste footprint to develop a comprehensive Zero-Waste Plan, which will allow Furman University to reach zero-waste by 2020
- Founded the "Weigh your Waste Wednesday" program, which continues to raise awareness about food waste

Skills

Technical

- Proficient in *ESRI ArcGIS Desktop*
- Proficient in *Microsoft Word, Excel, and PowerPoint*
- Proficient in *MaxQDA* Qualitative Data Analysis Software
- Proficient in *STELLA* visual programming language
- Proficient in Canva

Communication and Public Speaking

- Poster presentation at the *Society for Applied Anthropology* Conference in Portland, OR, 2019
- Poster presentation at the *Integrative Conservation Conference* in Athens, GA, September 2018
- *Furman Engaged!* in Greenville, SC in 2019

Honors and Activities

- *Cum Laude* from Furman University
- *Furman Advantage Research* Grant Recipient
- Sustainability Science Scholarship
- Dean's List (Fall 2016-Spring 2019)
- Kappa Kappa Gamma Sorority
- Furman University International Students Association

Languages

English - Native

Spanish - Native

	Ex. 6 Personal Privacy (PP)	
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EDUCATION

The University of Alabama at Birmingham | 2016-2020

B.A., Political Science with Distinguished Honors in Global and Community Leadership;
Concentration in Honors Political Science; Minor in Peace, Justice, and Ecology
Institutional GPA 3.94; Summa Cum Laude

PROFESSIONAL EXPERIENCE:

Southeast Climate and Energy Network | (2020-Present)

Programs and Policy Manager for the Southeast Climate and Energy Network (SCEN). SCEN is a collaborative regional network of clean energy and climate justice advocates and organizations from twelve southeastern states that educates the public, advocates for climate policy change, and assists frontline communities, low-income communities, and communities of color. As Programs and Policy Manager, responsibilities include (but are not limited to): supporting internal working groups and the membership network of nearly 80 organizations, managing the projects *Southern Communities for a Green New Deal*, *Climate Justice Y'all* Podcast, and NOAA-RISA's *Capturing Local Knowledge in the Southeastern USA*, and translating/educating communities about federal and state-level policy legislation relevant to our adaptation and climate mitigation efforts in the southeastern region.

The People's Justice Council | (2020-2021)

Programs and Outreach Coordinator for The People's Justice Council (PJC). The People's Justice Council is a nonprofit that works with and for environmental justice communities to organize from the grassroots up. As Programs and Outreach Coordinator, responsibilities included, but were not limited to, building and enhancing the Weatherizing Every Residence in the South East (WERiSE) program, connecting, leveraging congregations and environmental groups across the state, and conducting energy justice policy research.

Black Warrior Riverkeeper | (2020-2020)

Pollution and Data Collection Intern for the Black Warrior Riverkeeper. Co-author of 2019 Coal Ash Pollution Report. Conducted research on the correlation between pollution locations and low-income communities and communities of color.

We Envision Alabamian Renewable Energy (WEARE) | 2018-2020

Director and Co-Founder of an advocacy organization for renewable energy. Presented data on climate change (24 presentations for 12 different organizations). Partnered with other nonprofits to advocate for solar energy policies. Engaged members in community outreach for populations affected by environmental pollution.

AWARDS/HONORS

Just Energy Academy | 2022

1 of 30 selected for the Partnership of Southern Equity's Just Energy Academy cohort

Rhodes Scholar Finalist | 2019

1 of 15 finalists selected in District VII out of 963 nationally endorsed applicants

Udall Foundation Scholar | 2019

1 of 38 Scholars selected in the Environmental Category out of 384 applicants

Phi Kappa Phi Fellowship | 2020

Marshall Scholar Institutional Nominee | 2019

Truman Scholar Institutional Nominee | 2019

Clinton Global Initiative University Scholar | 2017-2018

UAB Honors College Presidential Summer Fellowship | 2018

UAB Undergraduate Research Exposition, 1st Place – Oral Presentation | Summer 2018

SCEN EXISTING Positions

Executive Director -25%

Deputy & Program Director - 35%

Operations Director - 20%

Sr. Program and Policy Manager -20%

SCEN NEW Full Time Positions

TCGM Program Manager:

Main Objective: Implement and Overall Management of the outreach program

Key Responsibilities

1. Program Development and Strategy:

- Develop and implement a comprehensive community outreach program strategy aligned with the Program's goals and objectives.
- Identify key focus areas, target populations, and priority initiatives to effectively address community needs.
- Conduct thorough research and analysis to identify best practices and innovative approaches to community engagement and outreach.
- Collaborate with cross-functional teams to integrate community outreach efforts into broader organizational initiatives.

2. Stakeholder Engagement:

- Build and maintain relationships with community organizations, local leaders, government agencies, and other stakeholders to foster collaboration and garner support for the program.
- Coordinate regular meetings, workshops, and events to engage community members and gather input on program activities.
- Serve as the primary point of contact for internal partners and stakeholders, ensuring clear and effective communication

3. Program Implementation and Management:

- Develop project plans, timelines, and budgets to guide the implementation of community outreach activities.
- Lead and supervise a team of outreach coordinators, volunteers, and other program staff, providing guidance, support, and mentorship.
- Collaborate with program stakeholders to gather information, track progress, and ensure timely completion of tasks.
- Monitor program progress and evaluate effectiveness through data collection, analysis, and reporting.
- Identify and address potential challenges or barriers to program success, proposing solutions and adjustments as necessary.

Required Skills/Expertise

- Bachelor's degree in a relevant field (e.g., community development, social work, public administration) is required; a master's degree is preferred.
- Proven experience (5+ years) in program management, particularly in community outreach and engagement.
- Strong understanding of community development principles, strategies, and best practices.
- Excellent interpersonal and communication skills, with the ability to build relationships with diverse stakeholders.
- Demonstrated leadership abilities, including team management, problem-solving, and decision-making.
- Strong project management skills, with the ability to prioritize tasks, manage timelines, and meet deadlines.
- Proficiency in data analysis and reporting, with the ability to use data to drive programmatic decisions.
- Knowledge of relevant regulations, policies, and ethical considerations related to community outreach programs.
- Passion for community development and a genuine commitment to making a positive impact.

Program Outreach Coordinator #1

Main Objective: Perform community outreach; liaise with community and partners in outreach efforts

Key Responsibilities

- Serve as a liaison between program staff, external partners, and stakeholders, facilitating effective communication and collaboration.
- Implement a comprehensive community outreach program strategy aligned with the Program's goals and objectives.
- Build and maintain relationships with community organizations, local leaders, government agencies, and other stakeholders to foster collaboration and garner support for the program.
- Coordinate regular meetings, workshops, and events to engage community members and gather input on program activities.
- Collaborate with cross-functional teams to integrate community outreach efforts into broader Program initiatives.
- Help and deliver presentations, reports, and technical assistance to internal and external stakeholders.
- Advocate for the program's goals and objectives within the organization and in external forums, emphasizing the importance of community engagement and outreach.

Required Skills/Expertise

- Bachelor's degree in a relevant field (e.g., community development, social work, public administration) is required.

- Proven experience (2+ years) in program coordination, particularly in community outreach and engagement.Strong understanding of community engagement principles, strategies, and best practices.
- Excellent interpersonal and communication skills, with the ability to build relationships with diverse stakeholders.
- Strong project management skills, with the ability to prioritize tasks, manage timelines, and meet deadlines.

Program Outreach Coordinator #2

Main Objective: Perform community outreach; liaise with community and partners in outreach efforts

Key Responsibilities

- Serve as a liaison between program staff, external partners, and stakeholders, facilitating effective communication and collaboration.
- implement a comprehensive community outreach program strategy aligned with the Program's goals and objectives.
- Build and maintain relationships with community organizations, local leaders, government agencies, and other stakeholders to foster collaboration and garner support for the program.
- Coordinate regular meetings, workshops, and events to engage community members and gather input on program activities.
- Collaborate with cross-functional teams to integrate community outreach efforts into broader Program initiatives.
- Help and deliver presentations, reports, and technical assistance to internal and external stakeholders.
- Advocate for the program's goals and objectives within the organization and in external forums, emphasizing the importance of community engagement and outreach.

Required Skills/Expertise

- Bachelor's degree in a relevant field (e.g., community development, social work, public administration) is required.
- Proven experience (2+ years) in program coordination, particularly in community outreach and engagement.Strong understanding of community engagement principles, strategies, and best practices.
- Excellent interpersonal and communication skills, with the ability to build relationships with diverse stakeholders.
- Strong project management skills, with the ability to prioritize tasks, manage timelines, and meet deadlines.

Program Administrator and Operations Support

Main Objective: Oversee the administrative components of the program and provide operations support to program staff

Key Responsibilities

- Provide general administrative support to the program, including managing correspondence, drafting documents, and organizing files.
- Assist in the preparation of reports, presentations, and other materials for internal and external stakeholders.
- Manage program documentation, ensuring accurate record-keeping and compliance with Program standards.
- Handle program-related inquiries, directing requests to the appropriate team members and ensuring timely responses.
- Maintain program calendars, track deadlines, and facilitate communication among team members and external partners.
- Support program staff in coordinating logistics for community engagement initiatives.
- Help maintain program budgets, track expenses, and assist in financial reporting and reconciliation.
- Coordinate procurement of necessary program supplies, materials, and equipment.
- Support the program manager in monitoring program performance, identifying operational challenges, and proposing solutions.
- Participate in program evaluation activities, including data collection, analysis, and reporting.
- Contribute to identifying areas for program improvement and implementing process enhancements.

Required Skills/Expertise

- Bachelor's degree in a relevant field (e.g., business administration, public administration, communications) is preferred.
- Previous experience (2+ years) in program administration, operations support, or a related role is desired.
- Strong organizational skills with exceptional attention to detail and the ability to multitask effectively.
- Excellent written and verbal communication skills, with the ability to interact professionally with diverse stakeholders.
- Proficiency in using productivity tools such as Microsoft Office suite (Word, Excel, PowerPoint) and project management software.
- Familiarity with budget management and financial reporting processes.
- Ability to work both independently and collaboratively in a team environment.
- Strong problem-solving skills and the ability to adapt to changing priorities.
- A passion for community engagement and a commitment to supporting program success.

Comms and Outreach Specialist

Main Objective: Create and Implement a multi-faceted community outreach communication strategy; including program-related materials, coordination between program partners efforts.

Key Responsibilities

1. Communication Strategy
 - Develop and implement a comprehensive communication strategy for the Outreach Program, aligned with Program goals and objectives.
 - Create engaging and persuasive content for various channels, including newsletters, website, social media, and press releases.
 - Craft key messages that effectively convey the program's mission, values, and impact to diverse stakeholders.
 - Collaborate with cross-functional teams to ensure consistent messaging across all communication materials.
2. Outreach Initiatives:
 - Identify target audiences and develop outreach initiatives to effectively engage and connect with the community.
 - Organize and coordinate community events, workshops, and other outreach activities to raise awareness and promote program initiatives.
 - Establish and maintain relationships with community organizations, local leaders, and stakeholders to foster collaboration and support for the program.
 - Conduct presentations and public speaking engagements to educate and inspire community members about the program.
3. Content Creation and Management:
 - Create compelling written and visual content, including articles, blog posts, videos, and infographics, to share program updates, success stories, and relevant information.
 - Manage the organization's social media platforms, regularly posting engaging content, monitoring conversations, and responding to inquiries.
 - Oversee the development and distribution of program-related materials such as brochures, flyers, and promotional materials.
 - Ensure consistent branding and messaging across all communication channels.
4. Media Relations:
 - Build and maintain relationships with local media outlets, journalists, and influencers to generate media coverage and maximize program visibility.
 - Draft and distribute press releases and media advisories, coordinating media interviews and monitoring media mentions.
 - Prepare program staff and spokespersons for media engagements, providing key messages and talking points.
5. Evaluation and Reporting:
 - Monitor and evaluate the effectiveness of communication and outreach initiatives through data collection and analysis.
 - Provide regular reports on key performance indicators, audience engagement, and program impact.
 - Use insights from data and feedback to continuously improve communication strategies and outreach efforts.

Required Skills/Expertise

- Bachelor's degree in communications, marketing, public relations, or a related field is required; relevant certifications are a plus.

- Proven experience (3+ years) in communications, outreach, or public relations, preferably in a nonprofit or community-focused organization.
- Excellent written and verbal communication skills, with the ability to tailor messages for different audiences and channels.
- Strong storytelling abilities, with the knack for creating compelling content that resonates with diverse stakeholders.
- Proficiency in using various communication platforms and tools, including social media management, email marketing, and content management systems.
- Experience in media relations, including writing press releases, conducting media outreach, and managing media inquiries.
- Knowledge of best practices in community outreach and engagement, with a passion for making a positive impact.
- Creative thinking and problem-solving skills, with the ability to adapt to evolving priorities and emerging trends.
- Strong organizational and project management skills, with the ability to manage multiple tasks and meet deadlines.

Project Narrative File(s)

* Mandatory Project Narrative File Filename:

Add Mandatory Project Narrative File

Delete Mandatory Project Narrative File

View Mandatory Project Narrative File

To add more Project Narrative File attachments, please use the attachment buttons below.

Add Optional Project Narrative File

Delete Optional Project Narrative File

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FAX: Ex. 6 Personal Privacy (PP)

PARTNERSHIP COMMITMENT

Environmental Justice Thriving Communities Grantmaking Program

June 19, 2023

Mary Reynolds Babcock Foundation Inc.

Address: 500 W. 5th Street, Suite 800, Winston-Salem, NC, 27101

Main Contact Information: Flozell Daniels Jr., fdaniels@mrbf.org, 336-748-9222, ext. Ex. 6 Personal Privacy (PP)

RE: EPA Region 4 Thriving Communities Grantmaking Program (EJ TCGM)

Dear Mr. Daniels,

Florida A&M University commits to undertaking this valued and dynamic partnership with Mary Reynolds Babcock Foundation Inc. and Southeast Climate & Energy Network to design and implement a participatory grantmaking process to benefit historically underserved communities and community-based organizations inclusive of the eight states and six tribes in EPA Region 4.

Founded in 1887, Florida A&M University (FAMU), an 1890 land grant, doctoral research institution, is nationally renowned for its student-centered collaborative and interdisciplinary practice of community-based participatory research, engagement, and extension services and as one of the nation's top producers of Black PhD environmental scientists; and MPH and DrPH public health professionals. FAMU acquired a record \$59.3 million in research and development funding and \$75.5 million in total awards during fiscal year 2021-2022. FAMU has an extensive history and relationship with EPA, the Office of Environmental Justice, and EPA Region 4 through partnership agreements; grant awards; federal advisory committees; and student internships and employment. We are also a participant in the Research Triangle Institute EPA Region 4 Technical Assistance Center and have a long-standing relationship with the Deep South Center for Environmental Justice Center EPA Region 4 and 6 Technical Assistance Center.

FAMU graciously accepts the opportunity to continue and share its legacy and practice of enhancing the lives of its constituents and empowering communities through innovative teaching, research, scholarship, partnerships, and public service, by way of its 14 Schools and Colleges and 16 Centers and Institutes including the Lola Hampton-Frank Pinder Agroecology Center, Center for Water and Air Quality, Sustainability Institute, Center for International Law and Justice, Institute of Public Health, Small Business Development Center and the Center for Environmental Equity and Justice. We are actively engaged in facilitating the requisite local, regional, and national strong community partnerships and networks needed to design, manage, and sustain the EJ Thriving Communities Grantmaking Program to advance environmental, climate, energy, and public health participatory governance and information. We are committed to and demonstrably practice community-based participatory teaching, research, and service in collaboration with underserved communities within urban, suburban, rural, and tribal communities across EPA Region 4.

As a partnering organization FAMU agrees to lend it extensive experience and practice of environmental justice and community-based participatory teaching, research, service to the design, outreach, and implementation of the participatory grantmaking process under the leadership of Principal Investigator Dr. Richard Schulterbrandt Gragg. With Co-Principal Investigator support FAMU will implement the Coalition's Outreach and Community Engagement Team (OCET): Regional Training Network (RTN) by providing community-based student research internship experiences with outcomes including environmental justice professional and workforce development; scholarly research and publications; environmental justice advocacy and data collection, presentation, and analysis to benefit underserved communities and community-based organizations in the thriving communities grantmaking process. Students will be trained to utilize environmental justice and narrative mapping tools, using the ESRI ArcGIS platform, to create regional and community-based maps and assessments regarding demographic, environmental, climate, energy-water-food nexus, resilience, and sustainable environmental justice markers for the thriving communities grantmaking applicants. Students will also learn how to utilize and deploy the StoryMaps software for communities and partners to convey, tell and share their grantmaking stories, experiences, benefits, outputs, and outcomes. FAMU and other MSI students across EPA Region 4 will be recruited to participate in these educational, professional and workforce development activities via online access, regional meetings and community-based focus groups led by MSI affiliated faculty and community liaisons. Outreach and Community Engagement Teams will also connect community organizations to technical assistance related to capacity building and application to the Environmental Justice Thriving Communities Grantmaking Program.

FAMU will hire new environmental justice/community engagement subject matter expertise. A Post-Doctoral Research Associate will be responsible for leading the development and production of scholarly research and publications, environmental justice advocacy and data collection, presentation, and analysis. In partnership with students' major professors, the staff will also engage the doctoral and master's students in these educational activities. A Program Director will be responsible for managing and coordinating the integration and deployment of the research and community-based initiatives.

Should this funding request be successful, we look forward to signing a partnership agreement and working with you on this valuable project beginning in early 2024. Please let us know how we may be of additional assistance.

Sincerely,

Richard Schulterbrandt Gragg, PhD

Richard Schulterbrandt Gragg III, PhD
Professor of Environmental Science and Policy
richard.gragg@famuedu

Ex. 6 - Personal Privacy (PP)



Preaward Compliance Review Report for All Applicants and Recipients Requesting EPA Financial Assistance

Note: Read Instructions before completing form.

I. A. Applicant/Recipient (Name, Address, City, State, Zip Code)

Name:

Address:

City:

State: Zip Code:

B. Unique Entity Identifier (UEI):

C. Applicant/Recipient Point of Contact

Name:

Phone:

Email:

Title:

II. Is the applicant currently receiving EPA Assistance? ☐ Yes ☒ No

III. List all pending civil rights lawsuits and administrative complaints filed under federal law against the applicant/recipient that allege discrimination based on race, color, national origin, sex, age, or disability. (Do not include employment complaints not covered by 40 C.F.R. Parts 5 and 7.)

IV. List all civil rights lawsuits and administrative complaints decided against the applicant/recipient within the last year that alleged discrimination based on race, color, national origin, sex, age, or disability and enclose a copy of all decisions. Please describe all corrective actions taken. (Do not include employment complaints not covered by 40 C.F.R. Parts 5 and 7.)

V. List all civil rights compliance reviews of the applicant/recipient conducted under federal nondiscrimination laws by any federal agency within the last two years and enclose a copy of the review and any decisions, orders, or agreements based on the review. Please describe any corrective action taken. (40 C.F.R. § 7.80(c)(3))

VI. Is the applicant requesting EPA assistance for new construction? If no, proceed to VII; if yes, answer (a) and/or (b) below.

☐ Yes ☒ No

a. If the grant is for new construction, will all new facilities or alterations to existing facilities be designed and constructed to be readily accessible to and usable by persons with disabilities? If yes, proceed to VII; if no, proceed to VI(b).

☐ Yes ☐ No

b. If the grant is for new construction and the new facilities or alterations to existing facilities will not be readily accessible to and usable by persons with disabilities, explain how a regulatory exception (40 C.F.R. 7.70) applies.

- VII. Does the applicant/recipient provide initial and continuing notice that it does not discriminate on the basis of race, color, national origin, sex, age, or disability in its program or activities? (40 C.F.R 5.140 and 7.95) ☒ Yes ☐ No
- a. Do the methods of notice accommodate those with impaired vision or hearing? ☒ Yes ☐ No
- b. Is the notice posted in a prominent place in the applicant's/recipient's website, in the offices or facilities or, for education programs and activities, in appropriate periodicals and other written communications? ☒ Yes ☐ No
- c. Does the notice identify a designated civil rights coordinator? ☒ Yes ☐ No
- VIII. Does the applicant/recipient maintain demographic data on the race, color, national origin, sex, age, or disability status of the population it serves? (40 C.F.R. 7.85(a)) ☒ Yes ☐ No
- IX. Does the applicant/recipient have a policy/procedure for providing meaningful access to services for persons with limited English proficiency? (Title VI, 40 C.F.R. Part 7, *Lau v Nichols* 414 U.S. (1974)) ☒ Yes ☐ No
- X. If the applicant is an education program or activity, or has 15 or more employees, has it designated an employee to coordinate its compliance with 40 C.F.R. Parts 5 and 7? Provide the name, title, position, mailing address, e-mail address, fax number, and telephone number of the designated coordinator.

N/A

- XI. If the applicant is an education program or activity, or has 15 or more employees, has it adopted grievance procedures that assure the prompt and fair resolution of complaints that allege a violation of 40 C.F.R. Parts 5 and 7? Provide a legal citation or applicant's/recipient's website address for, or a copy of, the procedures.

N/A

For the Applicant/Recipient

I certify that the statements I have made on this form and all attachments thereto are true, accurate and complete. I acknowledge that any knowingly false or misleading statement may be punishable by fine or imprisonment or both under applicable law. I assure that I will fully comply with all applicable civil rights statutes and EPA regulations.

A. Signature of Authorized Official

Flozell Daniels

B. Title of Authorized Official

Chief Executive Officer

C. Date

06/28/2023

For the U.S. Environmental Protection Agency

I have reviewed the information provided by the applicant/recipient and hereby certify that the applicant/recipient has submitted all preaward compliance information required by 40 C.F.R. Parts 5 and 7; that based on the information submitted, this application satisfies the preaward provisions of 40 C.F.R. Parts 5 and 7; and that the applicant has given assurance that it will fully comply with all applicable civil rights statutes and EPA regulations.

A. *Signature of Authorized EPA Official

B. Title of Authorized Official

C. Date

General. Recipients of Federal financial assistance from the U.S. Environmental Protection Agency must comply with the following statutes and regulations.

Title VI of the Civil Rights Acts of 1964 provides that no person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance. The Act goes on to explain that the statute shall not be construed to authorize action with respect to any employment practice of any employer, employment agency, or labor organization (except where the primary objective of the Federal financial assistance is to provide employment). Section 13 of the 1972 Amendments to the Federal Water Pollution Control Act provides that no person in the United States shall on the ground of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under the Federal Water Pollution Control Act, as amended. Employment discrimination on the basis of sex is prohibited in all such programs or activities. Section 504 of the Rehabilitation Act of 1973 provides that no otherwise qualified individual with a disability in the United States shall solely by reason of disability be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance. Employment discrimination on the basis of disability is prohibited in all such programs or activities. The Age Discrimination Act of 1975 provides that no person on the basis of age shall be excluded from participation under any program or activity receiving Federal financial assistance. Employment discrimination is not covered. Age discrimination in employment is prohibited by the Age Discrimination in Employment Act administered by the Equal Employment Opportunity Commission. Title IX of the Education Amendments of 1972 provides that no person in the United States on the basis of sex shall be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance. Employment discrimination on the basis of sex is prohibited in all such education programs or activities. Note: an education program or activity is not limited to only those conducted by a formal institution. 40 C.F.R. Part 5 implements Title IX of the Education Amendments of 1972. 40 C.F.R. Part 7 implements Title VI of the Civil Rights Act of 1964, Section 13 of the 1972 Amendments to the Federal Water Pollution Control Act, and Section 504 of The Rehabilitation Act of 1973.

Items "Applicant" means any entity that files an application or unsolicited proposal or otherwise requests EPA assistance. 40 C.F.R. §§ 5.105, 7.25.

"Recipient" means any State or its political subdivision, any instrumentality of a State or its political subdivision, any public or private agency, institution, organizations, or other entity, or any person to which Federal financial assistance is extended directly or through another recipient, including any successor, assignee, or transferee of a recipient, but excluding the ultimate beneficiary of the assistance. 40 C.F.R. §§ 5.105, 7.25.

"Civil rights lawsuits and administrative complaints" means any lawsuit or administrative complaint alleging discrimination on the basis of race, color, national origin, sex, age, or disability pending or decided against the applicant and/or entity which actually benefits from the grant, but excluding employment complaints not covered by 40 C.F.R. Parts 5 and 7. For example, if a city is the named applicant but the grant will actually benefit the Department of Sewage, civil rights lawsuits involving both the city and the Department of Sewage should be listed. "Civil rights compliance review"

means: any federal agency-initiated investigation of a particular aspect of the applicant's and/or recipient's programs or activities to determine compliance with the federal non-discrimination laws. Submit this form with the original and required copies of applications, requests for extensions, requests for increase of funds, etc. Updates of information are all that are required after the initial application submission. If any item is not relevant to the project for which assistance is requested, write "NA" for "Not Applicable." In the event applicant is uncertain about how to answer any questions, EPA program officials should be contacted for clarification.

16. CONGRESSIONAL DISTRICTS CONTINUED:

Congressional Districts of: Program/Project:

- AL-all
- FL-all
- GA-all
- KY-all
- MS-all
- NC-all
- SC-all
- TN-all

Ex. 6 Personal Privacy (PP)

Ex. 6 - Personal Privacy (PP)

Ex. 6 - Personal Privacy (PP)

Professor of Environmental Science and Policy at the Florida A&M University School of the Environment;; 51st National Technical Association President; Co-Chair of the HBCU-Geosciences Working Group; and Principal Consultant, 3PSCD: Public Private Partnership for Sustainable Community Development. His work reflects thirty-one years of leadership and expertise to analyze complex issues, devise solutions, bridge differences between a diversity of stakeholders, and reach across disciplines to build cooperation, lead change, align resources with shifting priorities, and enrich effectiveness in the preparation of place-based environmental change agents. He deploys his environmental science and policy subject matter expertise, to advance environmental and human health, in the contexts of environmental/climate/energy equity and justice; the food-energy-water nexus; participatory action research; place-based community engagement; and STEM advocacy, participation and workforce development.

a. Professional Preparation

<u>Institution</u>	<u>Major</u>	<u>Degree</u>	<u>Year</u>
Binghamton University	Biochemistry	B.S.	1981
Florida A&M University	Pharmacology	M.S.	1986
Florida A&M University	Pharmaceutical Sciences/Toxicology	Ph.D.	1991

b. Florida A&M University Academic & Administrative Appointments

2018-present	Professor, School of the Environment
2001-2018	Assoc. Professor, School of the Environment
1998-2011	Assoc. Director, Environmental Sciences Institute
1998-2011	Founding Director, Center for Environmental Equity and Justice
1995-2001	Asst. Professor Environmental Sciences Institute
1991-1995	Asst. Professor and Coordinator, R.E. McNair Post-Baccalaureate Achievement Program

c. Selected Scholarly Publications and Presentations

- Capacity Building for Brownfields Redevelopment: The EJ40/67 Project.* E. Christian Wells, University of South Florida; Richard D. Schulerbrandt Gragg III, Florida A&M University (2023) Florida Brownfields Associations Annual Conference, Orlando, Florida
- HBCUs Collaborating Environmental Justice.* R. Schulerbrandt Gragg, Fatemeh Shafiei, Nikki Sheats, David Padgett, Milanika Turner. Southeast Environmental Justice Summit, Harambee House Citizens for Environmental Justice (2023) Atlanta, Georgia
- Climate Change and Environmental Justice: Governance and Information in a Multilevel World.* Vankita, Brown, Terri Adams-Fuller, and Schulerbrandt Gragg, R.D. III (2022). Tenth Biennial NOAA EPP/MSI Education and Partnership Program, Florida A&M University
- Becker A, Tawk R, Kiros G, Suther S, Hilliard A, Gragg R, Close F, Harris CM. Physician Training Related to Environmental Hazards near Ash Superfund Sites. *Eur J Environ Public Health.* 2021;5(2):em0086. doi: 10.21601/ejeph/11096. Epub 2021 Jul 18. PMID: 34746647; PMCID: PMC8568049.
- Strengthening Communication Between BIPOC Climate Justice Experts and Government Officials.* Richard Schulerbrandt Gragg III, Panel Moderator (April 8, 2021). Investing in Regenerative Economies, Equity, and Justice BIPOC Climate Justice Dialogue.
- Environmental Justice Panel* Dr. Richard Schulerbrandt Gragg III, Speaker (November 9, 2020) Auburn University, NSF National Research Traineeship in Climate Resilience
- Vertical Integration of University and Community: An HBCU Perspective.* Dr. Richard Schulerbrandt Gragg III (November 5, 2020) 2020 Virtual Brownfields Conference. Florida Brownfields Association
- Jennings, V., Gragg, R.S., Brown, C.P. *et al.* Structural Characteristics of Tree Cover and the Association with Cardiovascular and Respiratory Health in Tampa, FL. *J Urban Health* 96, 669–681 (2019). <https://doi.org/10.1007/s11524-019-00380-2>
- R. Schulerbrandt Gragg, Warford, J., Hewitt, C., and Davis, F., (2018) *Food as the Foundation for Healthy Communities Teaching Module.* NSF-STEP: Interdisciplinary Teaching about Earth for a Sustainable Future. [Food as the Foundation for Healthy Communities](#)

Becker, A., Suther, S., Harris, C., Pawlowicz, G., Disney-Tucker, G., Dutton, M., Close, F., Hilliard, A., Gragg, R. (2018). Jacksonville, Florida Ash Superfund Toxicology Training to Improve Knowledge of the Lay Community. *Florida Public Health Review* (Accepted December 2017)

C. Wagget, Korfmacher, C., Richmond, and Schulterbrandt Gragg, R., (2017) *Lead in the Environment Teaching Module*. NSF-STEP: Interdisciplinary Teaching about Earth for a Sustainable Future. [Lead in the Environment Technical Guidance for Assessing Environmental Justice in Regulatory Analysis](#), 2016., EPA Science Advisory Board, Reviewed by Environmental Justice Technical Guidance Panel, Richard Gragg Member. URL: [Technical Guidance for Assessing Environmental Justice in Regulatory Analysis | US EPA](#)

Jennings, V., Johnson Gaither, C. and Gragg, R., 2012. Promoting Environmental Justice Through Urban Green Space Access: A Synopsis: *Environmental Justice* 5 (1), 1-7.

Jordan, L., Stallins, A., Stokes IV, S., Johnson, E., and Gragg, R., 2011. Citizen Mapping and Environmental Justice: Internet Applications for Research and Advocacy: *Environmental Justice* 4(3): 155-162. DOI:10.1089/ENV.2010.0048

Hicken M., Gragg, R., and Hu, H., 2011. How Cumulative Risks Warrant a Shift in Our Approach to Racial Health Disparities: The Case of Lead, Stress, and Hypertension: *Health Affairs* 30(10), 1895-1901(2011).

d. Synergistic academic and professional service activities.

Teaching and Supervised Research: Dr. Schulterbrandt Gragg teaches bachelors, masters and doctoral courses in environmental toxicology and human health; environmental justice; environmental ethics; introduction to environmental toxicology; environmental and occupational health; and fundamentals of environmental science. He also directs undergraduate and graduate students in thesis and dissertation research at the intersection of environmental, social, and economic sustainability.

Funding: He is the co-recipient of over \$60,000,000 in research grants and contracts awards from the Environmental Protection Agency; the National Science Foundation; National Institutes of Health-National Center for Minority Health Disparities; National Oceanic and Atmospheric Administration ; National Institute of Environmental Health Sciences; and the State of Florida.

Professional Service and Leadership: Advisory/Board Member: Auburn University NSF National Research Traineeship in Climate Resilience Auburn University, 2020 – to date; IUSE GEOPAHS: GP-Impact: Expanding HBCU Pathways for Geoscience Education Savannah State University – FAMU Sub-Award, 2018- to date; HBCU Green Fund, 2021 - to date.

He is a member of the American Association for the Advancement of Science, American Geophysical Union, American Public Health Association, National Association of Geoscience Teachers and the Florida Brownfields Association. His former appointments include: the US Environmental Protection Agency, Science Advisory Board for the Environmental Justice Technical Group Review Panel; Office of Pesticide Programs, Pesticide Program Dialogue Committee; and the National Environmental Justice Advisory Council. He is the Founding Director (1998-2011) of the Florida A&M University Center for Environmental Equity and Justice; a former member of the Audubon of Florida Board of Directors; and the Florida Environmental Regulations Commission.

National Technical Association President: [Broadening Participation in STEM: Valuing HBCUs](#) - 93rd Annual Conference, Lincoln University, Morgan State University, American Physical Society, September 22-25, 2021; [NTA 20/20 Vision – STEM Diversity Powering the Next Generation – Keeping It 100!](#) - 92nd Annual Conference, Clark Atlanta University, Morgan State University, September 23-25, 2020; [Preparing the Next Generation of Technical Leaders for the New Global Economy](#) - 91st Annual Conference, Coppin State University, Morgan State University, September 25-27, 2020. Funded by NSF Geosciences and STEM Education Directorates.

e. Honors and Awards

Florida Education Fund: McKnight Doctoral Fellow
EPA Gulf of Mexico Program; 3rd Place Individual 2015 Gulf Guardian Award-Environmental Justice

BIOGRAPHICAL SKETCH

NAME: Ex. 6 Personal Privacy (PP)

POSITION TITLE & INSTITUTION: Professor of Environmental Science & Policy

A. PROFESSIONAL PREPARATION

INSTITUTION	LOCATION	MAJOR/ AREA OF STUDY	DEGREE (if applicable)	YEAR (YYYY)
Jackson State University	Jackson, MS	Biology	B.S.	1982
Atlanta University	Atlanta, GA	Biology	M.S. Study	1983-1985
Emory School of Law	Atlanta, GA	Law	J.D.	1988
Emory University	Atlanta, GA	Science/Environmental Education	D.A.S.T. (Ed.S.)	1998
Emory University	Atlanta, GA	Science/Environmental Education	Ph.D.	2000
Candler School of Theology	Atlanta, GA	Religion	M.Div.	2003
Candler School of Theology	Atlanta, GA	Practical Theology	Postdoc	2003-2004

B. APPOINTMENTS

FROM – TO	POSITION TITLE, ORGANIZATION & LOCATION
2018-Present	Director, Center for Faculty ADVANCEment at FAMU, Florida A&M University (FAMU), Tallahassee, FL
2022-Present	Professor, FAMU School of the Environment
2016-2018	Program Director, Environmental Studies & Policy, FAMU School of the Environment
2016-2017	Director, Center for Environmental Equity & Justice, FAMU School of the Environment
2016-Present	Adjunct Professor, Payne Theological Seminary, Wilberforce, OH
2013-2022	Associate Professor, FAMU School of the Environment
2014-2015	Research Development Officer (Visiting) Jackson State University, 2014-2015
2006-2013	Assistant Professor, FAMU School of the Environment
2004-2007	Director, FAMU Teaching & Learning Institute/Teachers for a New Era
2003-2004	Lilly Postdoctoral Fellow in Practical Theology & Religious Practices, Atlanta, GA
1991-1999	Adjunct Assistant Professor, Emory Rollins School of Public Health, Atlanta, GA
1998-1999	Manager, Environmental Health & Toxicology Research Program, Minority Health Professions Foundation, Atlanta, GA
1991-1995	Assistant City Attorney & Chief, Environmental Advisory Unit, City of Atlanta Law Department, Atlanta, GA
1988-1991	Assistant Regional Counsel, US Environmental Protection Agency, Region IV, Atlanta, GA

C. SELECTED PRODUCTS

- **Marcia Allen Owens**, "Pyrrhic Persistence? One Road to Full Professorship at an HBCU," *ADVANCE Journal*, Accepted for Publication, April 14, 2023
- **Marcia Allen Owens**, Zakiya Hoyett and Brandon Moton, "Identifying Gendered Impacts of the COVID-19 Pandemic at Historically Black Colleges and Universities," *Journal of Social Issues*, Special Issue: Women and Work, Children and Family Roles (Accepted for Publication, July 1, 2021; Revised December 2, 2022).
- Ryan Nedd, Katie Light, **Marcia Owens**, Neil James, Elijah Johnson, Aavudai Anandhi, "A Meta-Analysis on the Effects of Land Use/Land Cover Change (LULCC) on a Global Landscape," *Land*, 2021, 10, 994, 1-30.
- George Osei, Michael Abazinge, Lucy Ngatia, Alejandro Bolques, Jeremiah K Billa, **Marcia Allen Owens**, and Charles Jagoe "Estimation of Radioactivity Levels in Soilless Growth Media Collected from Agricultural Research Site in Quincy, Florida," *Journal of Agriculture and Life Sciences* 2021, 8 (2), 1-8.
- "**Marcia Allen Owens** "Get Something in Your Head, and They Can't Take It Away": Education as a Family Value Passed through Black Mississippi Mothers," In Joan Garvan, Ed., *Maternal Connections*. Demeter Press, November 2022, 91-101.
- **Marcia Allen Owens**, Zakiya Hoyett and Brandon Moton, Jazmyne Simmons "Identifying Gendered Impacts of the COVID-19 Pandemic at Historically Black Colleges and Universities," *Journal of Social Issues*, Special Issue: Women and Work, Children and Family Roles (Accepted for Publication, July 1, 2021).
- **Marcia Allen Owens** "Closet Chair and Committee Side Piece: Black Women STEM Faculty at HBCUs," In *Presumed Incompetent-II: The Intersections of Race and Class for Women in Academia*, Yolanda Flores Niemann, Gabriella Gutierrez y Muhs, and Carmen G. Gonzalez, eds., Utah State University Press, 2020, 233-244.

- Saungaylia Randolph, Sarah Price, **Marcia Allen Owens**, Vonda Richardson, Conchita Neuman, Dreamal Worthen & Rosalind Harris, "Erasure to Resilience: Race, Racism and Health in Rural America," Rural Sociological Society, Special Edition (Accepted for Publication, August 1, 2020).
- **Marcia Allen Owens**, John McKnight, Maurice Tiner and Michelle R. Dunlap, "The Black Church and Liberal Arts Institutions: Forming Reciprocal Relationships for Thriving Urban Communities and Churches," *Metropolitan Universities Journal*, 2020, 31(3): 181-196
- "A Comparative Evaluation of Environmental Risk Assessment Strategies for Pharmaceuticals and Personal Care Products, Zakiya Hoyett, **Marcia Allen Owens**, Clayton J. Clark II, Michael Abazinge, *Ocean & Coastal Management*, July 2016, 127, 74-80.
- "Informing Rural Sea-Level Rise Adaptation Strategies through Public Participation Evaluation: Application of the Policy Window Theory," Ariana Marshall and **Marcia Allen Owens**, *The International Journal of Climate Change: Impacts and Responses*, 2014, 5(2): 35-47
- "Beyond Belief: Using Cognitive Frameworks to Evaluate Efficiency within Section 7 of the Endangered Species Act," Jolvan Morris and **Marcia Allen Owens**, *Ecopsychology*, March 2013, 5(1):44-51.
- O. Paraiso, M.T.K. Kairo, S.D. Hight, N.C. Leppla, J.P. Cuda, **M. Owens**, M.T. Olexa, "Opportunities for Improving Risk Communication during the Permitting Process for Entomophagous Biological Control Agents: A Review of Current Systems," February 2013, 58(1): 1-15.
- **Marcia Allen Owens**, "Is That Healthy?' Experiences of Microaggressions by Black Women at Historically Black Institutions," *The Feminist Wire* (www.thefeministwire.com) (8 November 2012).
- Ariana Marshall, Larry Robinson & **Marcia Allen Owens**, "Coastal Construction Trends in Response to Coastal Erosion: An Opportunity for Adaptation," *Journal of Coastal Conservation: Planning and Management* 15(1), 61-72 (2011).
- Odewumi CO, Buggs R, Badisa VL, Latinwo LM, Badisa RB, Ikediobi CO, Darling-Reed SF, **Owens MA**. Mitigative action of monoisoamyl-2,3-dimercaptosuccinate (MiADMS) against cadmium-induced damage in cultured rat normal liver cells," *Toxicology In Vitro*. 2011 Dec; 25(8):1733-1739.
- **Marcia Allen Owens** "Consuming Responsibly," In *Justice in a Global Economy: Strategies for Home Community & World*, P.K. Brubaker, R.T. Peters, and L.A. Stivers, eds., Westminster John Knox Press, (2006).

D. SYNERGISTIC ACTIVITIES

FAMU ADVANCE IT: Using Cultural Humility to Balance the Institutional and Intersectional Barriers to Advancement of Women STEM Faculty at a Large HBCU (**PI**), National Science Foundation, (\$2.97 Million), 2018-2023 – NSF EES-1824267

- **Marcia Allen Owens** "The Voices of Statistical Outliers: Stories of Black Women STEM Faculty Shifting Through Intersections, Stereotypes and Multiple Cultures at HBCUs," Supporting Diverse Voices Book Proposal Development Grant, Princeton University Press, Awarded May 22, 2021
- Rural Sociological Society, Chair & Chair-Elect, Ethics Committee, 2021-2023; Diversity Committee, 2020-2022
- Florida Alliances for Graduate Education and the Professoriate (FL-AGEP – EES-**2055302**), Senior Scholar Mentor, Florida A&M University Research Bootcamp, July 2021, July 2022
- Florida Alliances for Graduate Education and the Professoriate (FL-AGEP – EES-**1916094**), Senior Scholar Mentor, Florida International University Research Bootcamp, June 2021
- Proposal Reviewer, National Science Foundation, ADVANCE, 2021
- Manuscript Reviewer, Applied Environmental Education and Communication, 2021
- Research Reviewer, American Educational Research Association, (AERA), Socio-Political Issues in Science and Mathematics Special Interest Group, 2021
- Manuscript Reviewer, *ADVANCE* Journal, Oregon State University, 2021
- Research Reviewer, American Educational Research Association, (AERA), Science Teaching and Learning Program, 2020
- Manuscript Reviewer, *Wagadu: A Journal of Transnational Gender Studies*, 2020
- Program Reviewer (3rd Year), National Science Foundation ADVANCE, November 2019
- Article Reviewer, *Technology/Architecture + Design*, Routledge, 2019
- Environmental Cooperative Science Center (**Co-PI / Affiliated Faculty**), National Oceanic and Atmospheric Administration (NOAA), 2011-2016 (\$15 Million)
- Environmental Cooperative Science Center (**Co-PI / Affiliated Faculty**) NOAA, 2006-2011, \$12.5 million-NA11SEC4810001

Effective 01/30/2023**BIOGRAPHICAL SKETCH*****NAME** Ex. 6 Personal Privacy (PP) ***Required fields****ORCID ID (Optional)** Ex. 6 Personal Privacy (PP)***POSITION TITLE** Research Scientist***PRIMARY ORGANIZATION & LOCATION** Florida A&M University, Tallahassee, FL***PROFESSIONAL PREPARATION - (see PAPPG Chapter II.D.2.h.i.a.3)**

PREVIOUS ORGANIZATION(S) & LOCATION(S)	DEGREE (if applicable)	RECEIPT DATE* (MM/YYYY)	FIELD OF STUDY
Alabama A&M University, Normal, Alabama, USA	Ph.D.	05/2022	Plant and Soil Science
Kentucky State University, Frankfort, Kentucky, USA	M.S.	05/2015	Environmental Science
Kentucky State University, Frankfort, Kentucky, USA	B.S.	06/2013	Computer Science

Note - For Fellowship applicants only, please include the start date of the Fellowship.

***APPOINTMENTS AND POSITIONS - (see PAPPG Chapter II.D.2.h.i.a.4)**

Start Date - End Date	Appointment or Position Title, Organization, and Location
2023 - Present	Geospatial Machine Learning Research Fellow, Oak Ridge Institute for Science and Education (ORISE), Oak Ridge, TN, USA
2021 - Present	Sustainability and Geospatial Research Scientist, Florida A&M University School of Environment, Tallahassee, FL, USA
2020 - 2021	Geospatial Analyst, Hexagon US Federal, Huntsville, AL, USA

***PRODUCTS - (see PAPPG Chapter II.D.2.h.i.a.5) Products Most Closely Related to the Proposed Project**

1. Rosny Jean, Colmore Christian, Kozma Naka, Buddhi Raj Gyawali. Investigation of Spatial Relationship of main drivers influencing individual participation in Outdoor Recreation on National Forest Lands in Southeastern United States. USDA-ARS Symposium; 2022; c2022.
2. Adoption of computer-based technology (CBT) in agriculture in Kentucky, USA: Opportunities and barriers, Buddhi R. Gyawali, Krishna P. Paudel, Rosny Jean¹, Swagata "Ban" Banerjee, Technology in Society, Volume 72, 2023, 102202, ISSN 0160-791X, <https://doi.org/10.1016/j.techsoc.2023.102202>.
3. Spatial Analysis of Small Farm Productivity in Kentucky. Southern Agricultural Economics Association Buddhi Gyawali¹, Rosny Jean¹, Swagata "Ban" Banerjee². SAEA Symposium; 2014.
4. Jean, R.; Naka, K.; Christian, C.S.; Gyawali, B.R.; Bowman, T.; Hopkinson, S.(2022). Identifying Primary Drivers of Participants from Various Socioeconomic Backgrounds to Choose National Forest Lands in the Southeastern Region of the US as a Travel Destination for Recreation. Land 2022, 11, 1301. doi: 10.3390/land11081301
5. Using High-Resolution Color (Rgb) Imagery for Object Based Classification and Assessing Urban Canopy Cover, Rosny J. Teaching Issues and Experiments in Ecology (TIEE) Volume 20, 2023.

Other Significant Products, Whether or Not Related to the Proposed Project (see PAPPG Chapter II.D.2.h.i.a.5)

1. Andongma, B. Rosny, J. Comparative analysis of spatial mapping for malaria risk using multi-criteria decision analysis and Bivariate models, Frontiers in Environmental Science of International Journal of Health Geographics, 2023.
2. Knowledge TEE FMN Assessment Jeremy, H. Suann, A. Rosny, J. Workshop March 1, 2022
3. An inquiry-based module aligned with the 4DEE framework for teaching about functional responses and biological control Rosny Jean¹, Linda Auker, Suann Yang, Jeremy Lu
4. Identifying Primary Drivers of Participants from Various Socioeconomic Backgrounds to Choose National Forest Lands in the Southeastern Region of the US as a Travel Destination for Recreation, Jean, R.; Naka, K.; Christian, C.S.; Gyawali, B.R.; Bowman, T.; Hopkinson, S 2022 MDPI, Land 2022, 11(8), 1301; <https://doi.org/10.3390/land11081301>
5. Agricultural Education in Today's School System: An Evaluation of Agricultural and Related Science Courses among High Schools in Alabama, USA," Social Sciences, Rosny Jean¹, Colmore Christian², 2018. " MDPI, Open Access Journal, vol. 7(11), pages 1-11, November

***Synergistic Activities - (see PAPPG Chapter II.D.2.h.(i)(a)(6))**

1. National Renewable Energy Laboratory (NREL) 2022-2023 Solar District Cup Collegiate Design Competition Judge
2. Reviewer - Journal of Natural Resources and Life Sciences Education
3. Reviewer/Panelist - USDA-National Research Initiative/Soil Processes Program

BIOGRAPHICAL SKETCH

Provide the following information for the Senior/key personnel and other significant contributors.
Follow this format for each person. **DO NOT EXCEED FIVE PAGES.**

NAME Ex. 6 Personal Privacy (PP)eRA COMMONS USER NAME (credential, e.g., agency login) Ex. 6 Personal Privacy (PP)

POSITION TITLE: Associate Dean of Public Health (Director and Professor – Institute of Public Health)

EDUCATION/TRAINING *(Begin with baccalaureate or other initial professional education, such as nursing, include postdoctoral training and residency training if applicable. Add/delete rows as necessary.)*

INSTITUTION AND LOCATION	DEGREE (if applicable)	Start Date MM/YYYY	Completion Date MM/YYYY	FIELD OF STUDY
University of Kansas	B.A.	08/1974	05/1978	Biology (Honors)
University of Kansas	M.A.	05/1978	05/1980	Genetics
Meharry Medical College	Ph. D	05/1980	05/1985	Biomedical Sciences (Nutritional Biochemistry/ Toxicology)
Harvard School of Public Health	Postdoctoral Fellowship	08/1984	08/1987	Toxicology/Biology/ Risk Assessment

A. Personal Statement

I have over 30 years of expertise, leadership, and training to successfully carry out community outreach based on the principles of community-based participatory research (CBPR). This experience and leadership includes the conduct of community health needs assessments in underserved communities, provision of technical expertise regarding health outcome concerns related to environmental health issues, serving as Co-Principal Investigator of the Community Engagement Core for two NIH P20 grants on: (1) the relationship between lead and hypertension in African Americans in a rural community (Gadsden County, Florida) and a urban community (Roxbury, Massachusetts) in partnership with the Harvard School of Public Health. Through this work, we conducted focus groups and developed and sustained strong ties with both communities and (2) breast cancer mortality in African American women in Gadsden County and Leon County, Florida. I worked directly with community-based organizations regarding outreach and recruitment of women through risk factor education and the breast cancer navigation process. In addition, I have served as PI on two CDC grants: (1) development of a toxicology curriculum for lay community members and for health professionals; and (2) development of protocol for the reduction of eye injuries in migrant citrus workers (Apopka, Florida). The aforementioned work involved leadership in staffing, assurance of research protections and administering the budget.

B. Positions, Scientific Appointments and Honors**Positions**

1984-1987	Postdoctoral Fellow, Interdisciplinary Programs in Health, Harvard School of Public Health
1987-1995	Staff Toxicologist, Health Sciences Branch, Agency for Toxic Substances and Disease Registry
1990-1995	Chief, Community Health Branch, Agency for Toxic Substances and Disease Registry
1995-	Director, Institute of Public Health, College of Pharmacy and Pharmaceutical Sciences, Florida A&M University
1995-2000	Associate Professor, Institute of Public Health, College of Pharmacy and Pharmaceutical Sciences, Institute of Public Health

2000- Professor, Institute of Public Health, Florida A&M University
 2019- Associate Dean of Public Health, College of Pharmacy and Pharmaceutical Sciences, Institute of Public Health, Florida A&M University

Scientific Appointments

2021 - National Consortium of Public Health Workforce (de Beaumont) Steering Committee
 2021 - National Public Health Training Center – Racial Justice Competency Development Panel
 2021- Florida State Health Improvement Plan (SHIP) Steering Committee
 2021- Association of Schools and Programs of Public Health (ASPPH) Board of Directors

 2014- Director, Florida Health Equity Research Institute (Education and Training Core)
 2013 -2016 ASPPH DrPH Taskforce Committee
 2011-2014 Member, Florida Cancer Control Advisory Board
 2011-2013 Member, Academy Health/Aetna Foundation Minority Scholars Program Advisory Committee
 2022- President, Consortium of African American Public Health Programs (CAAPHP) Board
 2010-2012 Board of Directors, Bond Community Health Center
 2009- Member, U.S. EPA Charter Science Advisory Board
 2006- Research Consultant, Department of Environmental Health, Harvard School of Public Health
 2005- Member, Trust for America Health Board of Directors
 2005-2016 Vice-President of the Board of Directors, Trust for America's Health
 2004-2007 Councilor, Council on Education for Public Health
 2004-2006 Chair, Community/Tribal Subcommittee of the Board of Scientific Counselors, National Center for Environmental Health/Agency for Toxic Substances and Disease Registry
 2003-2005 Member, Florida Department of Health Environmental Health Tracking Program Advisory Committee
 2001-2002 Member, National Academy of Sciences, Institute of Medicine – Gulf War and Health Solvent Toxicology Workgroup
 2000- Site Visit Chair – Council on Education for Public Health

Awards

1989 Award for Contributions to the Advancement of Women – Centers for Disease Control/Agency for Toxic Substances and Disease Registry
 1991 Employee of the Year – Special Initiatives (For Contributions to the Development of the Agency Minority Health Initiative) – Agency for Toxic Substances and Disease Registry
 1992 Diplomate of the American Board of Toxicology (re-certified in 1997, 2002, 2007 and 2012)
 1999 National Forum of Black Public Administrators (Tallahassee Chapter) – Education Award
 2001 Dean's Award- Outstanding Performance in Contribution to the College of Pharmacy and Pharmaceutical Sciences
 2004 Inducted into Delta Omega Public Health Honor Society (Alpha Mu Chapter)
 2014 Distinguished Alumnus Award in the Biomedical Sciences (School of Graduate Studies and Research) – Meharry Medical College (also received this award in 1990 and 1996)
 2015 University of Kansas (Black Alumni Network) – 2015 Alumnus Innovator Award
 2021 Martin Luther King, Jr. Community Service Award (by Leon County Commission)
 2021 Florida A&M University Community Service Award for Addressing the COVID-19 Pandemic (Award by the Florida A&M University National Alumni Association)
 2021 President's Award (FAMU) – Development and Implementation of the FAMU COVID-19 Testing Site and Vaccine Administration Center (approximately 700,000 tested and over 25,000 vaccinations administered)
 2022 2022 Florida *Outstanding Woman of the Year in Public Health*

EPA EJ Thriving Communities Grantmaking Program

Florida A&M University (FAMU) Essential New Hires

Support is requested for a program manager who will devote 100% full-time for 12 months (1.0 FTE) and they will be responsible for ensuring that all aspects of the program are executed and properly documented, as well as ensuring budget alignment and reporting, supporting regular office operations, screening phone calls and scheduling internal meetings. They will work closely with the post-doctoral research associate to assist the management of the design and conduct of project elements, including outreach, community engagement and technical assistance services.

Support is requested for a post-doctoral research associate who will devote 100% full-time for 12 months (1.0 FTE) and they will be responsible for overseeing the outreach, community engagement and technical assistance services. They will work closely with the program manager and Co-PIs in the design and conduct of project elements, including outreach, community engagement and technical assistance services such as environmental justice mapping and narrative tools and conducting and coordinating data generation, analysis and interpretation for grant applicants and their applications as needed.

Stipend support is requested for four graduate students: two PhD stipends (2 @ 0.5 FTE), and two MS stipends (2 @ 0.5 FTE). Under the supervision of the post-doctoral research associate, graduate students will be trained in all grant-making protocol processes and technical assistance tools, and the principles, practices, and values needed to facilitate the pre/post award services and they will assist faculty, staff, partners, and community-based participants as needed.

Support is requested for thirty-five undergraduate student research assistants per academic year. The students will work closely with the research associate and assist in the design and conduct of project elements, including outreach, community engagement and technical assistance services.

In conjunction with the community engagement, participatory governance, and grant-making activities and workshops, Florida A&M University will host 9 faculty, and 9 of their affiliated community representatives from across the states and tribes in Southeast EPA Region 4: AL, GA, FL, MS, NC, KY, TN, SC and 6 Tribes.



EPA KEY CONTACTS FORM

OMB Number: 2030-0020
Expiration Date: 06/30/2024

Authorized Representative: *Original awards and amendments will be sent to this individual for review and acceptance, unless otherwise indicated.*

Name:	Prefix: Mr.	First Name: Flozell	Middle Name:
	Last Name: Daniels		Suffix: Jr.
Title:	Chief Executive Officer		
Complete Address:			
Street1:	500 W 5th St		
Street2:	Ste 800		
City:	Winston-Salem	State:	NC: North Carolina
Zip / Postal Code:	27101	Country:	USA: UNITED STATES
Phone Number:	3367489222 ext		Fax Number:
E-mail Address:	fdaniels@mrbf.org		

Payee: *Individual authorized to accept payments.*

Name:	Prefix: Mr.	First Name: Flozell	Middle Name:
	Last Name: Daniels		Suffix: Jr.
Title:	Chief Executive Officer		
Complete Address:			
Street1:	500 W 5th St		
Street2:	Ste 800		
City:	Winston-Salem	State:	NC: North Carolina
Zip / Postal Code:	27101	Country:	USA: UNITED STATES
Phone Number:	3367489222		Fax Number:
E-mail Address:	fdaniels@mrbf.org		

Administrative Contact: *Individual from Sponsored Programs Office to contact concerning administrative matters (i.e., indirect cost rate computation, rebudgeting requests etc).*

Name:	Prefix:	First Name: Jennifer	Middle Name:
	Last Name: Barksdale		Suffix:
Title:	Chief Finance and Operations Officer		
Complete Address:			
Street1:	500 W 5th St		
Street2:	Ste 800		
City:	Winston-Salem	State:	NC: North Carolina
Zip / Postal Code:	27101	Country:	USA: UNITED STATES
Phone Number:	3367489222		Fax Number:
E-mail Address:	jbarksdale@mrbf.org		

EPA KEY CONTACTS FORM

Project Manager: *Individual responsible for the technical completion of the proposed work.*

Name: Prefix: First Name: Middle Name:
Last Name: Suffix:
Title:

Complete Address:

Street1:
Street2:
City: State:
Zip / Postal Code: Country:
Phone Number: **Fax Number:**
E-mail Address:



**Mary Reynolds Babcock
FOUNDATION**

a. PROJECT SUMMARY PAGE

Project Title: Transformative Southeast Grantmaking Coalition

Project Geographic Area:

EPA Region 4: Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, and Catawba Indian Nation, Eastern Band of Cherokees, Miccosukee Tribe of Indians of Florida, Mississippi Band of Choctaw Indians, Poarch Band of Creek Indians, and Seminole Tribe of Florida.

Applicant Information:

Name: Mary Reynolds Babcock Foundation Inc.

Address: 500 W. 5th Street, Suite 800, Winston-Salem, NC, 27101

Main Contact: Flozell Daniels Jr.; fdaniels@mrbf.org; 336-748-9222, ext.

Brief Description of Applicant Organization:

The mission of Mary Reynolds Babcock Foundation (MRBF) is to help people and places move out of poverty and achieve greater social and economic justice. From grantmaking to investing, communications and organizational culture, MRBF seeks to center a race-forward intersectional analysis in everything it does.

Is your organization a qualifying Minority Serving Institution? No

List of Community-based Nonprofit Partners:

- Florida Agricultural and Mechanical University (Minority Serving Institution/HBCU)
- Southeast Climate and Energy Network

Project Abstract

The Southeast Participatory Grantmaking Coalition seizes the opportunity to amplify the call for climate, energy, and environmental justice by launching a participatory, simplified, streamlined, and accessible grantmaking process to benefit historically underserved communities and community-based organizations inclusive of the eight states and six tribes in EPA Region 4. Maximizing expertise in philanthropic pass-through funding, regional networking, community engagement, and participatory governance, our grantmaking Coalition will build a foundation of leadership teams, design a grantmaking process with input from these leaders, and launch a program for application submissions. Funded projects will move forward a range of environmental justice goals like climate resiliency, food sovereignty, and clean energy. Long-term, the Coalition will uplift Region 4 communities most harmed by environmental challenges and underinvestment, leading to transformative, values-based change.

b. PARTNERSHIPS, COLLABORATIONS, PARTICIPATORY GOVERNANCE, AND LETTERS OF COMMITMENT

Partnerships

The Southeast Participatory Grantmaking Coalition is composed of three community-based nonprofit organizations: the philanthropic lead, a large regional network of nonprofit climate organizations, and an academic minority-serving institution. The formation coincided with members engaging, funding, and/or hosting four community-based convenings, and with the drive to advance environmental, climate, and energy justice among frontline communities that too often lack the resources and capacity to pursue significant funding opportunities that can make a substantial impact.

The Harambee House Citizens for Environmental Justice Southeast Environmental Justice Summit in St. Simons Island, Georgia (March 29 - April 2, 2023) and Atlanta, Georgia (June 7-10, 2023); the Southeast Climate & Energy Network Convening (June 1-2, 2023) in Jackson, Mississippi; and the Annual Florida Brownfields Conference (June 19-21, 2023) in Orlando, Florida granted Coalition partners permission to share the EJ Thriving Communities Grantmaking Program and garner input from potential grantees residing in EPA Region 4 as to their grantmaking needs, and the structure, design, and implementation of the grantmaking process by way of participatory governance. Coalition members were also able to engage Research Triangle Institute and Deep South Center for Environmental Justice Region 4 Technical Assistance Centers and EPA TCTAC and EJ TCGM program officers.

Collectively, our Coalition brings a wealth of skills and talent to this program, particularly in the ability to elevate the voices of communities most harmed by environmental and climate hazards. Outreach will extend across the entire Region 4, increasing power among the various stakeholders and setting the stage for this grantmaking effort for years to come. We view this opportunity as a launching platform to build resources, community power, voice, and agency.

Mary Reynolds Babcock Foundation

Role: Lead Applicant for pass-through grantmaking, program design, grant management, and overall program direction

Background and Expertise:

Mary Reynolds Babcock Foundation (MRBF) was established in 1953 with a \$12 million bequest from Mary Reynolds Babcock. In its early days, the foundation supported historically Black colleges and universities, grassroots advocacy groups, voter education, and government accountability work – a unique legacy for Southern family philanthropy. The values that characterized the foundation in those days – democracy, equity, community, and risk-taking – continue to guide MRBF today.

Currently, MRBF provides multiyear, general operating support to grantee organizations in 11 Southern states. It also makes below-market-rate program-related investments to community development finance organizations and seeks to invest its endowment in ways that align with the foundation's mission, vision, values, and commitment to racial equity.

The foundation partners with organizations and networks that build power to advance racial equity along three primary pathways of change: democracy and civic engagement, supportive policies and institutions, and economic opportunity.

Florida Agricultural and Mechanical University

Role: Partner for program design, outreach, community engagement, and participatory governance

Background and Expertise:

Committed to the values of accountability, inclusion, innovation, and integrity, Florida Agricultural and Mechanical University (FAMU) is an 1890 land grant, doctoral/research institution devoted to student success at the undergraduate, graduate, doctoral, and professional levels. FAMU enhances the lives of its constituents and empowers communities through innovative teaching, research, scholarship, partnerships, and public service. The university continues its rich legacy and historic mission of educating African Americans and embraces all dimensions of diversity. FAMU is part of the State University System of Florida and is accredited by the Southern Association of Colleges and Schools Commission on Colleges.

By way of its 14 schools and colleges, and its various research centers and institutes—including the College of Law, College of Agriculture and Foods Sciences, School of the Environment, Institute of Public Health, Lola Hampton-Frank Pinder Agroecology Center, Center for Water and Air Quality, Sustainability Institute and the Center for Environmental Equity and Justice—FAMU is nationally renowned for its student-centered collaborative and interdisciplinary practice of community-based participatory research, engagement, and extension services and as one of the nation's top producers of Black PhDs in Environmental Science. FAMU acquired \$59.3 million in research and development funding and \$75.5 million in total awards during fiscal year 2021-2022.

FAMU's longstanding history and engagement with the EPA Office of Environmental Justice, Region 4 Administrators and EJ Coordinators, and the Monthly All States EJ Conference Call are exemplified through a variety of activities and initiatives facilitated by FAMU administrators, faculty, students, and alums. We collaborate via two MOU agreements to cooperate in (1) addressing environmental issues ranging from energy policy and sustainability to food security, health disparities, environmental justice, and children's health and (2) the EPA designation of the FAMU Center for Water and Air Quality as the first Center of Excellence for Watershed Management in Florida. In addition to being EPA employees, FAMUANS have served EPA as members of the Science Advisory Board, the National Environmental Justice Advisory Council, and the National Enforcement Training Institute - Summer Law Clerk Honors Program; and are currently holding their second internship with the White House Council on Environmental Quality.

Southeast Climate and Energy Network

Role: Partner for program design, outreach, community engagement, and participatory governance

Background and Expertise:

The mission of Southeast Climate and Energy Network (SCEN) is to confront the climate crisis by creating strategic alignment, growing capacity, and building power to address climate

and energy issues among member organizations and their communities in the Southeastern United States. SCEN members constitute a network of organizations working to advocate for meaningful and effective solutions to climate justice and racial equity in the Southeastern States.

SCEN has experienced strong institutional growth, with a strong board of directors, staff of 7 employees, and 85 dues-paying member organizations. The organization has expanded from a narrow original focus on clean energy to incorporating advancing environmental justice, thereby creating a pathway for more communities of color to assume leadership roles. This EPA grantmaking opportunity aligns with SCEN's goals to get significant funding to the communities who need it most and to build more capacity among leaders, ensuring the regional network of environmental justice advocates continues to widen and strengthen. The 85 member organizations help connect hundreds of their sister organizations and community leaders throughout EPA Region 4 to the work of environmental justice.

In addition, SCEN has collaborated with MRBF on strategic conversations related to supporting communities in the Southeast across both the urban and rural landscapes on issues related to energy, rural electric cooperatives, and climate and environmental justice. MRBF has been an ally of the SCEN network, providing funding support of multiple SCEN member organizations such as One Voice (MS), Appalachian Voices (regional), Mountain Association (KY), and Partnership for Southern Equity (GA), to name a few. This familiarity will enhance relationship building within the Coalition, paving the way for successful program planning and implementation.

Collaborations

The Coalition's capacity building will include the addition of consultants to assist in an in-depth evaluation of impacts and the additional work for a single audit. The selection of consultants will follow competitive procurement procedures, in compliance with regulations of 2 CFR Part 200, 2 CFR Part 1500, and EPA's Best Practice Guide for Procuring Services, Supplies, and Equipment Under EPA Assistance Agreements.

Our grantmaking process will leverage new and existing EPA resources and other relationships that provide capacity building, technical, and other assistance to underserved grant seekers including these EJ TCTACS: Deep South Center for Environmental Justice, Research Triangle Institute, International City/County Management Association, Institute for Sustainable Communities, and National Indian Health Board. We will also engage the EPA R4 ICMA Brownfields Technical Assistance Center and the EPA College/Underserved Community Partnership Program. Last but not least, we will access the academic institutions across the eight states, with a particular emphasis on minority serving institutions.

Participatory Governance (Participant Support)

Participatory governance puts community-based stakeholders at the forefront and ensures meaningful participation and community engagement in decision-making processes. Getting this engagement at the earliest stage of program development is critical to our success. Therefore, our program will kick off with a broad, in-person Community Advisory Council meeting, with participants represented from every region of every state, including rural and tribal.

Some starting participants will be identified through our existing networks and community liaisons in the region, including multiple SCEN network organizations, many of which participated in its recent Annual Convening in Jackson, MS. These participants may also derive from gathering feedback on program design from attendees of the June 2023 Atlanta

Environmental Justice Summit or from other community-based organizations, such as the NC EJ Network. We intend to build on this network, extending the space for insight and participatory decision-making that ultimately will build the framework for this program. The community-based organizations selected will represent the communities being served by this grantmaking program.

When recruiting new participants, we will use the criteria listed below that align with our program's goals and values. The criteria reflect the various elements recommended for the collective body to represent, recognizing that not everyone will "check every box." Each individual chosen will reflect our commitment to long-term systemic change through a racial equity lens. Criteria include:

- Based in the South and connected deeply in the region, with networks in multiple states
- Experience with tribal, rural, coastal and river, Black, POC, and immigrant communities
- Clear understanding of systemic oppression
- Experience in environmental justice work across the South
- Welcoming of community input, community leadership, and participatory grantmaking and governance
- Representing grassroots community-based organizations and grassroots groups
- Multilingual
- Multigenerational
- Skilled in capacity building, technical assistance, grantmaking, and philanthropic relationships

Through this initial meeting of approximately 20-25 members, information about the program will be shared and feedback sought via deep listening sessions and facilitated discussions on program design, governance, and implementation. We expect participants to self-identify their skills and capacity for assisting in this environmental justice effort, and to continue engaging with us throughout this three-year program.

The Community Advisory Council will continue to meet in person annually throughout the program and virtually each quarter, ensuring that the communities we aim to serve continue to have a voice not only in the program's initial development and design, but also in input and evaluation throughout implementation.

Participatory Grantmaking

Participatory governance will also involve the evaluation of submitted proposals, ensuring community leaders are making decisions rather than playing only an advisory role. Through the steering and suggestions of a Community Advisory Council (CAC), we expect to identify 8-10 members chosen geographically and by EJ issue affinity to form a Participatory Grantmaking Committee (PGC), with MRBF serving as a vessel rather than decision maker for issuing awards. PGC members will rotate each of the three years, with designated members staying on for consistency.

The PGC will manage the overall participatory grants process and decision-making related to the \$40 million pooled grant fund to support environmental justice work in Region 4. It will design the decision-making structure for reviewing and approving grants throughout the three phases over the next three years. The PGC will help grantee partners identify capacity challenges and leverage philanthropic resources to address gaps. It will also serve as external champions of this work and the opportunity at hand with this initiative.

The following priorities related to decision-making and governance will be addressed democratically following the creation of the PGC:

- Establish working agreements
- Finalize subaward process, structure, and implementation
- Build connectivity, identify alignment, and lead participatory processes
- Identify goals, outcomes, and criteria for the overarching grant process and individual grants
- Agree on evaluation methods (e.g., modified consensus, rubric and point system)
- Determine a decision-making approach regarding the participatory grantmaking structure, with the purpose of reviewing applications promptly and with due diligence, and deciding on grants to be awarded

Examples of potential grantmaking structures the PGC could employ include:

- Deep involvement and time commitment: The PGC would convene multiple times to finalize the grantmaking strategy, theory of change, scope of work, and funding priorities and criteria. The PGC would be deeply involved in reviewing proposals by distributing them to specific PGC members, who would share recommendations with the full group to make final decisions. This includes participation in due diligence meetings to gather additional information to inform grant decisions. Staff would facilitate this process and assist the PGC with the different aspects of the grant reviews.
- High-level involvement and relatively less time commitment: The PGC would mostly focus on decisions regarding the strategy, criteria to inform funding priorities, and scope of work. Staff managing the project would narrow the pool and bring recommendations based on the funding priorities. The PGC would make the final decisions, approving the slate and identifying any concerns or changes to the recommended grants.

All participants (members of the CAC and PGC) will receive monetary compensation, or stipends, for their contributions, as well as language access, technology access, transportation/travel support, training on the Whova networking application to be used in this program, and in-kind contributions toward child care for in-person events. Documentation will be created for participants that adheres to EPA Guidance on Participant Support Costs (11/12/2020). It will detail the scope of work agreed on and compensation, and confirm no conflicts of interest.

In compliance with 2 CFR 200.1 and 2 CFR 180.300, and to prevent actual or apparent conflicts of interest, particularly in subrecipient award decisions, we will confirm individuals who join the PGC have no intention to apply for the program grants, and have no relationships to the people or organizations applying. MRBF's conflict-of-interest policy encourages staff and board to engage in civic engagement and nonprofit work in transparent ways, and takes steps to recuse any individual with a stake in a particular grant from the approval of that grant. Per MRBF's policy, "We must comply with all state and federal laws governing private foundations. We must avoid both the reality and the perception of personal gain for Foundation directors and staff, and preferential treatment for organizations with ties to individual directors or staff members. At the heart of this conflict-of-interest policy is the commitment of each director and staff member to conduct the Foundation's business with openness, integrity, and fairness."

Letters of Commitment

Letters of commitment for the lead applicant and all partners have been uploaded.

Partnership Agreement

A statutory partnership agreement is being planned and drafted.

c. SCHEDULE OF ACTIVITIES

Milestones and Timeline

All goals adhere to the EPA Strategic Plan, Goal 2 to take action to advance environmental justice and civil rights and Objective 2.1 to promote environmental justice and civil rights at the federal, tribal, state, and local levels.

Years 2024-2026 (36 Months)

Goals	Tasks and Milestones
Goal 1: Collaboratively design a grantmaking process involving people from the communities impacted by the funding	Task 1.1. Finalize partnership agreement (Month 1)
	Task 1.2. Conduct hiring process for internal staff (Month 2)
	Task 1.3. Conduct RFP process in compliance with CFR 200.320 uniform guidance on procurement hiring process for consultants/contractors (Month 2)
	Task 1.4. Set up grants management infrastructure (Month 3)
	Task 1.5. Recruit, identify, and orientate members of the Community Advisory Council to begin designing the program's framework, starting with a kickoff meeting (Month 3)
	Task 1.6. Create a project management plan and data collection system (Month 3)
	Task 1.7. Work with evaluation consultant to design and implement the outputs, outcomes, and evaluation (Month 4)
	Task 1.8. Establish the Participatory Grantmaking Committee to finalize the program's framework and prepare for award decisions (Month 4)
	Task 1.9. Finalize application and reporting requirements for each of the three phases of grantmaking or grant programs (Month 5)

Goal 2: Launch the grantmaking process, including call for submissions	Task 2.1. Provide comprehensive outreach and education about Phase I-III grant opportunities to rural, urban, and tribal communities (Ongoing, beginning Month 5)
	Task 2.2. Begin announcing rolling process for Phase I-III grants (Month 5)
	Task 2.3. Design and roll out technical assistance for applicants for subawards: grant writing, technical information, financial, administrative, and other TA (Month 5)
Goal 3: Implement grantmaking activities	Task 3.1. Collect applications (Ongoing)
	Task 3.2. Evaluate applications (Quarterly)
	Task 3.3. Issue awards (Quarterly)
	Task 3.4. Collect financial reports on grant programs (Quarterly)
	Task 3.5. Collect brief narrative report on grant programs (Annually)
	Task 3.6. Collect and address subrecipient feedback on the application process and overall grant program (Ongoing)
Goal 4: Establish channels for feedback and evaluation	Task 4.1. Collect and share data through a collaborative process that includes our network, regional and national TCTACs, and EPA (Quarterly)
Goal 5: Implement program closeout	Task 5.1. Ensure that all funds distributed over the entire grant period have been expended (Months 35-36)
	Task 5.2. Begin program closeout (Month 36)

Program Design/Goals

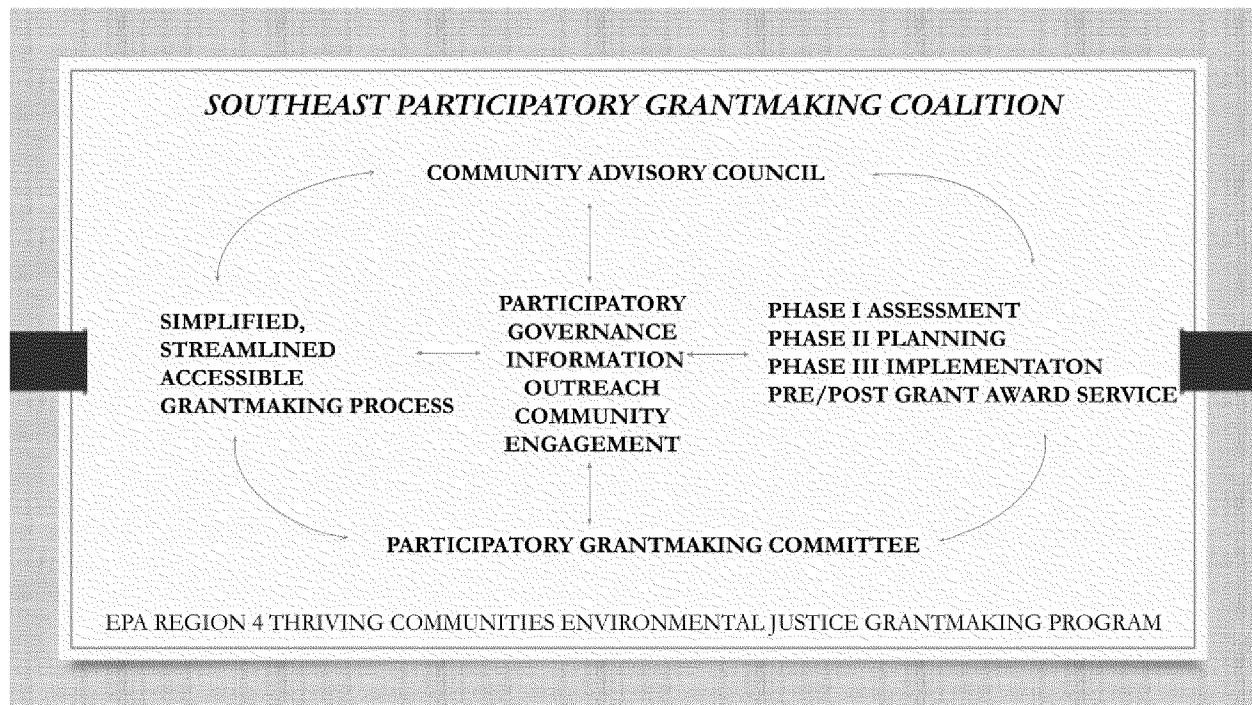


Figure 1. Coalition Participatory Governance Process

The Southeast Participatory Grantmaking Coalition formed with the purpose of targeting local environmental justice and public health issues by making funding more attainable to frontline organizations historically excluded from these types of opportunities. We will utilize the principles of community-based participatory action and governance to prioritize grantmaking within these EJ thematic areas to promote environmental justice across the region:

- Just Recovery and Climate Resiliency
- Air Pollution and Water Quality Monitoring Assessment
- Food Sovereignty
- Land Access, Retention, and Affordable/Sustainable Housing
- Clean Energy and Energy Efficiency
- Brownfield Clean-Up
- Public Health
- Ecosystems Protection and Restoration
- Youth Training on Environmental Justice
- Clean Public Transit
- Green Jobs

These themes reflect the Justice40 Initiative and are intended to respond to what is needed in our region.

Three Phases

The program design built through participatory engagement will offer all three grant program types (Phase I Assessment, Phase II Planning, and Phase III Implementation). We think of these phases as “project readiness factors.” Members of the PGC will be assigned to phases to expedite application reviews and awards. Grant programs may address a wide range of environmental issues, as described in the identified EJ themes. While we estimate distributing about 150-170 awards total, this planning component will be finalized by the PGC. The scheduling of programs will ensure all funding is expended within the three-year grant period.

Considerations for Phase I fixed awards: PGC members will refine how they understand “severely capacity-constrained organizations.” Capacity constraints could be caused by labor shortages, lack of equipment, inadequate facilities, regulatory issues, or capital or credit restrictions. Leadership in the nonprofit sector may be aware of constraints but often lack adequate tools to address them.

As part of the participatory design process, the PGC will determine a maximum organizational budget for applicants based on the different phases.

Application Process

- *Marketing, Outreach and Community Engagement:* Examples will include media outreach, social media placements, announcements in nonprofit and philanthropic networks and trade publications, EPA Environmental Justice Networks, and National and Region 4 TCTACs.
- *Open Request:* Proposals will be accepted on a rolling basis to eliminate the crush and stress of deadlines, with four decision-making dates each year. Application closing and decision-making dates will be clearly communicated so organizations can plan effectively.
- *Communication and Training:* To ensure an accessible application process and offer guidance to applicants, we will hold webinars in multiple languages, considering regional needs. We will share details of the opportunity, post clear and detailed information on the website, and address any questions promptly. We will develop thorough FAQs to ensure potential applicants have clarity about the opportunity's priorities and process.
- *Technical Assistance:* Technical assistance and guidance will be available at every point in the process, from first contact and help with proposal rewrites to post-decision feedback.
- *Project Summary:* The first step is for a group to submit a brief Project Summary to minimize the burden on applicants and allow the grantmaking committee to make an initial assessment of potential alignment. This prevents applicants from spending too much time writing proposals for something that may not be a fit. The Project Summary will include the following components:
 - Phase/Project Readiness Stage (Problem Assessment, Planning, Implementation)
 - Statement of Need and Purpose
 - Project Focus and Strategies
 - Key Partners and Networks
 - General Timeline
 - Project Budget

- *Learning Conversation:* After we review the Project Summary and if there is a need for further exploration, grantmaking staff may reach out to set up a learning call to explore potential alignment with the funding priorities.
- *Brief Application:* Projects that meet initial alignment assessment through the Project Summary submission process (and learning calls, when applicable) will be invited to complete a brief application that will build on the Project Summary with:
 - Expected Outcomes, including short-term (changes in knowledge), intermediate (changes in behavior), and long-term (changes in conditions)
 - Proposed Activities
 - Expanded Budget
- *Technical Review:* The initial review of each application will include a technical specialist who will suggest revisions to strengthen the proposal.
- *Accessible Submission:* We will provide a range of submission options, seeking to include and possibly expand the following:
 - Acceptance of both electronic and hard copies for organizations without reliable Internet
 - Optimization of application platforms for mobile devices
 - Accommodation of all accessibility needs
 - Acceptance of applications in English and Spanish, and any other languages represented in Region 4 applicants might need to communicate effectively
 - Acceptance of materials previously submitted for other funders, or other documentation that answers the application questions
 - A more streamlined review process for underserved communities and agencies applying for Phase I Assessment projects grants, where the grantmaking staff will approve the fixed \$75k grants based on the guidelines and funding priorities approved by the PGC
- *Follow-Up Learning Call:* Based on the information provided in the applications, the PGC will conduct learning calls, as needed, to inform grant decisions.
- *Timely Awards:* The PGC will develop the structure and process by which it will approve grants throughout each cycle. The process is intended to be nimble to respond quickly throughout the year, within three months, while respecting PGC members' time commitments. The grant award and agreement letter will be shared within one week of approval, along with reporting requirements.
- *Grant Limits:* To ensure fairness, organizations will be limited to one grant per phase (I, II, or III).
- *Priority Grants:* The initial criteria that will guide the funding priorities for the awards, to be refined by the PGC, include organizations that:
 - Are BIPOC-led and BIPOC-serving
 - Are connected to networks and believe in the importance of network-building
 - Approach work through a systems-change framework

- Have a commitment to using a racial and gender equity lens
- Are a 501c3 non-profit
- Demonstrate a track record of community-driven work and partnerships
- *Encouragement to Reapply:* We will keep a list of declined applications that may not be ready for funding when organizations apply but can be considered in a later cycle. Staff will provide feedback on declined applications upon request.

We look forward to working cooperatively with the EPA on our proposed program design, in partnership with wider efforts to advance environmental justice and the Justice40 Initiative.

Collaboration with TCTAC and Other EPA Agencies

The Southeast Participatory Grantmaking Coalition plans to work with regional and national Environmental Justice Thriving Communities Technical Assistance Centers (TCTACs) and other EJ agencies to connect organizations with technical assistance, and share progress and impacts of this program. We are pleased to share that already, we have had productive conversations with the following agencies to prepare for this grant and advance a broader networking vision:

- Region 4 TCTACs: Research Triangle Institute and Deep South Center for Environmental Justice
- National TCTACs: Institute for Sustainable Communities and International City/County Management Association

Research Triangle Institute recently launched a center for education and capacity building that is sustainable and adaptable to participants' needs. Its partners include several of ours, most notably Florida Agricultural and Mechanical University (FAMU), which is co-leading community outreach and communications with Southeast Climate and Energy Network (SCEN).

We expect to coordinate with the TCTACs on technical assistance that supplements our more region-targeted Technical Assistance work, and that builds long-term capacity and readiness for future federal grant opportunities (for example, support in grant writing, program implementation, and setup in sam.gov and grants.gov).

Our Coalition will work with the two Region 4 Multi-Environmental Media EPA Environmental Finance Centers – the University of North Carolina and the Urban Sustainability Directors Network – to provide targeted technical assistance for organizations seeking resources for water infrastructure improvements. Other examples may include the National Indian Health Board, the Water Infrastructure and Resiliency Finance Center, capacity-building TA with the Small Public Water Systems, and Community Development Finance Agencies Brownfield TA Centers.

Our Coalition will work specifically with the Region 4 International City/County Management Association, which was selected by the EPA to provide training and technical assistance to brownfield communities nationally. We have engaged Tad McGalliard and Clark Henry and look forward to collaborating with them, as well as adapting ICMA's Brownfield 311 model.

We will develop formal linkage agreements with each of these aligned agencies, with a particular focus on outreach and communications. The agencies will also be a source of potential applicant referrals.

Outreach and Community Engagement

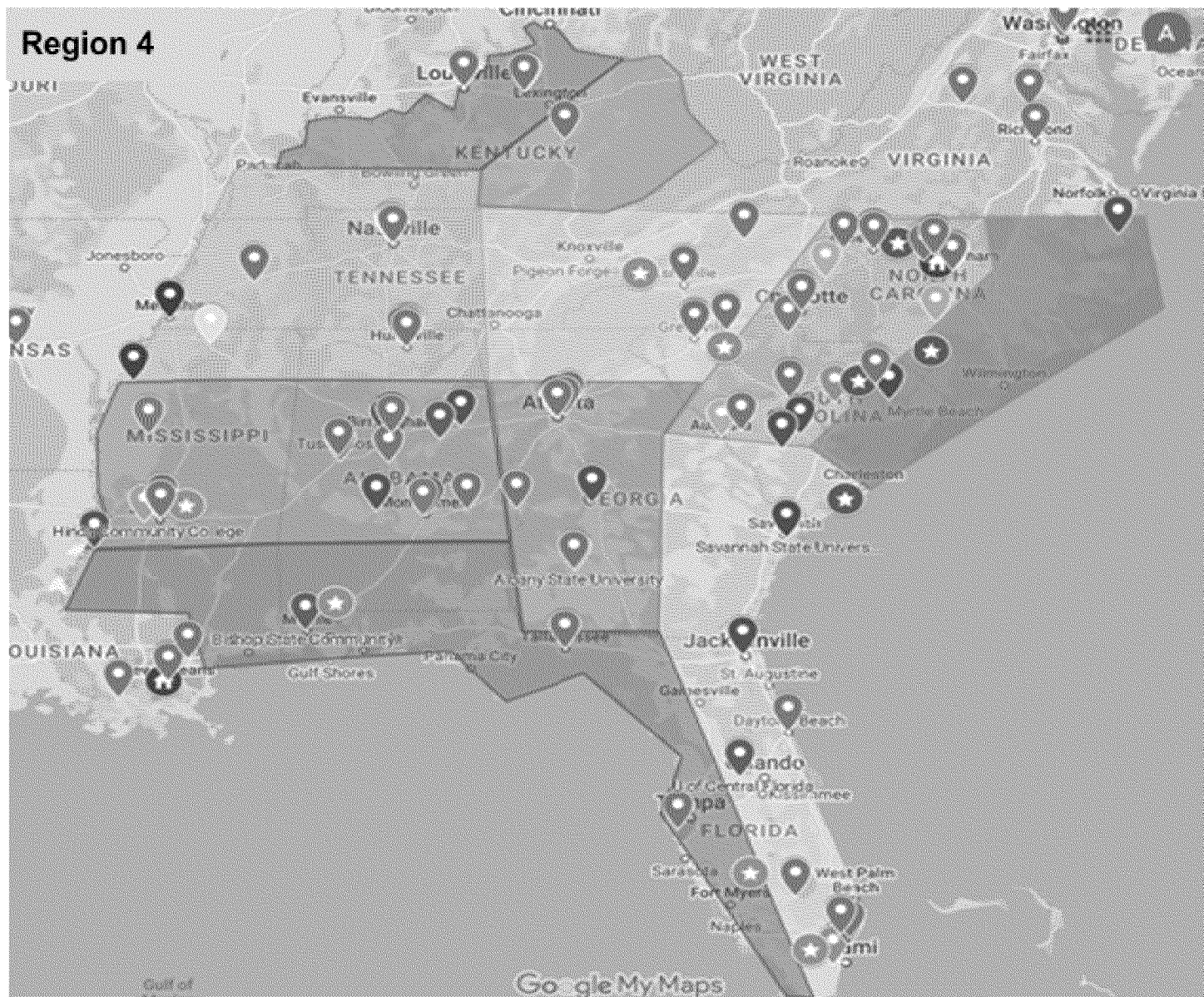


Figure 2. Coalition Regional Network. The subregional map above shows our Coalition’s expansive Southeast regional and network coverage. It includes all SCEN, FAMU, and MRBF locations and headquarters; TCTACs; academic MSIs; and 10 coastal, rural, suburban, and urban subregional areas. For greater detail, see the legend that follows.

- ☒ **Alabama**
 - ☐ Alabama A&M University
 - ☐ Alabama State University
 - ☐ Bishop State Community College Main Cam...
 - ☐ Gadsden State Community College
 - ☐ J.F. Drake State Community & Technical Coll...
 - ☐ Lawson State Community College
 - ☐ Miles College
 - ☐ Oakwood University
 - ☐ Selma University
 - ☐ Shelton State Community College
 - ☐ Stillman College
 - ☐ Talladega College
 - ☐ Trenholm State Community College
 - ☐ Tuskegee University
- ☒ **Florida and U.S. Virgin Islands**
 - ☐ Bethune Cookman University
 - ☐ Edward Waters College
 - ☐ Florida A&M University
 - ☐ Florida International
 - ☐ Florida Memorial University
 - ☐ U of Central Florida
 - ☐ University of the Virgin Islands
- ☒ **Mississippi**
 - ☐ Alcorn State University
 - ☐ Coahoma Community College
 - ☐ Hinds Community College
 - ☐ Jackson State University
 - ☐ Mississippi Valley State University
 - ☐ Rust College
 - ☐ Tougaloo College
- ☒ **Kentucky**
 - ☐ Kentucky State University
 - ☐ Simmons College of Kentucky
- ☒ **Tribal areas**
 - ☐ Seminole
 - ☐ Cherokee
 - ☐ Catawba
 - ☐ Miccosukee
 - ☐ MS Band of Choctaw
 - ☐ Poarch Band of Creek Indians
 - ☐ Pee Dee
 - ☐ Lumbee
 - ☐ Saponi/ Haliwa-Saponi
 - ☐ Gullah-Geechee
- ☒ **North Carolina and South Carolina**
 - ☐ Allen University
 - ☐ Benedict College
 - ☐ Bennett College
 - ☐ Claflin University
 - ☐ Clinton College
 - ☐ Denmark Technical College
 - ☐ Elizabeth City State University
 - ☐ Fayetteville State University
 - ☐ Johnson C. Smith University
 - ☐ Livingstone College
 - ☐ Morris College
 - ☐ North Carolina A&T State University
 - ☐ North Carolina Central University School of ...
 - ☐ Pee Dee
 - ☐ Saint Augustine's University
 - ☐ Shaw University
 - ☐ South Carolina State University
 - ☐ TCTAC - Region 4
 - ☐ TCTAC - Region 4 & 6
 - ☐ Voorhees College
 - ☐ Other / No data
- ☒ **Tennessee**
 - ☐ American Baptist College
 - ☐ Fisk University
 - ☐ Lane College
 - ☐ Lemoyne-Owen College
 - ☐ Meharry Medical College
 - ☐ Tennessee State University
- ☒ **Subregions**
 - ☐ Appalachian Region #1
 - ☐ Appalachian Region #2
 - ☐ Coastal NC & SC
 - ☐ Western GA
 - ☐ Eastern KY
 - ☐ Western KY
 - ☐ Northern MS & AL
 - ☐ Gulf Coast Region MS, AL, FL
 - ☐ Coastal Ga & FL
 - ☐ Central NC & SC Region
- ☒ **SCEN Organizations- SCEN Members .csv**
 - ☐ All items

Through its extensive network across EPA Region 4, SCEN, FAMU, and MRBF will collaboratively develop Outreach and Community Engagement Teams (OCETs) of three to five members each for geographical subregions (see Figure 2), and for demographic or affinity-targeted outreach to communities. The teams will consist of these members:

- SCEN member organizations
- MSI faculty (FAMU and non-FAMU)
- MSI students (FAMU and non-FAMU)
- Community liaisons (from the states and tribal groups)

Plans also include recruiting OCET members from Hispanic-serving institutions in the region, such as Florida International University, the University of Central Florida, and Ana G Mendez University.

Outreach efforts will be tailored to the specific communities we seek to engage and will involve a combination of in-person and virtual events. To help cover all subregions, we will use the online event marketing application Whova, the industry gold standard for engaging and organizing, particularly in event settings. We will design and test clear, concise materials that are available to community members in more than one language (by partnering with a language justice organization) and accommodate accessibility needs. In-person meetings will be facilitated in spaces that do not present physical barriers to any individuals. We will provide in-kind-supported child care and ASL for those who need it at all public gatherings.

SCEN and FAMU will lead all outreach and community engagement with support from MRBF staff. The Community Advisory Council and the many members and affiliated organizations in Region 4 will be at the center of the marketing. Program directors and faculty across SCEN and FAMU will supervise outreach and engagement promoters, and facilitate the broadcasting of this opportunity for simple-to-manage, simple-to-submit subawards – surrounding applicants with technical assistance and guidance from the initial step to the final grant report.

FAMU will elevate the voices of academic Minority Serving Institutions by enlisting undergraduate and graduate students to perform outreach and technical assistance activities to applicants who have shared and lived experience with the geographical and affinity communities. Students will be equipped and trained to generate content and answer any questions related to the data and assessment markers revealed using EJScreen 2.2; Climate and Economic Justice Screening Tool; and ArcGIS StoryMaps. They will interpret, analyze, and provide the data generated by these mapping tools for the grant applicants and their applications as requested. FAMU will work with the EPA College/Underserved Community Partnership Program which awards internships and placements in targeted locations, leveraging more environmental justice resources to the project and region.

Similar to the Region 4 ICMA Brownfields Technical Assistance Center, FAMU will also play a key role streamlining technical assistance needs by forming a 311 Help Center comprising the academic Minority Serving Institution faculty and students and the community liaisons. The Help Center will coordinate with MRBF's EPA grants manager so that application instructions include connection to this center for technical support (e.g., by email or phone). Initial contact will lead to a 1-1 meeting or virtual meeting to provide a warm welcome. Information will be communicated in print and verbally of the next steps to apply, or to schedule a meeting on technical assistance for a specific organization or request.

Technical assistance will also be available from the regional TCTACs like the Research Triangle Institute in Region 4, and our team will connect those interested to that resource. Other EPA Technical Assistance Centers may include the Region 4 Brownfield Technical Assistance Center or the national TCTACs for specific requests, professional development, or longer-term capacity building. A point person to be identified will be primarily responsible for coordinating the technical assistance and the boundary zone between outreach/engagement and technical assistance services. A simple intake or questionnaire will help identify key technical assistance topics and needs.

The combined outreach efforts of FAMU, SCEN, and MRBFs wide networks will lead to much broader, longer-term impacts as meeting participants share education and messaging throughout their subregions. The Thriving Communities networks we build and maintain will be based on listening, suggestions, and guidance offered by co-equals. The Whova technology will complement this effort, as well as the use of our organizational websites and social media platforms (e.g., Facebook, Twitter, LinkedIn). MRBF participates in a wide array of philanthropic affinity and membership groups, including Philanthropy Southeast and Grantmakers for Southern Progress, and maintains relationships with sister foundations who can help get our message out and leverage additional dollars to frontline organizations.

Our OCETs will announce applications for Phase I Assessment, Phase II Planning, and Phase III Implementation grants, technical assistance opportunities, grant awards, and the impacts of the EJ subawards on social media, in traditional media platforms, through EPA channels, and by email. As a result, we will build an extensive database of environmental justice organizations and individuals in Region 4.

The valuable networks created by outreach and community engagement will serve as a catalyst for reaching a multitude of organizations and institutions involved in addressing environmental justice issues. We aim to extend our outreach beyond traditional boundaries and engage even organizations that operate below the grassroots level. This approach will open the door to new perspectives, untapped resources, and fresh collaborations – ultimately leading to more comprehensive and impactful solutions.

Anticipated Results (Outputs/Outcomes)

Evaluation is critical for improving the program, informing future efforts, highlighting success to funders and decision-makers, and making the case for integrating EJ strategies into more policies and programs. The outputs and outcomes we anticipate will be derived by the projects we fund, to be determined from the Participatory Grantmaking Committee.

The Southeast Participatory Grantmaking Coalition			
Activities	Outputs	Short-Term Outcomes	Anticipated Long-Term Outcomes
<p>Consult with EPA program managers and staff to establish communication and finalize work plans for grant term</p> <p>Build a foundation of community leadership teams to conduct outreach and marketing efforts</p> <p>Design a grantmaking process with input from community leaders</p> <p>Launch the grantmaking process, including call for grant submissions</p> <p>Establish channels for feedback and evaluations throughout the process</p>	<p>25 CBO representatives and community stakeholders serve on Community Advisory Council</p> <p>Participatory Grantmaking Committee established and meeting on agreed schedule</p> <p>Environmental justice outreach workers provide messaging and outreach at community meetings and events, with 1-1 or small group meetings and media spotlight events annually</p> <p>Community-based organizations (CBOs) across 8 states and 6 tribes in Region 4 are engaged and made aware of priorities and EPA TCGM Program's grant opportunities</p> <p>CBOs inquire about TCGM grants</p> <p>Requests from CBOs for technical assistance with grant applications</p> <p>Grant applications submitted</p> <p>Estimated 150-170 timely grant awards made in Phase 1 - Assessment, Phase 2 - Planning, and Phase 3 - Implementation</p>	<p>Assessment Grants: Communities are supported through the application process resulting in quality applications that can be more quickly reviewed and funded.</p> <p>Communities are collecting data and, based on assessment results, are empowered to make informed and data-supported decisions regarding project priorities and next steps needed to move into planning phases of their project(s)</p> <p>Grantees have deepened partnerships with local stakeholders, and have identified processes needed to sustain efforts</p> <p>Planning Grants: Communities are engaged in the various facets of project planning and design, applying a justice lens and prioritizing the most vulnerable populations for projects</p> <p>Increase in participation of marginalized and underserved populations in community-wide planning for environmental issues</p> <p>Increased participation by youth in community-wide</p>	<p>Intermediate: More communities have enhanced skills and capacities around community organizing and grant writing and development</p> <p>Communities have stronger voice and agency in local, state, and regional planning and policy development</p> <p>University students, especially those attending MSIs, gain familiarity and experience working in underserved, overburdened communities—leading to an enhanced awareness of the principles and activities of environmental and climate justice</p> <p>Long-Term: Southeast Participatory Grantmaking Coalition builds regional EJ coalition of community organizations and stakeholders that continue to seek collaborative actions in the future</p> <p>The cumulative impact of grant awards helps to uplift underserved, urban/rural, and vulnerable and tribal populations across the region</p>

	<p>Ongoing, multi-year technical assistance to an estimated 150-170 subrecipients</p> <p>Focus groups with CBO participants for subjective feedback</p> <p>Quarterly and annual reports with adjustments</p> <p>Evaluation for total number of Phase I applications received annually</p> <p>Data collection by third-party consultant to prepare raw data for analysis and reporting</p> <p>Annual impact assessment or evaluation by third-party consultant, including programmatic, financial, and process evaluations</p> <p>\$40,000,000 in financial resources and grants made to underserved communities</p>	<p>planning for environmental issues</p> <p>Implementation Grants: Communities gain land/building and resources that are self-sustaining</p> <p>Plans are developed for eliminating or reducing source point pollution, and creating community benefit plans for large infrastructure projects and other community projects</p> <p>All Grants: Improvements in public health awareness, disaster preparedness and response, access to food, access to affordable housing, and other measures</p> <p>Increase in CBOs providing access to local air and water quality information; sustainable food, housing, and transportation resources; reduced energy burdens; and other environmental and climate justice markers</p> <p>Enhanced professional staffing, training, and community-serving capacity for EJ work</p>	
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High Priority: DEIA

To help us understand outputs and outcomes from the lens of diversity, equity, inclusion, and accessibility (DEIA), we will also seek some specific metrics such as:

- # of inquiries from DEIA CBOs
- # of proposals submitted from DEIA CBOs
- # of requests for technical assistance services
- # of technical assistance services provided
- # or % of funded proposals to DEIA CBOs

Performance Measurement Plan

To measure the effectiveness of both MRBF's role as a pass-through entity and the success of subrecipients, we will complete an independent, third-party impact assessment based on data and information collected from the program's multi-tier reporting system. Evaluation will include community, stakeholder, and EPA feedback, to be solicited in a variety of formats such as surveys, online questionnaires, focus groups, and 1-1 interviews. While the evaluation design will be determined in partnership with this firm, we expect to use our primary program goals and anticipated outputs and outcomes to determine evaluation questions, establish key milestones, determine data collection methods, collect data at established intervals, and analyze and share data.

The evaluation firm we choose will ideally have connection to our community and play a crucial role in supporting the planning, implementation, and communication of both the annual and three-year cumulative impact and process assessment. It is essential that the impact assessment design prioritize diversity, equity, and inclusion, with particular attention given to including all geographic areas and historically marginalized, excluded, or displaced populations. We recognize the significance of this evaluation in analyzing and reflecting on the program's progress and impact. Consequently, we will invest substantial resources in this evaluation to ensure its effectiveness. We firmly believe that if an initiative is worth undertaking, it is equally important to evaluate it with integrity, as evaluations provide valuable insights and opportunities for growth. In this three-year grant program, there will be opportunities to adjust and fine-tune our tasks and efforts based on data assessment and annual evaluations.

MRBF's new EPA grants manager will use Blackbaud, an industry-leading software solution to integrate the submission, review, and evaluation of data from subrecipient applicants and awardees. This professional will collect the metrics, then submit them to the selected evaluation firm for a deeper analysis of outcomes, ensuring reporting efforts move seamlessly from one stage to another without duplication of efforts. While we propose this evaluation plan, our Coalition intends to seek unified guidance from the EPA on reporting and will comply with all requirements.

Budget Narrative

The budget was created in alliance with the Justice40 Initiative's community-centered values. Efforts were made to maximize funding on grantmaking activities without compromising expertise.

Personnel Total

\$2,339,457

EPA Program Director: Collaboratively leads the Southeast Participatory Grantmaking Coalition. The EPA program director will guide the participatory grantmaking process, coordinate with the partners, be the primary contact with EPA staff, and oversee compliance with federal regulations.

Year 1 Salary	% of Effort	Project Duration	Funds Requested
\$155,500	100%	36 months	\$490,214

Participatory Committee Facilitator: Will support the Community Advisory Council and Participatory Grantmaking Committee, including planning and coordinating all committee meetings; ensuring meetings are accessible and accommodate participants' schedules, travel needs, and language needs; engaging members through skilled facilitation; and ensuring fidelity to the participatory process over the course of the program.

Year 1 Salary	% of Effort	Project Duration	Funds Requested
\$106,240	100%	36 months	\$334,922

Project Manager: Accountable for the day-to-day programmatic and administrative tasks of the Coalition. The program manager will communicate regularly with all partners to provide updates on the program and establish systems and procedures that will facilitate program implementation.

Year 1 Salary	% of Effort	Project Duration	Funds Requested
\$91,428	100%	36 months	\$288,226

EPA Grants Manager: Oversees the administration of EPA grants and manages the data system for tracking and evaluating program impact. Responsibilities include managing, maintaining, and monitoring timely administration of the grants through application, award documentation, and grant reporting.

Year 1 Salary	% of Effort	Project Duration	Funds Requested
\$91,428	100%	36 months	\$288,226

Finance and Compliance Manager: Responsible for the financial operations of the Coalition. The finance and compliance manager is responsible for ensuring accurate and timely grants payments, financial and compliance monitoring of subgrants and subawards, processing timely reimbursement requests to the EPA, and ensuring compliance with federal regulations.

Year 1 Salary	% of Effort	Project Duration	Funds Requested
\$200,000	100%	36 months	\$630,500

Technology Support: The technology support professional will work with partners to ensure systems securely and effectively support the program. This includes support for a program webpage, webinars, social media, and cybersecurity.

Year 1 Salary	% of Effort	Project Duration	Funds Requested
\$19,500	25%	36 months	\$61,474

Executive Assistant: The executive assistant will provide administrative support for all members of the EPA team. This includes calendaring, travel arrangements, expense reporting, and note-taking.

Year 1 Salary	% of Effort	Project Duration	Funds Requested
\$78,000	100%	36 months	\$245,895

MRBF's **chief executive officer, chief strategy officer, chief equity officer, chief finance and operations officer, grants manager and communications director** will also work directly on the program. However, this will be covered by MRBF as an in-kind contribution to the program.

Fringe Benefits Total
\$719,003

Fringe Benefits and Payroll Taxes: 31% of salaries and wages over three years

Travel Total
\$234,800

Statement About Anticipated Travel

The Coalition covers eight states and six tribes. Travel is budgeted for Community Advisory Council meetings, Participatory Grantmaking Committee meetings, and outreach to underserved communities. Budget includes ten flights for three staff, ten trips using rental cars, lodging/meals, and mileage for personal cars each year.

Supplies Total
\$10,500

Statement About Anticipated Supplies Expenses

Supplies are estimated at \$500 per year for the seven new staff dedicated to the program.

Equipment Total
\$42,700

Statement About Anticipated Equipment Expenses

Equipment includes laptop computers, cell phones, and internet for new staff dedicated to the program.

Contractual Total
\$600,000

Statement About Anticipated Contractual Expenses

Contractual expenses include:

- Outcomes and evaluation consultant to measure the regional impact of MRBF's grantmaking as a pass-through entity and the impacts of subawards on their targeted communities. The outcomes and evaluation consultant will complete an independent,

third-party impact assessment based on data and information collected from the program's multi-tier reporting system. (\$525,000 over three years)

- Certified public accounting firm to conduct a single audit in addition to its regular financial audit (\$75,000 over three years)

Other Total

\$45,649,215

Statement About Anticipated Other Expenses

Other expenses include:

- \$40,000,000 in subawards to community-based nonprofit organizations and other eligible subrecipient groups representing underserved and disadvantaged communities
- \$2,909,215 subaward to Southeast Climate and Energy Network to cover personnel, stipends for participants, travel, convening costs, equipment, supplies, and contractual expenses associated with its work on the projects as described in the narrative
- \$2,740,000 subaward to Florida Agricultural and Mechanical University to cover personnel, stipends for students, travel, meetings, equipment, supplies, and contractual expenses associated with its work on the projects as described in the narrative

Indirect Cost Total

\$404,325

Statement About Indirect Costs

MRBF is not charging the full 10% of eligible indirect costs to this project. The indirect costs are calculated based on MRBF's direct costs (excluding equipment and supplies) plus \$25,000 each annually for subawards to SCEN and FAMU. Although it is allowable, MRBF did not include any portion of subawards to the \$40 million in subgrants in the indirect cost calculation. MRBF made this decision to maximize outreach, accessible grantmaking, and other direct services that support community-based organizations in underserved regions.

Expenditure Plans

MRBF's new finance and compliance manager, working with the administrative team, will have oversight of expenditures. This highly skilled professional will work in partnership with the new EPA grants manager, with both new employees part of MRBF's finance department that will operate under the supervision of MRBF's lead grants manager and chief finance and operations officer. MRBF's use of Blackbaud—software that manages the entire grantmaking workflow, from online grant application through payment authorization—will help to administer funds quickly, connect with grantees, and effectively measure and communicate outcomes. MRBF will use Bill.com, a leading provider of cloud-based software, for secure and efficient grant payments, and Sage Intacct, the American Institute of Certified Public Accountants preferred provider, for accounting software. Online security will be addressed, along with compliance with EPA's Subaward Policy and the Automated Standard Application for Payments (ASAP) and Proper Payment Drawdown General Term and Condition of EPA Financial Assistance Agreements.

In alignment with the processes set forth by the EPA, expenditure plans will emphasize a timely pass-through of all grants, with all funds expended by the end of the grant period. This

includes disbursing funds to subrecipients within five days of their approved request, and ensuring that subrecipients expend those funds within that same time frame. The EPA reimbursements are on a cash basis, so all grants and subaward funds have been spent ahead of request for reimbursement and draw. Ongoing monitoring of allowable costs and financial (draw-down) compliance with the EPA will occur throughout the three-year program.

Internal Controls and Compliance

MRBF has an internal controls policy that has been in place for many years. It is updated regularly to ensure the integrity of financial reporting and regulatory compliance. As the pass-through entity for this program, and in coordination with the new finance and compliance manager, MRBF's internal controls will include the following: identifying potential risks such as financial mismanagement or data breaches, creating policies that address these risks, assigning staff members to implement these policies, training the staff members to ensure they understand their specific roles and responsibilities, periodically checking that policies are being followed, and making any adjustments necessary to strengthen internal controls. The foundation is well equipped to create and monitor internal controls, having served as a pass-through grantmaker on multiple occasions. In addition, a single audit will be conducted annually to comply with financial standards.

MRBF, in consultation with its new finance and compliance manager, will follow all requirements of 2 CFR 200.332 requirements for pass-through entities and ensure that every subaward is clearly identified and contains all federal award information as required. All pass-through awards will be used in accordance with federal statutes, regulations, and the terms and conditions of the federal award, and any conditions required by the pass-through entity to meet its own responsibility to the EPA.

As the pass-through entity, MRBF will ensure subrecipients are aware of program and statutory requirements and that all statutes, regulations, and executive orders are met. MRBF will require the subrecipients' records and financial statements be accessible to auditors, and ensure appropriate terms and conditions of the closeout. To ensure compliance, MRBF may review financial performance reports, follow up on any deficiencies or audit findings, and work with auditors to address and resolve audit findings. MRBF will strive to provide training and technical assistance for any of these additional requirements.

Subawards shall be made only to eligible institutions for eligible expenses. An approved indirect cost rate, either negotiated or de minimis, will be established. MRBF will use the EPA template for subaward agreements and ensure that prior to making subawards, each subrecipient has a Unique Entity Identifier as required by registering in the System for Award Management. MRBF will also ensure that subrecipients establish and maintain an accounting system in compliance with Generally Accepted Accounting Principles (GAAP) – a common set of accounting rules, requirements, and practices issued by the Financial Accounting Standards Board and Government Accounting Standards Board – and all EPA and federal regulations. All of our work will be done in collaboration with the EPA's project officer and award official.

d. PAST PERFORMANCE

The Mary Reynolds Babcock Foundation (MRBF) is celebrating its 70th anniversary this year. To date, the Foundation has made nearly 5,500 grants totaling more than \$320 million. Since beginning its program-related investment program in 1981, MRBF has approved 67 program-related investments totaling more than \$14 million. The values that guided the Foundation in its early days continue to be its North Star today.

In recent years, the Foundation has gained significant experience regranting, both from private foundations and through a public-private partnership that targeted federal funds to low-wealth, rural communities. For all recent awards documented in the table that follows, MRBF consistently submitted timely and accurate financial and programmatic grant reports. The organization has also maintained effective communication with funders on the success of its programs, and shared any lessons learned that inform future best practices.

Funding Agency/Award Info	Project Description	Outcomes
USDA: 2016 Uplift America Partnership Amount awarded: \$17 million Length of program: 5 years https://philanthropynewsdigest.org/news/seven-foundations-facilitate-400-million-in-usda-loans-to-cdfis	Served as fund manager for an unprecedented collaboration of banks, philanthropic foundations, and community development organizations	Enabled rural communities to acquire, maintain, or renovate essential community facilities, or finance community services
Robert Wood Johnson Foundation: 2020 Commitment to Addressing the Pandemic Amount awarded: \$4 million Length of program: 1 year https://www.mrbf.org/blog/combining-forces-help-southerners-weather-pandemic	Redeployed \$4 million to organizations providing frontline humanitarian aid across the South	Helped community development financial institutions in MRBF's portfolio, all of which were restructuring, forgiving, or deferring tens of thousands of home and business loans for borrowers harmed by the pandemic; supported nonprofits and community foundations that created funds to help people pay basic expenses
Ford Foundation: 2022 program Amount awarded: \$10 million Length of program: 5 years https://www.mrbf.org/blog/ford-foundation-invests-10m-support-southern-organizing-mary-reynolds-babcock-foundation	Invest \$10 million from the Ford Foundation over five years to support organizing and advocacy in the South by strengthening the growing organizations and networks working together to build power and advance racial equity	To date: Advancing voting rights and access to the ballot box; redistricting policy work to ensure fair maps, adequate federal funding, and accurate representation in state legislatures and Congress

Additional Partnership Experience

Florida Agricultural and Mechanical University: Experience with pass-through grantmaking.

- University of Miami-NIH. Florida Community-Engaged Research Alliance Against COVID-19 in Disproportionately Affected Communities. \$88,800 awarded. Active. Public Health.
- Florida State University-DHHS. Building Rural Community Health & Resilience-The Rural. \$128,967 awarded. Active. Agriculture.
- Westat, Inc.-CDC. Laboratory-Confirmed Influenza among Adults 18-64, A Pilot Study. \$418,226 awarded. Active. Public Health.

Southeast Climate and Energy Network: Experience with administering the NOAA federal agency grant, implemented with numerous member organizations; multi-year partnership with Exposure Labs film company to provide grant funding to SCEN grassroots organizations for the use of film and storytelling as tools to inform communities on climate change and environmental justice, as well as supporting creation of their own documentaries; experience recruiting grassroots projects from marginalized communities in the Southeast through the *SCEN for Southern Communities* road tour and regranting program. Credibility with EJ and community leaders, including urban, rural, BIPOC, low income, and other marginalized communities.

Manifest for Grant Application # GRANT13925150

Grant Application XML file (total 1):

1. GrantApplication.xml. (size 27488 bytes)

Forms Included in Zip File(total 6):

1. Form ProjectNarrativeAttachments_1_2-V1.2.pdf (size 16024 bytes)
2. Form SF424A-V1.0.pdf (size 23110 bytes)
3. Form EPA4700_4_5_0-V5.0.pdf (size 40262 bytes)
4. Form OtherNarrativeAttachments_1_2-V1.2.pdf (size 15918 bytes)
5. Form SF424_4_0-V4.0.pdf (size 23881 bytes)
6. Form EPA_KeyContacts_2_0-V2.0.pdf (size 37122 bytes)

Attachments Included in Zip File (total 10):

1. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1237-MRBF_Letter of Commitment.pdf application/pdf (size 126647 bytes)
2. SF424_4_0 SF424_4_0-1235-Congressional Districts - Program-Project .pdf application/pdf (size 71342 bytes)
3. ProjectNarrativeAttachments_1_2 ProjectNarrativeAttachments_1_2-Attachments-1234-Workplan.pdf application/pdf (size 2363076 bytes)
4. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1242-SCEN_Resumes and New Job Descriptions.pdf application/pdf (size 908583 bytes)
5. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1243-Sample Proposal Guidance.pdf application/pdf (size 236733 bytes)
6. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1240-MRBF_Resumes and New Job Descriptions.pdf application/pdf (size 733779 bytes)
7. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1241-FAMU_Resumes and New Job Descriptions.pdf application/pdf (size 2107401 bytes)
8. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1236-Itemized Budget Sheet.pdf application/pdf (size 75014 bytes)
9. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1238-FAMU_Letter of Commitment.pdf application/pdf (size 166648 bytes)
10. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1239-SCEN_Letter of Commitment.pdf application/pdf (size 50395 bytes)

Organization's Legal Name: St. Croix Foundation for Community Development, Inc.	Year 1 of 3	Year 2 of 3	Year 3 of 3	Program Total (over 3 years)	
6a. Personnel	\$ 46,166.66	\$ 46,166.67	\$ 46,166.67	\$ 138,500.00	VP of Programs @ 15% FTE or 312 hours dedicated to the project/year x 3 years Fiscal Controller @ 15% FTE/year x 3 years Director of Communications and Community Investments @ 10% FTE/year x 3 years President @ 15% FTE/year x 3 years
6b. Fringe Benefits	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 21,000.00	Fringe benefits at 15% of salary
6c. Travel	\$ 9,000.00	\$ 9,000.00	\$ 9,000.00	\$ 27,000.00	1 trip per year for Region 2 grantmakers convening/governing council convening x 3 staff from STX to midatlantic region
6d. Equipment	\$ 2,000.00	\$ 2,000.00		\$ 4,000.00	2 laptop computers, \$2,000 each
6e. Supplies	\$ 500.00	\$ 500.00	\$ 500.00	\$ 1,500.00	Office supplies for the project (i.e. folders, paper, ink)
6f. Contractual	\$ 175,000.00	\$ 175,000.00	\$ 175,000.00	\$ 525,000.00	Program Officer (independent contractor) @ \$75,000/year x 3 years Grants Manager/Compliance Officer (independent contractor) @ \$75,000/year x 3 years Single Audit @ \$25,000/year x 3 years
6g. Construction	\$ -	\$ -	\$ -	\$ -	
6h. Other	\$ 1,450,000.00	\$ 1,900,000.00	\$ -	\$ 3,350,000.00	Program Year 1 \$300,000 in Non-Competitive Grant (4 @ 75,000) \$150,000 in Phase 1 Grants (1 @ 150,000) \$1,000,000 in Phase 2 Grants (4 Grants @ \$250,000) Program Year 2 \$500,000 in Phase 2 Grants (2 Grants @ \$250,000) \$1,400,000 Phase 3 Grants (4 Grants @ \$350,000) Year 3 - Administration of existing grants, no new grantmaking
6i. Total Direct Charges	\$ 1,689,666.66	\$ 2,139,666.67	\$ 237,666.67	\$ 4,067,000.00	Sum of categories 6a through 6h.
6j. Indirect Charges				\$ -	
Total (by Year) (Sum 6i and 6j)	\$ 1,689,666.66	\$ 2,139,666.67	\$ 237,666.67	\$ 4,067,000.00	

Organization's Legal Name: Puerto Rico Community Foundation, Inc.	Year 1 of 3	Year 2 of 3	Year 3 of 3	Program Total (over 3 years)	Note
6a. Personnel	\$ 185,000.00	\$ 185,000.00	\$ 185,000.00	\$ 555,000.00	1. Program Manager (100%/ FTE) / \$80,000 per year x 3 year 2. Program Coordinator (100%/ FTE)/ \$65,000 per year x 3 year 3. Program Coordinator (100%/ FTE/ \$40,000 per year x 3 year
6.b Fringe Benefits	\$ 55,500.00	\$ 55,500.00	\$ 55,500.00	\$ 166,500.00	Fringe Benefits at 30% of salary
6.c Travel	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 36,000.00	\$3,000 Car Allowance Program Manger per year x 3 years \$3,000 Car Allowance Program Officer per year x 3 years \$1,000 Car Allowance Program Coordinator x 3 years \$5,000 For Region II realted program travel outside of the island
6.d Equipment	\$ 10,400.00	\$ 5,000.00	\$ 5,000.00	\$ 20,400.00	3 Computers @ \$2,800 Software Lisencing for FIMS & GIS @\$5,000 3 Workstations & Desks @ \$2,000 1 Pinter @ \$1,000
6.e Supplies	\$ 600.00	\$ 600.00	\$ 600.00	\$ 1,800.00	Office Supplies \$300 per year for 3 years
6.f Contractual	\$ 75,000.00	\$ 75,000.00	\$ 75,000.00	\$ 225,000.00	Grants Manager and Compliance Consultant \$40,000 per year x 3 years Single Audit by an Auditing Firm @ \$30,000 x 3 years Information Technology Services @ 2,000 per year x 3 years
6.g Construction	\$ -	\$ -	\$ -	\$ -	
6.h Other	\$ 3,075,000.00	\$ 5,000,000.00	\$ -	\$ 8,075,000.00	Program Year 1 7 Non-Competitive Grants @ 75,000 per grant 10 Phase I Grants @ 150,000 per grant 3 Phase III grants @ 350,000 per grant Program Year 2 10 Non-Competitive Grants @ 75,000 per grant 10 Phase II grants @ 250,000 per grant 5 Phase III grants @ 350,000 per grant Program Year 3 10 Phase II Grants @ 250,000 per grant
6.i Total Direct Charges	\$ 3,413,500.00	\$ 5,333,100.00	\$ 333,100.00	\$ 9,079,700.00	
6.kj Indirect Charges	\$333,333	\$333,333	\$333,333	\$1,000,000	
Total (by year) (sum 6j and 6k)	\$ 3,746,833.33	\$ 5,666,433.33	\$ 666,433.34	\$ 10,079,700.00	

Organization's Legal Name: New York Community Trust	Year 1 of 3	Year 2 of 3	Year 3 of 3	Program Total (over 3 years)	NYCT Notes
6a. Personnel	\$ 207,000.00	\$ 213,000.00	\$ 214,000.00	\$ 634,000.00	1. Program Associate, \$216,000, 100% FTE 2. Grants Manager, \$255,000, 50% FTE 3. Program Officer \$150,000, 25% FTE
6b. Fringe Benefits	\$ 77,000.00	\$ 79,000.00	\$ 79,000.00	\$ 235,000.00	1. Program Associate, \$216,000, 37% Fringe Benefits 2. Grants Manager, \$255,000, 37% Fringe Benefits 3. Program Officer \$150,000, 37% Fringe Benefits
6c. Travel	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 10,500.00	1. Mileage - Anually 5,343.51 miles, .655 cents per mile
6d. Equipment	\$ -	\$ -	\$ -	\$ -	
6e. Supplies	\$ -	\$ -	\$ -	\$ -	
6f. Contractual	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 120,000.00	1. Single Audit, KPMG, \$50,000/year
6g. Construction					
6h. Other	\$ 12,725,000.00	\$ 7,800,000.00	\$ 600,000.00	\$ 21,125,000.00	Program Year 1 Non Competitive, 17 grants, \$75,000 each, Phase 1, 15 grants, \$150,000 each; Phase 2, 20 grants, \$250,000 each; Phase 3, 12 grants, \$350,000 each; Program Year 2, Non Competitive, 12 grants, \$75,000 each, Phase 1, \$1,800,000, 11 grants, \$150,000 each ; Phase 2, \$4,000,000, 14 grants, \$250,000 each; Phase 3, \$1,750,000, 5 grants, \$350,000 each; Program Year 3 Non Competitive, 4 grants, \$75,000 each, Phase 1, 2 grants, \$150,000 each
6i. Total Direct Charges	\$ 13,052,500.00	\$ 8,135,500.00	\$ 936,500.00	\$ 22,124,500.00	
6j. Indirect Charges	\$ -	\$ -	\$ -	\$ -	
Total (by Year) (Sum 6i and 6j)	\$ 13,052,500.00	\$ 8,135,500.00	\$ 936,500.00	\$ 22,124,500.00	

Organization's Legal Name: Community Foundation for Greater Buffalo	Year 1 of 3	Year 2 of 3	Year 3 of 3	Program Total (over 3 years)	Note
6a. Personnel	101,900.00	101,900.00	101,900.00	305,700.00	1. Senior Program Officer \$63,750, 75% FTE 2. Senior Director \$21,150, 15% FTE 3. Accounting Manager 17,000, FTE 20%
6b. Fringe Benefits	22,418.00	22,418.00	22,418.00	67,254.00	1. Senior Program Officer \$14,025 22% Fringe Benefits 2. Senior Director \$4,653 22% Fringe Benefits 3. Accounting Manager \$3,740 22 Fringe Benefits%
6c. Travel	\$ 3,275.00	\$ 3,275.00	\$ 3,275.00	9,825.00	5,000 Miles annually at .655 cents per mile
6d. Equipment				-	
6e. Supplies				-	
6f. Contractual	20,000.00	20,000.00		40,000.00	Single Audit provided by auditor, \$20,000 annually
6g. Construction				-	
6h. Other	2,600,000.00	2,225,000.00	300,000.00	5,125,000.00	Program Year 1 Non-Competitive \$75,000x4; Phase 1--\$150,000x4; Phase 2--\$750,000=\$250,000x4; Phase 3--\$350,000x2 Program Year 2 Non-Competitive \$75,000x5; Phase 1-\$150,000x4; Phase 2--\$250,000x5; Year 3 Non-Competitive \$75,000x4
6i. Total Direct Charges	2,747,593.00	2,372,593.00	427,593.00	5,547,779.00	Sum of categories 6a through 6h.
6j. Indirect Charges				-	
Total (by Year) (Sum 6i and 6j)	2,747,593.00	2,372,593.00	427,593.00	5,547,779.00	

Organization's Legal Name: Community Foundation for the Greater Capital Region	Year 1 of 3	Year 2 of 3	Year 3 of 3	Program Total (over 3 years)	Note
6a. Personnel	\$ 119,008.00	\$122,578.24	\$126,255.59	\$ 367,841.83	President & CEO, 10% FTE, \$21,051 per year/3 years Director of Strategic Initiatives, 50% FTE, \$47,741 per year/3 years Director, Equity and Inclusion Initiatives 50% FTE, \$50,216 per year/3 years Includes an annual cost of living raise of 3%
6b. Fringe Benefits	\$ 26,181.76	\$ 26,967.21	\$ 27,776.23	\$ 80,925.20	Fringe Benefits at 22% of Salary
6c. Travel	\$ 7,126	\$ 7,126	\$ 7,126	\$ 21,376.50	5000 miles at .655 cents per mile or \$3,275 per year x 3 years Hotel Costs of 10 days per year \$200 per day x 3 years Meals 30 per year at \$35 per meal x 3 years Airfare 2 staff members 1 trip per year \$400 per staffer per trip x 3 years
6d. Equipement	\$ -	\$ -	\$ -	\$ -	
6e. Supplies	\$ 500.00	\$ 500.00	\$ 500.00	\$ 1,500.00	Office Supplies \$500 per year x 3 years
6f. Contractual	\$ 45,000.00	\$ 45,000.00	\$ 45,000.00	\$ 135,000.00	Single Audit \$15,000 per year x 3 years Legal \$10,000 per year x 3 years Contracted administrative assistant \$20,000 per year x 3 years
6g. Construction	\$ -	\$ -	\$ -	\$ -	
6h. Other	\$ 2,350,000.00	\$750,000.00	\$ -	\$ 3,100,000.00	
6i. Total Direct Charges	\$ 2,547,815.26	\$952,170.95	\$206,657.32	\$ 3,706,643.53	
6j. Indirect Charges	\$ -	\$ -	\$ -	\$ -	
Total (by Year) (Sum 6i and 6j)	\$ 2,547,815.26	\$952,170.95	\$206,657.32	\$ 3,706,643.53	

Organization's Legal Name: Community Foundation of New Jersey	Year 1 of 3	Year 2 of 3	Year 3 of 3	Program Total (over 3 years)	Budget Justification/Narrative
6.a Personnel	\$ 188,000.00	\$ 188,000.00	\$ 188,000.00	\$ 564,000.00	Program Director - New Hire, 100% FTE, \$100,000 Program Associate - New Hire, 100% FTE, \$75,000 South Jersey Executive Director - Current Employee 3% FTE, \$6,500 Program Officer - Current Employee 7% FTE, 6,500
6.b Fringe Benefits	\$ 75,250.00	\$ 75,250.00	\$ 75,250.00	\$ 225,750.00	Fringe Benefits 40% of Salary
6.c Travel	\$ 3,275.00	\$ 3,275.00	\$ 3,275.00	\$ 9,825.00	5,000 Miles annually at .655 cents per mile
6.d Equipment	\$6,000	\$ -	\$ -	\$6,000	2 Laptops for new hires at \$3,000 each
6.e Supplies	\$ 500.00	\$ -	\$ -	\$ 500.00	Office Supplies (pens, notebooks, printer paper, etc)
6.f Contractual					
6.g Construction					
6.h Other					
6.i Total Direct Charges	\$ 273,025.00	\$ 266,525.00	\$ 266,525.00	\$ 806,075.00	
6.kj Indirect Charges					
Total (by year) (sum 6j and 6k)	\$ 273,025.00	\$ 266,525.00	\$ 266,525.00	\$ 806,075.00	

Application for Federal Assistance SF-424

* 1. Type of Submission:

- ☐ Preapplication
☒ Application
☐ Changed/Corrected Application

* 2. Type of Application:

- ☒ New
☐ Continuation
☐ Revision

* If Revision, select appropriate letter(s):

* Other (Specify):

* 3. Date Received:

06/29/2023

4. Applicant Identifier:

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

State Use Only:

6. Date Received by State:

7. State Application Identifier:

8. APPLICANT INFORMATION:

* a. Legal Name:

ROCHESTER AREA COMMUNITY FOUNDATION INITIATIVES INC

* b. Employer/Taxpayer Identification Number (EIN/TIN):

800024332

* c. UEI:

JKGJDWGFZLH1

d. Address:

* Street1:

500 EAST AVENUE

Street2:

* City:

ROCHESTER

County/Parish:

MONROE

* State:

NY: New York

Province:

* Country:

USA: UNITED STATES

* Zip / Postal Code:

14607-1912

e. Organizational Unit:

Department Name:

Community Programs

Division Name:

f. Name and contact information of person to be contacted on matters involving this application:

Prefix:

* First Name:

BERTA

Middle Name:

* Last Name:

RIVERA

Suffix:

Title: Director, Community Programs

Organizational Affiliation:

* Telephone Number:

Ex. 6 Personal Privacy (PP)

Fax Number:

* Email: BRIVERA@RACF.ORG

Application for Federal Assistance SF-424

* 9. Type of Applicant 1: Select Applicant Type:

M: Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education)

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

* 10. Name of Federal Agency:

Environmental Protection Agency

11. Catalog of Federal Domestic Assistance Number:

66.615

CFDA Title:

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

* 12. Funding Opportunity Number:

EPA-R-OEJECR-OCS-23-03

* Title:

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

13. Competition Identification Number:

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

Add Attachment

Delete Attachment

View Attachment

* 15. Descriptive Title of Applicant's Project:

Mid-Atlantic-Caribbean Thriving Communities Partnership

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424**16. Congressional Districts Of:**

* a. Applicant

25th

* b. Program/Project

NY-ALL

Attach an additional list of Program/Project Congressional Districts if needed.

1234-Congressional Districts- Additional 1

Add Attachment

Delete Attachment

View Attachment

17. Proposed Project:

* a. Start Date:

02/01/2024

* b. End Date:

01/31/2027

18. Estimated Funding (\$):

* a. Federal

50,000,000.00

* b. Applicant

0.00

* c. State

0.00

* d. Local

0.00

* e. Other

0.00

* f. Program Income

0.00

* g. TOTAL

50,000,000.00

*** 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**☐ a. This application was made available to the State under the Executive Order 12372 Process for review on☐ b. Program is subject to E.O. 12372 but has not been selected by the State for review.☒ c. Program is not covered by E.O. 12372.*** 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**☐ Yes☒ No

If "Yes", provide explanation and attach

Add Attachment

Delete Attachment

View Attachment

21. *By signing this application, I certify (1) to the statements contained in the list of certifications and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 18, Section 1001)**

☒ ** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix:

* First Name:

Berta

Middle Name:

* Last Name:

Rivera

Suffix:

* Title:

Directory, Community Programs

* Telephone Number:

Ex. 6 Personal Privacy (PP)

Fax Number:

Ex. 6 Personal Privacy (PP)

* Email:

brivera@racf.org

* Signature of Authorized Representative:

BERTA RIVERA

* Date Signed:

06/29/2023

BUDGET INFORMATION - Non-Construction Programs

OMB Number: 4040-0006
Expiration Date: 02/28/2025

SECTION A - BUDGET SUMMARY

Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1. Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)	EPA-R-OEJECR-OC	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text" value="25,284,004.50"/>	\$ <input type="text" value="0.00"/>	\$ <input type="text" value="25,284,004.50"/>
2. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
3. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
4. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
5. Totals		\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text" value="25,284,004.50"/>	\$ <input type="text" value="0.00"/>	\$ <input type="text" value="25,284,004.50"/>

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SECTION B - BUDGET CATEGORIES

6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY				Total (5)
	(1)	(2)	(3)	(4)	
	Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)				
a. Personnel	\$ 464,000.00	\$	\$	\$	\$ 464,000.00
b. Fringe Benefits	111,360.00				111,360.00
c. Travel	9,221.25				9,221.25
d. Equipment	17,810.00				17,810.00
e. Supplies	19,180.00				19,180.00
f. Contractual	605,000.00				605,000.00
g. Construction	0.00				0.00
h. Other	24,057,433.25				24,057,433.25
i. Total Direct Charges (sum of 6a-6h)	25,284,004.50				\$ 25,284,004.50
j. Indirect Charges					\$
k. TOTALS (sum of 6i and 6j)	\$ 25,284,004.50	\$	\$	\$	\$ 25,284,004.50
7. Program Income	\$ 0.00	\$	\$	\$	\$ 0.00

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SECTION C - NON-FEDERAL RESOURCES					
(a) Grant Program		(b) Applicant	(c) State	(d) Other Sources	(e)TOTALS
8.	Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
9.					
10.					
11.					
12. TOTAL (sum of lines 8-11)		\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

SECTION D - FORECASTED CASH NEEDS					
	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$ 25,284,004.50	\$ 6,429,218.63	\$ 6,314,928.63	\$ 6,269,928.62	\$ 6,269,928.62
14. Non-Federal	\$ 0.00	0.00	0.00	0.00	0.00
15. TOTAL (sum of lines 13 and 14)	\$ 25,284,004.50	\$ 6,429,218.63	\$ 6,314,928.63	\$ 6,269,928.62	\$ 6,269,928.62

SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT					
(a) Grant Program		FUTURE FUNDING PERIODS (YEARS)			
		(b)First	(c) Second	(d) Third	(e) Fourth
16.	Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)	\$ 20,749,354.60	\$ 3,966,640.90		
17.					
18.					
19.					
20. TOTAL (sum of lines 16 - 19)		\$ 20,749,354.60	\$ 3,966,640.90		

SECTION F - OTHER BUDGET INFORMATION	
21. Direct Charges: Includes subawards for regranting purposes	22. Indirect Charges:
23. Remarks:	

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Standard Form 424A (Rev. 7- 97)
Prescribed by OMB (Circular A -102) Page 2

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PROFILE

Enterprising leader with over 14 years of experience in collaborative, transformational operations management, demonstrating strategic vision and effective follow-through facing diverse challenges. Proven track record of forging strategic partnerships to drive client-focused programming and advocacy initiatives valued by the community.

AREAS OF EXPERTISE

- Fund Development & Budget Management
- Grant Writing & Reporting
- Regulatory Compliance
- Operations Management
- Coalition & Partnership Building
- Community Outreach & Engagement
- Strategic Plan Development, Implementation, and Execution
- Program Design, Implementation & Evaluation
- Bilingual Communication- Spanish
- Hiring, Training, Supervision & Mentoring

PROFESSIONAL EXPERIENCE

Rochester Area Community Foundation | 500 East Avenue, Rochester, NY 14607

Director, Community Programs *Sep 2023 – Present*

Oversee grantmaking for the Foundation's external grants, internal discretionary funds, and scholarship programs; ensures that grantmaking and evaluation strategies for the Community Programs department appropriately measure grant and leadership activities to further the goals of the Foundation; manages functions associated with the compliance and payment of grants awarded through the Community Programs department. The Director, Community Programs also supervises the Foundation's Grantmaking and Scholarship Program Team.

Key Contributions and Accomplishments:

- Oversee \$2M in multi-year federal and state grants, 145 donor funds totaling over \$5M in grant spending, and 147 scholarship funds that award \$1.5M+ in scholarships annually across an eight-county region.
- Manage systems and operational processes including grantmaking and scholarship portals, compliance efforts, and payment distribution.

ESL Federal Credit Union | 225 Chestnut Street, Rochester, NY 14604

Community Impact Relationship Manager *Jan 2021 – Sep 2023*

In accordance with ESL community impact goals, create grant making opportunities, manage relationships with grantees and community partners, conduct ongoing research related to priority areas of impact in the community, and actively participate in related initiatives.

Key Contributions and Accomplishments:

- **\$12M in grants awarded to date**; multiple grant projects created to support organizations providing programming related to employment, income, and economic inclusion.
- **Led internal funding project which granted \$6M** to coinvest with Monroe County for American Rescue Plan Act grantees.
- **Creation of ESL Racial Equity Grant**; co-led Black and Latinx Equity Grant Project and awarded \$2M in grants to Black and Latinx led organizations serving the community.
- **Hosted first series of Community Impact Webinars** to identify, cultivate and solicit grant applications from community organizations providing programs/services in alignment with ESL community impact goals.

Empire Justice Center | 1 West Main St, Suite 200, Rochester, NY 14614

CASH Director [Creating Assets, Savings, and Hope] *May 2014 – Dec 2020*

Direct all aspects of the CASH Program with 30 employees, 300+ volunteers to deliver high-quality, free tax preparation services for 7,500 clients annually. Accountable for strategic planning, staff hiring and supervision, fund development and budget management; and serve as spokesperson to increase awareness and visibility and deliver clear and engaging calls to action.

Key Contributions and Accomplishments:

- **Administer CASH Program that has served 61,000+ low-income clients** who have received \$61M+ in tax refunds, saved \$15.2M in tax preparation fees and chose to save nearly \$1M through savings programs offered at CASH sites.
- **Increased grant funding by 350%**; secured four multi-year contracts over \$100k (federal and foundation), raising budget from \$300k to \$1M+.
- **Formed Steering Committee** composed of community and government partners, local funders, and CASH volunteers to enhance support, guidance, and accountability.
- **Design and oversee evaluation of program metrics** to assess progress and identify improvement opportunities, including volunteer and client satisfaction.
- *Promoted from CASH Assistant Director to CASH Director in 2014*
- *Promoted from CASH Volunteer Manager to CASH Assistant Director in 2012*
- *Promoted from Foreclosure Intake Coordinator to CASH Volunteer Manager in 2009*

EDUCATION

University of Rochester, Simon School of Business

- Master of Business Administration (MBA), expected May 2024

Rochester Institute of Technology; School of Individualized Study [SOIS]

- Bachelor of Science in Multidisciplinary Studies, 2012
- Distinguished Alumni of the Year, 2015

PROFESSIONAL AFFILIATIONS

- Project Manager (Fall 2021), Simon Vision Consulting
- Co-Chair, Rochester Monroe Anti-Poverty Initiative Employment Working Group

- Co-Founder, Monroe County Language Access Coalition
- Member, Hispanics in Philanthropy, Collective Impact Forum
- Mentor, RIT-School of Individualized Study Leadership Fellows
- Graduate, United Way of Greater Rochester - Latino Leadership Development Program

PROFESSIONAL EXPERIENCE:

Rochester Area Community Foundation

February 2005 to Present

Sr, Vice President and CFO for the largest foundation in Rochester with approximately \$550 million in total assets and over 1500 individual donor funds. Annually receiving approximately \$30M+ in donor contributions and distributing \$40M in grants to not-for-profit organizations.

Technical Expertise –

- Responsible for 9 organizations collectively known as the Community Foundation. Responsible for the following areas - Finance, Investments, Technology, Risk Management, Human Resources and Office and Building Operations. Manage staff of 9 in the timely and accurate execution of day-to-day operations.
- **Finance** - Ensures the availability of cash for operations, appropriate fund level accounting for all revenue and expenses; oversees accounts payable; oversees payroll for staff of approximately 50; manages the budget, approval and administration process; ensures the secure and accurate deposit and investment of all revenues; oversees monthly, quarterly, and annual financial reporting to the Finance Committee, Audit Committee and Board of Directors; oversees the annual year-end audit and the Federal and State Charitable Organization tax returns for 9 organizations.
- **Investments** – Responsible for the 2 investment portfolio of \$500 million with approximately 80 investment managers including 36 private equity investment managers; works with the Investment Committee and Investment Consultant in its hiring, monitoring, and periodic in-depth evaluation of investment managers; manages all communications with current and prospective investment management firms; maintains investment policy; manages investment transactions to maintain cash flow and rebalance investment portfolio; and ensures that the investment portfolio is in compliance with NYPMIFA.
- **Technology** - Oversee the day-to-day operations of the Community Foundation's computer systems; evaluates and selects all office software and hardware systems; develops technology-driven policies and procedures; and manages relationships with consultants, vendors, and end-users to ensure the effective functioning of the network.
- **Risk Management** – Responsible for a multi-faceted risk management program including purchase of appropriate insurance coverages for staff, volunteers, and property, maintenance of strong internal controls to prevent fraud, and management of decision processes to minimize risk.
- **Human Resources** – Oversee Human Resources for 50 employees over several organizations; oversee personnel policy establishment and implementation; benefits policies and practices; oversee hiring; manages annual performance appraisals; assists the Finance Committee in setting a staff salary structure comparable to community wage conditions; and comply with employment laws and regulations.
- **Office and Building Operations** - Oversee physical integrity of 500 East Avenue, (building is over 100 years old) by commissioning regular maintenance, renovation, repair and refurbishing as needed. Maintain appropriate office and conference room space for employees.

Managerial Expertise –

- Improved the level of efficiency and timeliness in the Finance department over the last 18 years with growth in total assets, including investments, of over 233%. Reorganized and streamlined responsibilities while maintaining strong internal controls.
- Improved the Human Resources area over 18 years, while managing growth in staff in the Rochester Area Community Foundation (RACF) of 65%.
- Managed the successful implementation of alternative and private equity investments into our investment portfolio over the last year including changing our investment asset allocation that had been in place for 23 years. In this process, revamped our fixed income portfolio to add more diversification.
- Implemented a Technology Committee to determine how to improve our systems to have Stellar 21st Century Operations.

The Health Association, Inc.

November 1994 through January 2005

Director of Finance for large multi-funded not-for-profit agency with gross revenue of \$18M with a variety of funding sources including Office of Mental Retardation and Developmental Disabilities, Medicaid, Office of Alcoholism and Substance Abuse Services, Office of Mental Health, NYS Department of Education, NYS Department of Health and Department of Social Services.

Technical Expertise -

- Manage the Finance Department staff of 6 in the timely and accurate execution of day-to-day financial operations including monthly financial statements, monitor on a monthly basis budget to actual variances on the financial statements for over 100 budgets to ensure programs were meeting their budget, oversee accounts payables, oversee payroll for staff of 600 employees, oversee accounts receivables including the billing of over 70 contracts with a variety of funders each with different reporting requirements, and monthly review and audit of balance sheet accounts.
- Manage the timely and efficient completion of yearly budget preparation, year-end financial audit, annual United Way Budget Report, NYS Consolidated Fiscal Report, NYS Consolidated Budget and Quarterly Reports, Federal and State Charitable Organization Tax returns, Defined Benefit Pension Plan audit and the Federal Single Audit in Accordance with OMB Circular A-133. Consistently met funders and auditor's deadlines on all reports.
- Manage cash flow of the Agency minimizing the use of the line-of-credit and maximizing investment earnings.
- Developed and implemented strong internal control procedures in the Finance department as well as in other areas of the Agency to establish tighter control of Agency assets. Developed accounting procedures manual.
- Extensive involvement with Agency Executive Leadership Team and Program Directors to ensure proper budgeting of programs, monthly review of financial statements, year-end issues including maximizing funding on all contracts, and review and preparation of financial information for grants and other funding proposals.
- Extensive monthly interface with Finance Committee including preparation and presentation of the Agency financial statements on a quarterly basis.
- Extensive interface with funders, auditors and bankers. Established strong relationships with the Agency's wide array of funders.
- Extensive computer skills.

Managerial Expertise –

- Restructured the Finance department staff and streamlined work methods resulting in increased productivity, better communication within the department and throughout the Agency and more efficient, organized reporting systems.
- Significantly improved accuracy, consistency and quality of financial information and reporting to management, funders, auditors and bankers.
- Coordinated the implementation of a new in-house payroll system which was integrated with the Human Resource Department. The system had significant cost savings.
- Strong ability to develop, motivate and manage Finance department staff in a multi-project environment.

Bonadio & Co., LLP.

August 1987 to November 1994

Manager in Financial Services Division of large, regional public accounting firm. Specializing in audits of not-for-profit organizations with gross revenue ranging from \$1M to \$20M with a variety of funding sources including Office of Mental Retardation and Developmental Disabilities, Medicaid, Office of Mental Health, NYS Department of Education and Department of Social Services.

Technical Expertise -

- Managed the execution of audit, tax and consulting engagements, producing timely and high-quality client services.
- Extensive experience in compliance and reporting requirements including NYS Consolidated Fiscal Reporting and review, grant reporting and auditing, capital cost certification, governmental compliance and reporting requirements including HUD audits and Federal Single Audits in Accordance with OMB Circular A-133.
- Prepared and reviewed Federal and State Charitable Organization tax returns and performed audits of defined benefit and defined contribution pension plans.
- Responsible for special projects including preparing forecasts, projections and budgets required to obtain financing, interacting with funding/financing source personnel and systems analysis and implementation.
- Extensive interface with Firm partners and top-level client management.
- Designed and instructed technical training programs for firm staff.

Bonadio & Co, LLP (continued)**Managerial Expertise -**

- Strong ability to develop, motivate and manage professional staff in multi-project environment.
- Effectively budget manpower and technical needs to complete projects in a timely and quality manner and to obtain high recovery when billing for services rendered.
- Selected to work on several task forces including the audit efficiency and effectiveness committee.

EDUCATION:

- B.S. Accounting (May 1987, graduated in three years - Magna Cum Laude)
St. John Fisher College, Rochester, New York
- Earned Certified Public Accountant license in 1990.
- Extensive continuing professional education courses.

PROFESSIONAL AFFILIATIONS:

- American Institute of Certified Public Accountants
- New York State Society of Certified Public Accountants
- Fiscal and Administrators Officers Group of Community Foundations

CIVIC LEADERSHIP:

- Fairport Soccer Club Volunteer
- Perinton Youth Hockey Club Volunteer
- Fairport Baptist Homes, Seasons Child Care Board of Director – 2001-2006
- Fairport Baptist Homes, President of Seasons Child Care Parent Advisory Council - 2000-2006

Organization's Legal Name: Rochester Area Community Foundation Initiatives, Inc.

Object Class Categories	Year 1 of 3	Year 2 of 3	Year 3 of 3	Program Total (over 3 years)	Note
6a Personnel	\$ 464,000.00	\$ 482,560.00	\$ 501,862.00	\$ 1,448,422.00	Program Manager, \$115,000, 100% FTE Program Director, \$85,000, 100% FTE Finance Associate \$80,000, 100% FTE Program Officer \$75,000, 100% FTE Administrative Asst \$48,000, 100% FTE Director, Community Programs, \$18,750, Year 1 - 15% FTE, Year 2 - 10% FTE, Year 3 - 5% FTE CFO, 21,500, 10% FTE Sr. Finance Manager, \$11,000, 10% FTE VP, Community Programs, \$7,500, 5% FTE Operations Associate, \$2,250, 5% FTE All positions include a 4% annual increase
6b. Fringe Benefits	\$ 111,360.00	\$ 115,814.40	\$ 120,446.88	\$ 347,621.28	Fringe Benefits @ 24% of Salary
6c. Travel	\$ 9,221.25	\$9,221.25	\$9,221.25	\$ 27,663.75	6,750 Miles Annually @ .655 cents per mile Airfare for 3 people per year @ \$1000 per flight x 3 years = 9,000 Hotel for 3 people, 2 nights per person per year @ 300 per night x 3 year = \$5,400
6d. Equipement Sub Total	\$ 17,810.00	\$ 9,690.00	\$ 9,690.00	\$ 37,190.00	Laptops, \$6,000 one-time total cost, 4 laptops @ \$1,500 each, one-time cost Desks, \$4,000 one time total cost, 4 desks @ \$1,000 each Chairs, \$1,000 one time total cost, 4 chairs @ \$250 each Multifunction Printer, \$700 one time cost, 1 printer @ \$700 Internet service & Router, \$2,400/year, \$200/month for 36 months Phone, \$1,920/year, \$160/month for 36 months Zoom Events Platform, \$1,490/year/license for 3 years Asana CRM and Project Management Tool, \$300/year for 3 years
6e. Supplies Sub Total	\$ 19,180.00	\$ 19,180.00	\$ 19,045.44	\$ 57,405.44	Office Supplies, \$6,000 for years 1 and 2, for 4 FTEs, \$1,500 per FTE; \$5,865.44 for year 3 Rent, \$12,180 annually for 3 years Liability Insurance, \$1,000 annually for 3 years
6f. Contractual	\$ 605,000.00	\$ 580,000.00	\$ 565,000.00	\$ 1,750,000.00	Bonadio Corporation, LLP, \$45,000 per year, single audit cost Federal Compliance Firm, \$500,000 per year, provide compliance support, templates, and processes to lead applicant, statutory partners, and grantees Marketing & Communications Firm, Year 1 - \$50,000, Years 2 - \$25,000, Year 3 - \$10,000 build website for grant opportunities, create/print marketing, and application collateral in multiple languages Language Line, \$10,000 per year, provide phone/video interpretation services for potential regnant applicants through the lead applicant and statutory partners
6g. Construction	\$ -	\$ -	\$ -	\$ -	
6h. Other	24,057,433.25	19,532,888.95	2,741,375.33	46,331,697.53	Subaward St. Croix Foundation - \$4,067,000.00 Subaward Community Foundation of Puerto Rico - \$10,079,700.00 Subaward Community Foundation of New Jersey - \$806,075.00 Subaward New York Community Trust - \$22,124,500.00 Subaward Community Foundation for Greater Buffalo - 5,547,779.00 Subaward Community Foundation for the Greater Capital Region - \$3,706,643.53
6i. Total Direct Charges	\$ 25,284,004.50	\$ 20,749,354.60	\$ 3,966,640.90	\$ 50,000,000.00	
6j. Indirect	\$ -	\$ -	\$ -	\$ -	
Total	\$ 25,284,004.50	\$ 20,749,354.60	\$ 3,966,640.90	\$ 50,000,000.00	

Call for Proposals

Seeking proposals that address Environmental and/or Public Health Issues

Project Overview

The Mid-Atlantic-Caribbean Thriving Communities Environmental Justice Grant Program is focused on supporting community-based nonprofit organizations (CBOs) with capacity building needs and/or projects related to addressing Environmental and/or Public Health Issues in our region. This program will provide one- and two-year grants ranging in size from \$75,000 - \$350,000.

The Mid-Atlantic-Caribbean Thriving Communities Partnership* covers a large geographic area and has a history of place-based grantmaking. This knowledge of communities and grantmaking experience will ensure broad and equitable distribution of the available grant dollars to 'resource-constrained' community-based nonprofit organizations (CBOs) supporting underserved communities and marginalized populations across New Jersey, New York, Puerto Rico, and the US Virgin Islands.

Project Details

Project proposals will be accepted on a rolling basis starting February 2024. To learn more about this grant opportunity, visit www.MACTC.org and register for an informational webinar. Webinars will cover an overview of the Mid-Atlantic-Caribbean Thriving Communities Environmental Justice Grant Program, eligibility requirements, a demonstration of the application platform, and answer some frequently asked questions. Webinar dates are listed below:

- January 22, 2024, 12:30pm – 1:30pm
- February 19, 2024, 12:30pm – 1:30pm
- March 18, 2024, 12:30pm – 1:30pm

Webinars will be captioned and made available through our website, along with announcements on future webinars, www.MACTC.org.

Proposals will be reviewed through an ongoing participatory grantmaking process. Project proposals will be scored by a regional Community Review Assemblies. Assembly members are nominated by Environmental Justice communities across the region. Top scoring organizations will be invited to submit a full application that will be reviewed by a Regional Grantmaking Distribution Committee. The committee will be made up of representatives from members of the Mid-Atlantic-Caribbean Thriving Communities Partnership, Tribal and Environmental Justice communities.

**Mid-Atlantic-Caribbean Thriving Communities Partnership includes the following foundations: Community Foundation for Greater Buffalo, Community Foundation of New Jersey, Community Foundation of South Jersey, Fundación Comunitaria de Puerto Rico, New York Community Trust, Long Island Community Foundation, Westchester Community Foundation, Rochester Area Community Foundation and, St. Croix Foundation for Community Development.*

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Environmental Protection Agency

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Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

EPA-R-OEJECR-OCS-23-03

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

2023-02-23

2023-06-30

EPA Thriving communities

Application

New

2023-06-29

ROCHESTER AREA COMMUNITY FOUNDATION INITIATIVES INC

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500 EAST AVENUE

ROCHESTER

MONROE

NY: New York

14607-1912

USA: UNITED STATES

Community Programs

BERTA

RIVERA

Director, Community Programs

Ex. 6 Personal Privacy (PP)

BRIVERA@RACF.ORG

M: Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education)

Environmental Protection Agency

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Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

EPA-R-OEJECR-OCS-23-03

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

Mid-Atlantic-Caribbean Thriving Communities Partnership

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1234-Congressional Districts- Additional list.pdf

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Directory, Community Programs

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brivera@racf.org
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BERTA RIVERA
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ROCHESTER AREA COMMUNITY FOUNDATION INITIATIVES INC
500 EAST AVENUE
ROCHESTER
NY: New York
14607-1912

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BERTA RIVERA

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DIRECTOR, COMMUNITY PROGRAMS
N: No
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Y: Yes

Amy Vars, Senior Vice President & Chief Financial Officer, 500 East Avenue, Rochester, NY 14607,
avars@racf.org, Phone: Ex. 6 Personal Privacy (PP) Fax: Ex. 6 - Personal Privacy (PP)

BERTA RIVERA
Directory, Community Programs
2023-06-29

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Banister

CEO & President
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USA: UNITED STATES

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brivera@racf.org

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Includes subawards for regranting purposes

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1237-Key Personnel Resumes.pdf
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1238-Statutory Partnership Letters.pdf
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1241-Governing Council Letters of Commitment.pdf
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1242-RACFI and Statutory Partners Budget Workbook.xlsx
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Organization's Legal Name: Rochester Area Community Foundation Initiatives, Inc.

Object Class Categories	Year 1 of 3	Year 2 of 3	Year 3 of 3	Program Total (over 3 years)	Note
6a Personnel	\$ 464,000.00	\$ 482,560.00	\$ 501,862.00	\$ 1,448,422.00	Program Manager, \$115,000, 100% FTE Program Director, \$85,000, 100% FTE Finance Associate \$80,000, 100% FTE Program Officer \$75,000, 100% FTE Administrative Asst \$48,000, 100% FTE Director, Community Programs, \$18,750, Year 1 - 15% FTE, Year 2 - 10% FTE, Year 3 - 5% FTE CFO, 21,500, 10% FTE Sr. Finance Manager, \$11,000, 10% FTE VP, Community Programs, \$7,500, 5% FTE Operations Associate, \$2,250, 5% FTE All positions include a 4% annual increase
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6e. Supplies Sub Total	\$ 19,180.00	\$ 19,180.00	\$ 19,045.44	\$ 57,405.44	Office Supplies, \$6,000 for years 1 and 2, for 4 FTEs, \$1,500 per FTE); \$5,865.44 for year 3 Rent, \$12,180 annually for 3 years Liability Insurance, \$1,000 annually for 3 years
6f. Contractual	\$ 605,000.00	\$ 580,000.00	\$ 565,000.00	\$ 1,750,000.00	Bonadio Corporation, LLP, \$45,000 per year, single audit cost Federal Compliance Firm, \$500,000 per year, provide compliance support, templates, and processes to lead applicant, statutory partners, and grantees Marketing & Communications Firm, Year 1 - \$50,000, Years 2 - \$25,000, Year 3 - \$10,000 build website for grant opportunities, create/print marketing, and application collateral in multiple languages Language Line, \$10,000 per year, provide phone/video interpretation services for potential regrant applicants through the lead applicant and statutory partners
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6i. Total Direct Charges	\$ 25,284,004.50	\$ 20,749,354.60	\$ 3,966,640.90	\$ 50,000,000.00	
6j. Indirect	\$ -	\$ -	\$ -	\$ -	
Total	\$ 25,284,004.50	\$ 20,749,354.60	\$ 3,966,640.90	\$ 50,000,000.00	

Organization's Legal Name: St. Croix Foundation for Community Development, Inc.	Year 1 of 3	Year 2 of 3	Year 3 of 3	Program Total (over 3 years)	
6a. Personnel	\$ 46,166.66	\$ 46,166.67	\$ 46,166.67	\$ 138,500.00	VP of Programs @ 15% FTE or 312 hours dedicated to the project/year x 3 years Fiscal Controller @ 15% FTE/year x 3 years Director of Communications and Community Investments @ 10% FTE/year x 3 years President @ 15% FTE/year x 3 years
6b. Fringe Benefits	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 21,000.00	Fringe benefits at 15% of salary
6c. Travel	\$ 9,000.00	\$ 9,000.00	\$ 9,000.00	\$ 27,000.00	1 trip per year for Region 2 grantmakers convening/governing council convening x 3 staff from STX to midatlantic region
6d. Equipment	\$ 2,000.00	\$ 2,000.00		\$ 4,000.00	2 laptop computers, \$2,000 each
6e. Supplies	\$ 500.00	\$ 500.00	\$ 500.00	\$ 1,500.00	Office supplies for the project (i.e. folders, paper, ink)
6f. Contractual	\$ 175,000.00	\$ 175,000.00	\$175,000.00	\$ 525,000.00	Program Officer (independent contractor) @ \$75,000/year x 3 years Grants Manager/Compliance Officer (independent contractor) @ \$75,000/year x 3 years Single Audit @ \$25,000/year x 3 years
6g. Construction	\$ -	\$ -	\$ -	\$ -	
6h. Other	\$ 1,450,000.00	\$ 1,900,000.00	\$ -	\$ 3,350,000.00	Program Year 1 \$300,000 in Non-Competitive Grant (4 @ 75,000) \$150,000 in Phase 1 Grants (1 @ 150,000) \$1,000,000 in Phase 2 Grants (4 Grants @ \$250,000) Program Year 2 \$500,000 in Phase 2 Grants (2 Grants @ \$250,000) \$1,400,000 Phase 3 Grants (4 Grants @ \$350,000) Year 3 - Administration of existing grants, no new grantmaking
6i. Total Direct Charges	\$ 1,689,666.66	\$ 2,139,666.67	\$237,666.67	\$ 4,067,000.00	Sum of categories 6a through 6h.
6j. Indirect Charges				\$ -	
Total (by Year) (Sum 6i and 6j)	\$ 1,689,666.66	\$ 2,139,666.67	\$237,666.67	\$ 4,067,000.00	

Organization's Legal Name: Puerto Rico Community Foundation, Inc.	Year 1 of 3	Year 2 of 3	Year 3 of 3	Program Total (over 3 years)	Note
6a. Personnel	\$ 185,000.00	\$ 185,000.00	\$185,000.00	\$ 555,000.00	1. Program Manager (100%/ FTE) / \$80,000 per year x 3 year 2. Program Coordinator (100%/ FTE)/ \$65,000 per year x 3 year 3. Program Coordinator (100%/ FTE/ \$40,000 per year x 3 year
6.b Fringe Benefits	\$ 55,500.00	\$ 55,500.00	\$ 55,500.00	\$ 166,500.00	Fringe Benefits at 30% of salary
6.c Travel	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 36,000.00	\$3,000 Car Allowance Program Manger per year x 3 years \$3,000 Car Allowance Program Officer per year x 3 years \$1,000 Car Allowance Program Coordinator x 3 years \$5,000 For Region II realted program travel outside of the island
6.d Equipment	\$ 10,400.00	\$ 5,000.00	\$ 5,000.00	\$ 20,400.00	3 Computers @ \$2,800 Software Lisencing for FIMS & GIS @\$5,000 3 Workstations & Desks @ \$2,000 1 Pinter @ \$1,000
6.e Supplies	\$ 600.00	\$ 600.00	\$ 600.00	\$ 1,800.00	Office Supplies \$300 per year for 3 years
6.f Contractual	\$ 75,000.00	\$ 75,000.00	\$ 75,000.00	\$ 225,000.00	Grants Manager and Compliance Consultant \$40,000 per year x 3 years Single Audit by an Auditing Firm @ \$30,000 x 3 years Information Technology Services @ 2,000 per year x 3 years
6.g Construction	\$ -	\$ -	\$ -	\$ -	
6.h Other	\$ 3,075,000.00	\$ 5,000,000.00	\$ -	\$ 8,075,000.00	Program Year 1 7 Non-Competitive Grants @ 75,000 per grant 10 Phase I Grants @ 150,000 per grant 3 Phase III grants @ 350,000 per grant Program Year 2 10 Non-Competitive Grants @ 75,000 per grant 10 Phase II grants @ 250,000 per grant 5 Phase III grants @ 350,000 per grant Program Year 3 10 Phase II Grants @ 250,000 per grant
6.i Total Direct Charges	\$ 3,413,500.00	\$ 5,333,100.00	\$333,100.00	\$ 9,079,700.00	
6.kj Indirect Charges	\$333,333	\$333,333	\$333,333	\$1,000,000	
Total (by year) (sum 6j and 6k)	\$ 3,746,833.33	\$ 5,666,433.33	\$666,433.34	\$ 10,079,700.00	

Organization's Legal Name: Community Foundation of New Jersey	Year 1 of 3	Year 2 of 3	Year 3 of 3	Program Total (over 3 years)	Budget Justification/Narrative
6.a Personnel	\$188,000.00	\$188,000.00	\$188,000.00	\$ 564,000.00	Program Director - New Hire, 100% FTE, \$100,000 Program Associate - New Hire, 100% FTE, \$75,000 South Jersey Executive Director - Current Employee 3% FTE, \$6,500 Program Officer - Current Employee 7% FTE, 6,500
6.b Fringe Benefits	\$ 75,250.00	\$ 75,250.00	\$ 75,250.00	\$ 225,750.00	Fringe Benefits 40% of Salary
6.c Travel	\$ 3,275.00	\$ 3,275.00	\$ 3,275.00	\$ 9,825.00	5,000 Miles annually at .655 cents per mile
6.d Equipment	\$6,000	\$ -	\$ -	\$6,000	2 Laptops for new hires at \$3,000 each
6.e Supplies	\$ 500.00	\$ -	\$ -	\$ 500.00	Office Supplies (pens, notebooks, printer paper, etc)
6.f Contractual					
6.g Construction					
6.h Other					
6.i Total Direct Charges	\$273,025.00	\$266,525.00	\$266,525.00	\$ 806,075.00	
6.kj Indirect Charges					
Total (by year) (sum 6j and 6k)	\$273,025.00	\$266,525.00	\$266,525.00	\$ 806,075.00	

Organization's Legal Name: New York Community Trust	Year 1 of 3	Year 2 of 3	Year 3 of 3	Program Total (over 3 years)	NYCT Notes
6a. Personnel	\$ 207,000.00	\$ 213,000.00	\$ 214,000.00	\$ 634,000.00	1. Program Associate, \$216,000, 100% FTE 2. Grants Manager, \$255,000, 50% FTE 3. Program Officer \$150,000, 25% FTE
6b. Fringe Benefits	\$ 77,000.00	\$ 79,000.00	\$ 79,000.00	\$ 235,000.00	1. Program Associate, \$216,000, 37% Fringe Benefits 2. Grants Manager, \$255,000, 37% Fringe Benefits 3. Program Officer \$150,000, 37% Fringe Benefits
6c. Travel	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 10,500.00	1. Mileage - Anually 5,343.51 miles, .655 cents per mile
6d. Equipement	\$ -	\$ -	\$ -	\$ -	
6e. Supplies	\$ -	\$ -	\$ -	\$ -	
6f. Contractual	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 120,000.00	1. Single Audit, KPMG, \$50,000/year
6g. Construction					
6h. Other	\$ 12,725,000.00	\$ 7,800,000.00	\$ 600,000.00	\$ 21,125,000.00	Program Year 1 Non Competitive, 17 grants, \$75,000 each, Phase 1, 15 grants, \$150,000 each; Phase 2, 20 grants, \$250,000 each; Phase 3, 12 grants, \$350,000 each; Program Year 2, Non Competitive, 12 grants, \$75,000 each, Phase 1, \$1,800,000, 11 grants, \$150,000 each ; Phase 2, \$4,000,000, 14 grants, \$250,000 each; Phase 3, \$1,750,000, 5 grants, \$350,000 each; Program Year 3 Non Competitive, 4 grants, \$75,000 each, Phase 1, 2 grants, \$150,000 each
6i. Total Direct Charges	\$ 13,052,500.00	\$ 8,135,500.00	\$ 936,500.00	\$ 22,124,500.00	
6j. Indirect Charges	\$ -	\$ -	\$ -	\$ -	
Total (by Year) (Sum 6i and 6j)	\$ 13,052,500.00	\$ 8,135,500.00	\$ 936,500.00	\$ 22,124,500.00	

Organization's Legal Name: Community Foundation for Greater Buffalo	Year 1 of 3	Year 2 of 3	Year 3 of 3	Program Total (over 3 years)	Note
6a. Personnel	101,900.00	101,900.00	101,900.00	305,700.00	1. Senior Program Officer \$63,750, 75% FTE 2. Senior Director \$21,150, 15% FTE 3. Accounting Manager 17,000, FTE 20%
6b. Fringe Benefits	22,418.00	22,418.00	22,418.00	67,254.00	1. Senior Program Officer \$14,025 22% Fringe Benefits 2. Senior Director \$4,653 22% Fringe Benefits 3. Accounting Manager \$3,740 22 Fringe Benefits%
6c. Travel	\$ 3,275.00	\$ 3,275.00	\$ 3,275.00	9,825.00	5,000 Miles annually at .655 cents per mile
6d. Equipement				-	
6e. Supplies				-	
6f. Contractual	20,000.00	20,000.00		40,000.00	Single Audit provided by auditor, \$20,000 annually
6g. Construction				-	
6h. Other	2,600,000.00	2,225,000.00	300,000.00	5,125,000.00	Program Year 1 Non-Competitive \$75,000x4; Phase 1--\$150,000x4; Phase 2--\$750,000=\$250,000x4; Phase 3--\$350,000x2 Program Year 2 Non-Competitive \$75,000x5; Phase 1-\$150,000x4; Phase 2--\$250,000x5; Year 3 Non-Competitive \$75,000x4
6i. Total Direct Charges	2,747,593.00	2,372,593.00	427,593.00	5,547,779.00	Sum of categories 6a through 6h.
6j. Indirect Charges				-	
Total (by Year) (Sum 6i and 6j)	2,747,593.00	2,372,593.00	427,593.00	5,547,779.00	

Organization's Legal Name: Community Foundation for the Greater Capital Region	Year 1 of 3	Year 2 of 3	Year 3 of 3	Program Total (over 3 years)	Note
6a. Personnel	\$ 119,008.00	\$122,578.24	\$126,255.59	\$ 367,841.83	President & CEO, 10% FTE, \$21,051 per year/3 years Director of Strategic Initiatives, 50% FTE, \$47,741 per year/3 years Director, Equity and Inclusion Initiatives 50% FTE, \$50,216 per year/3 years Includes an annual cost of living raise of 3%
6b. Fringe Benefits	\$ 26,181.76	\$ 26,967.21	\$ 27,776.23	\$ 80,925.20	Fringe Benefits at 22% of Salary
6c. Travel	\$ 7,126	\$ 7,126	\$ 7,126	\$ 21,376.50	5000 miles at .655 cents per mile or \$3,275 per year x 3 years Hotel Costs of 10 days per year \$200 per day x 3 years Meals 30 per year at \$35 per meal x 3 years Airfare 2 staff members 1 trip per year \$400 per staffer per trip x 3 years
6d. Equipment	\$ -	\$ -	\$ -	\$ -	
6e. Supplies	\$ 500.00	\$ 500.00	\$ 500.00	\$ 1,500.00	Office Supplies \$500 per year x 3 years
6f. Contractual	\$ 45,000.00	\$ 45,000.00	\$ 45,000.00	\$ 135,000.00	Single Audit \$15,000 per year x 3 years Legal \$10,000 per year x 3 years Contracted administrative assistant \$20,000 per year x 3 years
6g. Construction	\$ -	\$ -	\$ -	\$ -	
6h. Other	\$ 2,350,000.00	\$750,000.00	\$ -	\$ 3,100,000.00	
6i. Total Direct Charges	\$ 2,547,815.26	\$952,170.95	\$206,657.32	\$ 3,706,643.53	
6j. Indirect Charges	\$ -	\$ -	\$ -	\$ -	
Total (by Year) (Sum 6i and 6j)	\$ 2,547,815.26	\$952,170.95	\$206,657.32	\$ 3,706,643.53	

Partner
SCF

Note: use the yearly subtotals for SF-424a "other "category

Partner
CFGB

Note: use the yearly subtotals for SF-424a "other "category

Partner
CFPR

Note: use the yearly subtotals for SF-424a "other "category

Partner
CFGCR

Note: use the yearly subtotals for SF-424a "other "category

Partner
NYCT

Note: use the yearly subtotals for SF-424a "other "category

Partner
CFNJ

Grant Type	Non-Competitive	Phase I - Assessment	Phase II - Planning
Unit Cost	\$ 75,000.00	\$ 150,000.00	\$ 250,000.00

Grant Type	Program Year 1	Program Year 2	Program Year 3
Non-competitive	4	0	0
Phase I	1	0	0
Phase II	4	2	0
Phase III	0	4	0
	Sub-Totals		

Grant Type	Program Year 1	Program Year 2	Program Year 3
Non-competitive	4	5	4
Phase I	4	4	0
Phase II	4	5	0
Phase III	2	0	0
	Sub-Totals		

Grant Type	Program Year 1	Program Year 2	Program Year 3
Non-competitive	7	10	0
Phase I	10	0	0
Phase II	0	10	0
Phase III	3	5	0
	Sub-totals		

Grant Type	Program Year 1	Program Year 2	Program Year 3
Non-competitive	6	6	0
Phase I	3	2	0
Phase II	3	0	0
Phase III	2	0	0
	Sub-totals		

Grant Type	Program Year 1	Program Year 2	Program Year 3
Non-competitive	10	5	4
Phase I	8	3	2
Phase II	13	6	0
Phase III	8	5	0
	Sub-Totals		

Grant Type	Program Year 1	Program Year 2	Program Year 3
Non-competitive	7	7	0
Phase I	7	8	0
Phase II	7	8	0

Phase III - Project Development
\$ 350,000.00

Total Grants By Phase

	PY1 Regranting Budget by phase
4	\$ 300,000.00
1	\$ 150,000.00
6	\$ 1,000,000.00
4	\$ -
15	\$ 1,450,000.00

	PY1 Regranting Budget by phase
13	\$ 300,000.00
8	\$ 600,000.00
9	\$ 1,000,000.00
2	\$ 700,000.00
32	\$ 2,600,000.00

	PY1 Regranting Budget by phase
17	\$ 525,000.00
10	\$ 1,500,000.00
10	\$ -
8	\$ 1,050,000.00
45	\$ 3,075,000.00

	PY1 Regranting Budget by phase
12	\$ 450,000.00
5	\$ 450,000.00
3	\$ 750,000.00
2	\$ 700,000.00
22	\$ 2,350,000.00

	PY1 Regranting Budget by phase
19	\$ 750,000.00
13	\$ 1,200,000.00
19	\$ 3,250,000.00
13	\$ 2,800,000.00
64	\$ 8,000,000.00

	PY1 Regranting Budget by phase
14	\$ 525,000.00
15	\$ 1,050,000.00
15	\$ 1,750,000.00

All in Regranting Budget (needs to be greater than \$40M)

PY2 Regranting Budget by phase		PY3 regranting budget by phase	
\$	-	\$	-
\$	-	\$	-
\$	500,000.00	\$	-
\$	1,400,000.00	\$	-
\$	1,900,000.00	\$	-

PY2 Regranting Budget by phase		PY3 regranting budget by phase	
\$	375,000.00	\$	300,000.00
\$	600,000.00	\$	-
\$	1,250,000.00	\$	-
\$	-	\$	-
\$	2,225,000.00	\$	300,000.00

PY2 Regranting Budget by phase		PY3 regranting budget by phase	
\$	750,000.00	\$	-
\$	-	\$	-
\$	2,500,000.00	\$	-
\$	1,750,000.00	\$	-
\$	5,000,000.00	\$	-

PY2 Regranting Budget by phase		PY3 regranting budget by phase	
\$	450,000.00	\$	-
\$	300,000.00	\$	-
\$	-	\$	-
\$	-	\$	-
\$	750,000.00	\$	-

PY2 Regranting Budget by phase		PY3 regranting budget by phase	
\$	375,000.00	\$	300,000.00
\$	450,000.00	\$	300,000.00
\$	1,500,000.00	\$	-
\$	1,750,000.00	\$	-
\$	4,075,000.00	\$	600,000.00

PY2 Regranting Budget by phase		PY3 regranting budget by phase	
\$	525,000.00	\$	-
\$	1,200,000.00	\$	-
\$	2,000,000.00	\$	-

\$ 40,775,000.00

Program Total

\$ 3,350,000.00

Program Total

\$ 5,125,000.00

Program Total

\$ 8,075,000.00

Program Total

\$ 3,100,000.00

Program Total

\$ 12,675,000.00

Note: use the yearly subtotals for SF-424a "other "category

Program-wide

226

This budget consolidates re-grants for NYCT and CFNJ because NYCT will cut all CFNJ regrant checks

Partner

NYCT w/ CFNJ

Phase III	4	0	0
		Sub-Totals	

Non-Competitive Phase I	Phase II	Phase III	
79	52	62	33

Grant Type	Program Year 1	Program Year 2	Program Year 3
Non-competitive	17	12	4
Phase I	15	11	2
Phase II	20	14	0
Phase III	12	5	0

4	\$	1,400,000.00
48	\$	4,725,000.00

Total Grants by Phase

	PY1 Regranting Budget by phase	
33	\$	1,275,000.00
28	\$	2,250,000.00
34	\$	5,000,000.00
17	\$	4,200,000.00
112	\$	12,725,000.00

\$	-	\$	-
\$	3,725,000.00	\$	-

PY2 Regranting Budget by phase

\$	900,000.00
\$	1,650,000.00
\$	3,500,000.00
\$	1,750,000.00
\$	7,800,000.00

PY3 regranting budget by phase

\$	300,000.00
\$	300,000.00
\$	-
\$	-
\$	600,000.00

Program Total
\$ 8,450,000.00

Program Total
\$ 21,125,000.00



Preaward Compliance Review Report for All Applicants and Recipients Requesting EPA Financial Assistance

Note: Read Instructions before completing form.

I. A. Applicant/Recipient (Name, Address, City, State, Zip Code)

Name:

Address:

City:

State: Zip Code:

B. Unique Entity Identifier (UEI):

C. Applicant/Recipient Point of Contact

Name:

Phone:

Email:

Title:

II. Is the applicant currently receiving EPA Assistance? ☐ Yes ☒ No

III. List all pending civil rights lawsuits and administrative complaints filed under federal law against the applicant/recipient that allege discrimination based on race, color, national origin, sex, age, or disability. (Do not include employment complaints not covered by 40 C.F.R. Parts 5 and 7.)

N/A

IV. List all civil rights lawsuits and administrative complaints decided against the applicant/recipient within the last year that alleged discrimination based on race, color, national origin, sex, age, or disability and enclose a copy of all decisions. Please describe all corrective actions taken. (Do not include employment complaints not covered by 40 C.F.R. Parts 5 and 7.)

N/A

V. List all civil rights compliance reviews of the applicant/recipient conducted under federal nondiscrimination laws by any federal agency within the last two years and enclose a copy of the review and any decisions, orders, or agreements based on the review. Please describe any corrective action taken. (40 C.F.R. § 7.80(c)(3))

N/A

VI. Is the applicant requesting EPA assistance for new construction? If no, proceed to VII; if yes, answer (a) and/or (b) below.

☐ Yes ☒ No

a. If the grant is for new construction, will all new facilities or alterations to existing facilities be designed and constructed to be readily accessible to and usable by persons with disabilities? If yes, proceed to VII; if no, proceed to VI(b).

☐ Yes ☐ No

b. If the grant is for new construction and the new facilities or alterations to existing facilities will not be readily accessible to and usable by persons with disabilities, explain how a regulatory exception (40 C.F.R. 7.70) applies.

- VII. Does the applicant/recipient provide initial and continuing notice that it does not discriminate on the basis of race, color, national origin, sex, age, or disability in its program or activities? (40 C.F.R 5.140 and 7.95) ☒ Yes ☐ No
- a. Do the methods of notice accommodate those with impaired vision or hearing? ☒ Yes ☐ No
- b. Is the notice posted in a prominent place in the applicant's/recipient's website, in the offices or facilities or, for education programs and activities, in appropriate periodicals and other written communications? ☒ Yes ☐ No
- c. Does the notice identify a designated civil rights coordinator? ☒ Yes ☐ No
- VIII. Does the applicant/recipient maintain demographic data on the race, color, national origin, sex, age, or disability status of the population it serves? (40 C.F.R. 7.85(a)) ☒ Yes ☐ No
- IX. Does the applicant/recipient have a policy/procedure for providing meaningful access to services for persons with limited English proficiency? (Title VI, 40 C.F.R. Part 7, *Lau v Nichols* 414 U.S. (1974)) ☒ Yes ☐ No
- X. If the applicant is an education program or activity, or has 15 or more employees, has it designated an employee to coordinate its compliance with 40 C.F.R. Parts 5 and 7? Provide the name, title, position, mailing address, e-mail address, fax number, and telephone number of the designated coordinator.

Amy Vars, Senior Vice President & Chief Financial Officer, 500 East Avenue, Rochester, NY 14607, avars@racf.org,
Phone: [Ex. 6 Personal Privacy (PP)] Fax: [Ex. 6 - Personal Privacy (PP)]

- XI. If the applicant is an education program or activity, or has 15 or more employees, has it adopted grievance procedures that assure the prompt and fair resolution of complaints that allege a violation of 40 C.F.R. Parts 5 and 7? Provide a legal citation or applicant's/recipient's website address for, or a copy of, the procedures.

For the Applicant/Recipient

I certify that the statements I have made on this form and all attachments thereto are true, accurate and complete. I acknowledge that any knowingly false or misleading statement may be punishable by fine or imprisonment or both under applicable law. I assure that I will fully comply with all applicable civil rights statutes and EPA regulations.

A. Signature of Authorized Official

BERTA RIVERA

B. Title of Authorized Official

Directory, Community Programs

C. Date

06/29/2023

For the U.S. Environmental Protection Agency

I have reviewed the information provided by the applicant/recipient and hereby certify that the applicant/recipient has submitted all preaward compliance information required by 40 C.F.R. Parts 5 and 7; that based on the information submitted, this application satisfies the preaward provisions of 40 C.F.R. Parts 5 and 7; and that the applicant has given assurance that it will fully comply with all applicable civil rights statutes and EPA regulations.

A. *Signature of Authorized EPA Official

B. Title of Authorized Official

C. Date

General. Recipients of Federal financial assistance from the U.S. Environmental Protection Agency must comply with the following statutes and regulations.

Title VI of the Civil Rights Acts of 1964 provides that no person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance. The Act goes on to explain that the statute shall not be construed to authorize action with respect to any employment practice of any employer, employment agency, or labor organization (except where the primary objective of the Federal financial assistance is to provide employment). Section 13 of the 1972 Amendments to the Federal Water Pollution Control Act provides that no person in the United States shall on the ground of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under the Federal Water Pollution Control Act, as amended. Employment discrimination on the basis of sex is prohibited in all such programs or activities. Section 504 of the Rehabilitation Act of 1973 provides that no otherwise qualified individual with a disability in the United States shall solely by reason of disability be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance. Employment discrimination on the basis of disability is prohibited in all such programs or activities. The Age Discrimination Act of 1975 provides that no person on the basis of age shall be excluded from participation under any program or activity receiving Federal financial assistance. Employment discrimination is not covered. Age discrimination in employment is prohibited by the Age Discrimination in Employment Act administered by the Equal Employment Opportunity Commission. Title IX of the Education Amendments of 1972 provides that no person in the United States on the basis of sex shall be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance. Employment discrimination on the basis of sex is prohibited in all such education programs or activities. Note: an education program or activity is not limited to only those conducted by a formal institution. 40 C.F.R. Part 5 implements Title IX of the Education Amendments of 1972. 40 C.F.R. Part 7 implements Title VI of the Civil Rights Act of 1964, Section 13 of the 1972 Amendments to the Federal Water Pollution Control Act, and Section 504 of The Rehabilitation Act of 1973.

Items "Applicant" means any entity that files an application or unsolicited proposal or otherwise requests EPA assistance. 40 C.F.R. §§ 5.105, 7.25.

"Recipient" means any State or its political subdivision, any instrumentality of a State or its political subdivision, any public or private agency, institution, organizations, or other entity, or any person to which Federal financial assistance is extended directly or through another recipient, including any successor, assignee, or transferee of a recipient, but excluding the ultimate beneficiary of the assistance. 40 C.F.R. §§ 5.105, 7.25.

"Civil rights lawsuits and administrative complaints" means any lawsuit or administrative complaint alleging discrimination on the basis of race, color, national origin, sex, age, or disability pending or decided against the applicant and/or entity which actually benefits from the grant, but excluding employment complaints not covered by 40 C.F.R. Parts 5 and 7. For example, if a city is the named applicant but the grant will actually benefit the Department of Sewage, civil rights lawsuits involving both the city and the Department of Sewage should be listed. "Civil rights compliance review"

means: any federal agency-initiated investigation of a particular aspect of the applicant's and/or recipient's programs or activities to determine compliance with the federal non-discrimination laws. Submit this form with the original and required copies of applications, requests for extensions, requests for increase of funds, etc. Updates of information are all that are required after the initial application submission. If any item is not relevant to the project for which assistance is requested, write "NA" for "Not Applicable." In the event applicant is uncertain about how to answer any questions, EPA program officials should be contacted for clarification.

Project Summary Page

Project Title: Mid-Atlantic-Caribbean Thriving Communities Partnership

Project Geographic Area: Regional Geographic Area #2

Applicant Information: Rochester Area Community Foundation Initiatives, Inc.
500 East Avenue
Rochester, NY 14607

Main Contact Information: Berta Rivera, Director of Community Programs
Ex. 6 - Personal Privacy (PP)
brivera@racf.org

Description of the Applicant Organization:

Rochester Area Community Foundation Initiatives, Inc. (RACFI) is a not-for-profit corporation which is organized and operated exclusively for charitable and educational purposes by supporting activities that benefit the Rochester Area Community Foundation (RACF). The organization sponsors charitable projects and programs meeting community needs that are conceived and developed by people from the community. The organization receives contributions and makes grants to qualified agencies and programs organized and operated for charitable, educational, or other similar purposes. RACFI is serving as the Lead Applicant on behalf of a coalition of community foundations called the Mid-Atlantic-Caribbean Thriving Communities Partnership.

Minority Serving Institution: No

List of Community-based nonprofit partners:

Community Foundation for Greater Buffalo (CFGB)
Community Foundation of New Jersey (CFNJ)
Community Foundation of South Jersey (CFSJ, a CFNJ affiliate)
Fundación Comunitaria de Puerto Rico (FCPR - Puerto Rico Community Foundation)
New York Community Trust (NYCT)
Long Island Community Foundation (LICEF, a NYCT affiliate)
Westchester Community Foundation (WCF, a NYCT affiliate)
Rochester Area Community Foundation (RACF)
St. Croix Foundation for Community Development (SCF)

Project Abstract:

Because of our geographic coverage and history of place-based grantmaking, the Mid-Atlantic-Caribbean Thriving Communities Partnership will help ensure broad and equitable distribution of the available grant dollars to resource-constrained community-based nonprofit organizations (CBOs) supporting underserved communities and marginalized populations across EPA Region II. The Partnership will be led by the Rochester Area Community Foundation Initiatives, Inc., and will include seven other community foundations as Statutory Partners. The proposed grantmaking program utilizes an inclusive, participatory grantmaking approach that informs all aspects of program governance, grant application review and scoring, and grantee selection. The seven community foundations submitting this application bring centuries of combined grantmaking experience, deep and long-standing community connections, a long history of supporting and working with underserved communities, significant fiscal management expertise, and comprehensive geographic coverage of EPA Region II.

Section 1: Program Objectives

1.A. Program Design: Community Application In-take and Evaluation Process

The Mid-Atlantic-Caribbean Thriving Communities Partnership will be governed by a 25-member Governing Council co-chaired by Program Manager Berta Rivera of Rochester Area Community Foundation Initiatives, Inc. (RACFI) representing the Mid-Atlantic States and by St. Croix Foundation (SCF) for Community Development President & CEO Deanna James, which will provide overall guidance and oversight for this regranting program. This Governing Council will include 17 community and environmental justice leaders from across Region II and eight representatives from our Community-Based Organization (CBO) Statutory Partners responsible for managing the grantmaking in each subregion. It will focus on overseeing the grantmaking effort broadly rather than being directly involved in evaluating and scoring proposals. This translates into setting overall policy and priorities, supporting productive collaboration with EPA, developing scoring criteria and guidance, reviewing and approving Requests for Project Concepts, and helping to plan region-wide meetings and initiatives. A full accounting of the membership and scope of the governing council is detailed in *Section 1.C Partnerships, Collaboration, and Participatory Governance*.

1.A.1 Intake & Evaluation Processes

Intake: The Partnership will develop and launch appropriate application processes for each type of grant available through the program, including non-competitive and Phase I, II, and III funding within the first 90 days of the grant performance period. These applications will be available on an ongoing or rolling-submission basis. These processes will use every possible application modality, including completing brief, online questionnaires in real-time on a phone or computer, submitting pdfs by upload and email, and delivering paper application materials. For communities with limited internet access, there will be an option to submit a paper application by hand delivery or mail to the closest subregional Statutory Partner. The Rochester Area Community Foundation Initiatives, Inc (RACFI) will launch a program website for the Mid-Atlantic-Caribbean Thriving Communities Partnership in Spanish and English. The website will include publicly available information on this environmental justice grant opportunity, frequently asked questions, application instructions, an explanation of the grant program's scoring criteria, review committees, and participatory governance. Additional information about outreach is further addressed in section *1.B Outreach to Underserved, Urban, Rural, Remote, Tribal, and Capacity Constrained Communities Throughout EPA Region II*. The New York Community Trust, a Statutory Partner, will provide access to its existing grant application submission portal on this new program website so applications can be submitted online anytime.

The regranting effort will be channeled through six subregions to ensure more equitable access to funding for all urban, rural and remote, limited internet access, high pollution burden, and capacity-constrained communities across EPA Region II. There will be three subregions in New York, one in New Jersey, one in Puerto Rico, and one in the U.S. Virgin Islands. A community foundation based in each subregion will serve as our Community-Based Organization (CBO) Statutory Partner, leading efforts in their respective subregions.

Each subregion has been allocated a share of the available regrantee resources based on three criteria: pollution burdens, population density, and historic equity considerations. The community foundations engaged in a robust analysis of these criteria to determine each subregion's allocations. This analysis made use of both EPA's environmental justice screening and mapping tool and the White House Council on Environmental Quality's Climate and Economic Justice Screening Tool to assess a range of pollution burdens and socioeconomic factors, including the number of brownfield sites, poor air quality, the concentration of hazardous waste and chemical bulk storage facilities, and water pollution challenges. The participating community foundations also discussed the relative lack of political power enjoyed by Puerto Rico and the U.S. Virgin Islands and the history of underinvestment those parts of EPA Region II have experienced. The concentration of tribal communities in Western New York was also considered. The subregional allocations reflected in our budget represent a thoughtful attempt to distribute the available resources fairly, equitably, and justly to honor the program's focus on environmental justice communities.

In addition to using ongoing regional and subregion briefings and information sessions and appropriate use of social media outlets, the program website and printed educational materials will explain the differences between the four subaward types: Non-Competitive, Phase I - Assessment, Phase II - Planning, and Phase III - Project Development. The website will identify the current number of grants per phase available in each subregion to help grantees understand the competitiveness of applications by available grant phases. After each grantmaking round, the lead applicant and passthrough entity, Rochester Area Community Foundation Initiatives, Inc. (RACFI), will update the program website to reflect the number of available awards per phase and subregion. The website and all outreach materials will explain that all grant funds must be expended by the end of the 36-month performance period, estimated to be January 31, 2027. Due to this program requirement, all Phase III - Project Development and two-year Phase II - Planning grant awards will be granted within the first 12 months of the performance period (February 2024 - February 2025). All funds for grants of one year or less, specifically Phase I - Assessment and one-year Phase II - Planning grant awards, will be granted by February 2026, the start of the final year of performance. To ensure the appropriate mix of applications across all phases, each Statutory Partner will tailor its ongoing outreach and education activities to the types of grant applications by phase needed in that subregion. For example, if the number of non-competitive grants made in the Downstate New York subregion is below target, then program staff for the Statutory Partner, in this example, The New York Community Trust (NYCT), will re-focus ongoing outreach to emphasize outreach and education about the program with capacity-constrained non-profit organizations until the number of applications and the number of grant awards meets the goal set for the program. For more on the program's evaluation and tracking, see *Section 3: Environmental Justice Results - Outputs, Outcomes, and Performance Measurement Plan*.

Evaluation: The Statutory Partners are all place-based community foundations with broad, deep, and decades-long connections to the communities they serve. For the Phase II and III grantmaking efforts in each subregion, the relevant community foundations will manage a highly participatory evaluation process that places significant responsibility in the hands of community decision-makers. The Governing Council will develop a draft Request for Project Concepts (RFPC) for the Phase Two and Three grants and organize an online regional consultation to get feedback on the document from interested stakeholders. Project concepts will

consist of one- to two-page narratives with a preliminary expense budget. Depending on stakeholder feedback, there could be a single RFPC for the region or subregional RFPCs that respond to local circumstances and priorities. The scoring and selection process for Project Concepts will involve an initial review by subregional Community Review Assemblies to select semifinalists, followed by invitation to submit a full proposal if selected as a semi-finalist, and then a more detailed evaluation of the semi-finalist pool of project concepts by a Subregional Grant Distribution Committee to make the grant award. Non-competitive and Phase I grants will go through a similar process but skip the Community Review Assembly phase to decrease the time-to-award.

To avoid conflicts of interest, project concepts reviewed by Community Review Assemblies will not include the applicant organization's name. This evaluation process will produce a pool of semi-finalists that will then be reviewed, in the second stage, by Subregional Grant Distribution Committees charged with due diligence review, which includes evaluating the feasibility and relative value of the proposed project, including financial information, organizational capacity, co-funding opportunities, and relevant community priorities. Reviewers will also consider how the proposed project advances the outcomes identified in *Section 3: Environmental Justice Results - Outputs, Outcomes, and Performance Measurement Plan*. These Subregional Grant Distribution Committees will comprise respected community leaders, local officials, and subject matter experts not affiliated with grant-seeking organizations. A full accounting of the membership and scope of the Community Review Assemblies and Grant Distribution Committees are detailed in *Section 1.C Partnerships, Collaboration, and Participatory Governance*.

1.A.2 Timely and Efficient Subrecipient Process

To minimize the time-to-award, all successful applicants will receive their grant award payment within four and a half months of application. Each subregion's Community Review Assembly will review and score applications monthly to make semifinalist recommendations to the Grant Distribution Committee. The Statutory Partners will obtain full application information from organizations with semi-finalist grant applications under consideration by the Subregional Grant Distribution Committee, including the required quarterly work plans for the proposed project. The Grant Distribution Committee will then undertake a final evaluation and select the applications to be awarded.

In addition to the highly participatory approach to grantmaking represented by this process, it will likely cut the time for a grant seeker to receive federal funding to about four and a half months. It will take at most 105 days to make an award: up to 30 days from application submittal to complete the semi-finalist review by the Community Review Assembly, up to 30 days for semi-finalists to submit a full application, then 15 days for the Grant Distribution Committee to complete the finalist review and award decision, and up to 30 days for the grant payment to be issued by the subregion's Statutory Partner. For Non-Competitive and Phase I - Assessment grants, the review process will skip the Community Review Assembly phase to shorten the time-to-award to no longer than 75 days. Subawards for the program's Statutory Partners will include both program administration funding and the sub-award/grants funding for their subregion so that each local Statutory Partner, all of which are already place-based grantmakers, may quickly issue grant payments within their subregion. This will ensure grantees,

especially those in rural and remote and limited internet access communities, have a familiar local organization to contact with any questions or concerns about the grant award and payment.

The only exception to this process is for the Community Foundation for New Jersey, which will only have program administration expenses in their subaward as the New York Community Trust has agreed to process their grant payments so as not to trigger the Single Audit requirement and associated costs for the Community Foundation for New Jersey. As such, the New York Community Trust's statutory partner subaward will include the regranting budget for both the Downstate New York and New Jersey subregions.

In addition to using the New York Community Trust's existing grant application submission and review portal to receive applications and store all scoring information, each subregion's Statutory Partner will issue grantee subaward payments through their existing grant payment and accounting systems. After each Grant Distribution Committee meeting, each Statutory Partner will submit reports to RACFI on the status of all grants that have been awarded, including the number of awarded Non-Competitive, Phase I - Assessment, Phase II - Planning, and Phase III - Project Development grants, and the dates grant payments were issued. For each subregion, the New York Community Trust grant portal's application submission date will be tracked against the grant award payment date so that an average time-to-award can be tracked per subregion and program-wide.

1.A.3 Project Management Tracking and Reporting System

RACFI uses the Financial Information Management System (FIMS) for tracking its finance and accounting data. FIMS will be used to track the receipt of federal funds and the processing of payments to Statutory Partner sub-recipients. However, RACFI will not be directly granting funds for grantees' subawards. Rather, each Statutory Partner will execute grant payments to non-profit organizations in their subregion. Statutory Partners will report to RACFI monthly after each Grant Distribution Committee meeting on what grants have been authorized, what grants have been paid to date, and pass along any quarterly reports received from grantees on financials and programmatic results as they are submitted. RACFI will also use Asana's program management software to help track information input and completion of deliverables by all Statutory Partners.

RACFI as the primary applicant and pass-through entity, will conduct a federally compliant procurement process and issue a Request for Proposals (RFP) from compliance firms specializing in federal grant administration, legal and regulatory compliance, and program management. The compliance firm will assist the RACFI program management office in designing and implementing end-to-end project management tracking and reporting systems. This process development will include tracking the flow of funding from RACFI to Statutory Partner subrecipients, from Statutory Partner subrecipients to grantee subawards, grantee reports on financial expenditures, grantee reports on their grant's programmatic outcomes, and Statutory Partner reporting on their financial expenditures and programmatic outcomes.

Before any grantee subaward payments are issued, all subrecipients/grantees selected by a subregion's Grant Distribution Committee (GDC) must, as a condition of the GDC's due diligence review, obtain a SAM.gov Unique Entity Identifier (UEI) and complete a certification to confirm their compliance with EPA's *Subaward Policy Appendix B: National Term and*

Condition for Subawards. All grantee subawards made under this program will use the EPA's *Subaward Policy Appendix D: Subaward Agreement Template* as the basis for the grant agreement, as the Subaward Agreement Template has already been vetted for legal and regulatory compliance.

1.A.4 Obtain and Incorporate Feedback from Eligible Subrecipients/Grantees

After submitting a grant application, prospective grantees will receive a feedback survey through an online survey service provider, such as Survey Monkey, and paid for using non-federal funds from RACFI, to solicit their feedback on the application process. After a final determination on the grant application, all applicants (regardless of their grant application's award status) will receive a feedback survey on the grant evaluation and award process. Any applicants who submit a grant application by mail will be assumed to have limited internet access in their community, and they will be mailed a paper survey with a pre-addressed, postage-paid return envelope. Any required paper surveys will be mailed after each Grant Distribution Committee award cycle and include both the application and award process surveys. These results will be tabulated by RACFI's program management office at least quarterly, and the Governing Council will be tasked with reviewing the results, making recommendations for grantmaking process improvements, and overseeing the implementation of program and process improvements.

1.A.5 Language Access and Translation Services

All program materials available online and in print will be available in both English and Spanish. Additionally, the program will retain a real-time translation service to assist the grantee help desk staff at each Statutory Partner in translating calls from grant seekers who speak languages other than English. These real-time translation services will be provided for both phone calls and virtual meetings (i.e., zoom), to ensure language access for the deaf and hard of hearing communities as well as non-English speaking communities. Language access is particularly important given the diversity of EPA Region II, and RACFI is committed to providing language access to all communities in EPA Region II.

1.B Outreach to Underserved, Urban, Rural, Remote, Tribal, and Capacity Constrained Communities Throughout EPA Region II

Informal outreach and education efforts have already begun for the EPA Thriving Communities Grant program. Statutory Partners have organized informational briefings for potential grantees in each subregion. For example, The New York Community Trust organized in-person and region-wide virtual briefings that attracted more than 150 participants from across Downstate New York. Such informal, pro bono awareness-raising efforts of this EPA regrantee opportunity will continue as soon as the EPA announces the pass-through entity for Region II, regardless of whether the agency selects our partnership or another regional grantmaking intermediary.

After award, the first 90 days of the performance period will be used internally as a program start-up period and externally as our initial launch for the program's outreach and education campaign. During this start-up period, RACFI's program management office will issue

an RFP for a communications firm to help design and launch the Mid-Atlantic-Caribbean Thriving Communities Partnership website and associated print outreach materials. The digital and print materials will include a description of the program, grant opportunities, frequently asked questions, application instructions, and an explanation of the grant program's scoring criteria and review committees. The Statutory Partners will use the accompanying print materials in each of the six subregions of EPA Region II. All internet and print materials will be available in Spanish and English versions.

RACFI will host at least two Region-II-wide webinars to promote the grant opportunity, and all Statutory Partners will promote the webinars within their respective subregions. Within each of the six proposed subregions (three for New York and one each for New Jersey, Puerto Rico, and the Virgin Islands), Statutory Partners will host at least six in-person outreach events, two webinars, and promote the program opportunity on each Community Foundation's website. The Statutory Partners in New York State will have additional responsibility for Tribal community outreach and identifying Tribal community representation on the Governing Council and their subregion's Grant Distribution Committee. Also, during the 90-day subregion launch period, RACFI will coordinate non-Spanish print translation for substantial non-English speaking environmental justice communities per Statutory Partners' requests. The Statutory Partners will also inform their past grantees, grant applicants, and the local non-profit community of the Mid-Atlantic-Caribbean Thriving Communities Partnership grant opportunities. Outreach to local non-profits will include a combination of email, phone calls, in-person meetings, and outreach events. As place-based Community Foundations, the Statutory Partners also have long-standing capacity-building grantmaking and technical assistance programs giving each subregion a head start in identifying capacity-constrained organizations that will likely need additional time, effort, and support in learning about and accessing this new grant program. The Partnership will organize a monthly or bimonthly coordination call with a range of public and private organizations providing technical assistance relevant to this regrantee effort. In addition to federally funded efforts such as the Thriving Communities Technical Assistance Centers (TCTACs), there are several nonprofits and state agencies providing support that would be useful to the success of the EPA Thriving Communities Grantmaking program.

In the two larger subregions, Downstate New York and New Jersey, the Statutory Partners will coordinate outreach efforts with their affiliate foundations (a type of subsidiary philanthropic organization focused on a specific geographic area). Its affiliated Westchester and Long Island Community Foundations will support the New York Community Trust in its Downstate New York outreach efforts. The New Jersey Community Foundation will be supported in its Southern New Jersey outreach efforts by its affiliated Community Foundation of South Jersey. Due to their larger populations, the Downstate New York and New Jersey subregions will hold more outreach events than other subregions. The Downstate New York subregion will have at least 18 in-person outreach events, six webinars, and promote the program opportunity on the New York Community Trust's website and its Westchester and Long Island affiliate foundations' websites. The New Jersey subregion will host at least 12 in-person outreach events and four webinars and promote the program opportunity on the Community Foundation's and its Southern New Jersey affiliate's websites. This combination of digital and in-person outreach efforts targeted at both the Region-wide and subregional levels will ensure a broad

reach by leveraging our Statutory Partners' decades-long history of grantmaking and community engagement across every corner of EPA Region II.

The program will also coordinate with the Region II Thriving Communities Technical Assistance Centers including West Harlem Environmental Action, Inc. (WE ACT) for the Mid-Atlantic area of Region II and the Inter-American University of Puerto Rico-Metro Campus (IAUPR) for the Caribbean area of Region II. As a demonstration of the program's commitment to working with the TC TACs, WE ACT co-founder & Executive Director of WE ACT will serve on the program's Governing Council as a representative of the Downstate NY Environmental Justice community.

1.C Partnerships, Collaborations, and Participatory Governance

Partnerships and Collaborations

To ensure program awareness, community accessibility, proper oversight, and deep community engagement, Rochester Area Community Foundation Initiatives, Inc. will work with six community-based organizations (CBOs) as Statutory Partners who will lead efforts in the proposed six subregions of EPA Region II.

U.S. Virgin Islands subregion CBO: St. Croix Foundation for Community Development - St. Croix Foundation is a 32-year-old place-based community foundation that has been spearheading strategic philanthropic investments within the U.S. Virgin Islands by advancing holistic community development and grassroots philanthropy as a pathway to economic prosperity, self-sufficiency, and sustainability. Established in the wake of Hurricane Hugo in 1990, SCF has received national recognition in almost every priority area - from economic development and community revitalization to public health, education reform, and nonprofit development.

Puerto Rico subregion CBO: Fundación Comunitaria de Puerto Rico - The Puerto Rico Community Foundation is a 38-year-old community foundation serving the communities in Puerto Rico—the only one of its kind in Puerto Rico and the first in the Caribbean Region. The foundation is a trusted philanthropic advisor to donors (individuals, families, corporations, and other foundations) in establishing donor-advised and designated funds to serve the community through grants, scholarships, and award recognition. The foundation also designs programs that target the community's pressing needs, some in the form of grant portfolios and others by providing capacity-building, technical assistance, and direct intervention to address underserved community needs. We focus our programmatic grant portfolio on access to energy, access to water, community economic development, racial equity, gender equity, and Sustainable Development Goals.

Downstate New York subregion CBO: The New York Community Trust - The Trust is a nearly 100-year-old grantmaking foundation dedicated to improving the lives of New York City, Long Island, and Westchester residents. We bring together individuals, families, foundations, and businesses to build a better community and support nonprofits that make a difference. We apply knowledge, creativity, and resources to the most challenging issues to ensure meaningful opportunities and a better quality of life for all New Yorkers, today and tomorrow. In 2022 the Trust awarded over \$200M in grant funding, and 33% of its environmental grantmaking portfolio was directed to projects and activities particularly relevant

to this re-granting program, with nearly all of these resources going to community-based organizations and other nonprofits working specifically on environmental justice concerns. The Trust will work with its affiliate foundations, *The Westchester Community Foundation*, and *The Long Island Community Foundation* to ensure sufficient support in this populous subregion.

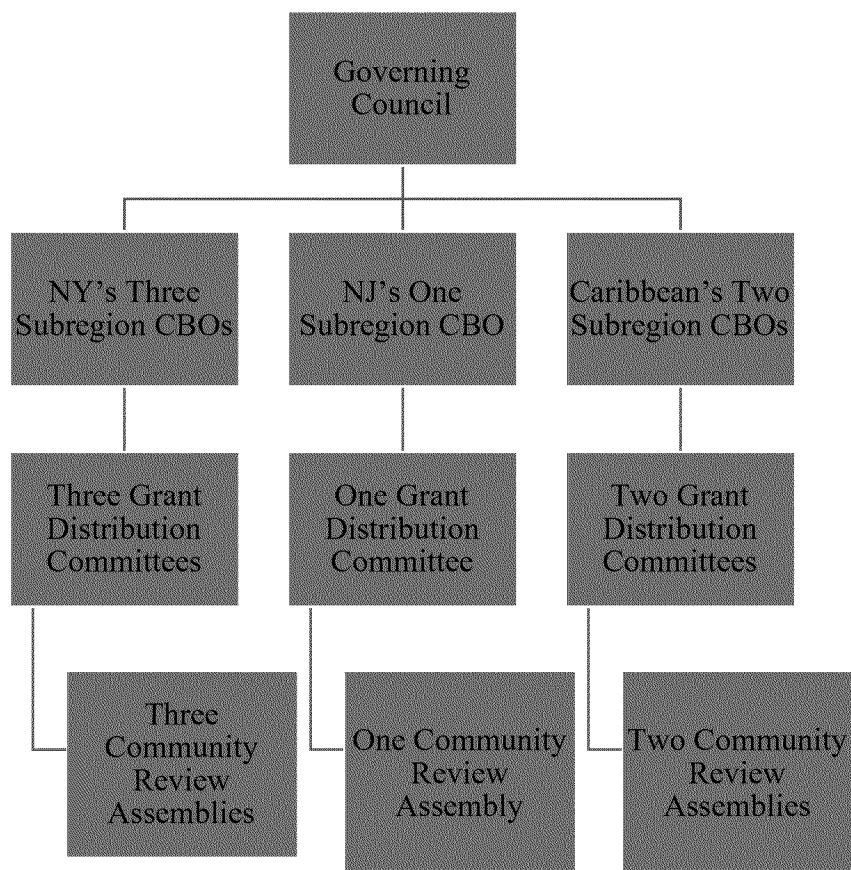
Capital Region, Central New York, & the North Country subregion CBO: **The Community Foundation for the Greater Capital Region** - Founded in 1968 the Foundation manages \$100 M in charitable assets and has granted \$110 million since its founding. Since 2019 the Foundation has taken a leadership position on Inclusion, Diversity, Equity and Action (IDEA) by offering a board development and training series focused on increasing inclusiveness and diversity on nonprofit boards. Upon completion of the program, participants have the opportunity to connect with nonprofits and join a network of leaders looking to change the state of diversity on nonprofit boards.

Western New York & Finger Lakes subregion CBO: **The Community Foundation for Greater Buffalo** - Since 1919, the Community Foundation for Greater Buffalo has been committed to helping individuals, families and organizations realize their charitable goals. Today, the foundation works with more than 400 active donors and carries on the legacies of an additional 500 donors. The foundation has over \$800M in charitable assets for grantmaking in the eight counties of Western New York. The foundation will work with RACFI's associated community foundation, **The Rochester Area Community Foundation**, to meet the outreach needs in this subregion's eight-county Finger Lakes region.

New Jersey subregion CBO: **The Community Foundation of New Jersey** - Founded in 1979, The Community Foundation of New Jersey (CFNJ) and its affiliate, the *Community Foundation of South Jersey* (CFSJ), are an integrated, statewide philanthropic intermediary and are deeply rooted in community philanthropy. Combined as affiliate partners, the Community Foundation of New Jersey, and South Jersey steward over \$800 million in charitable assets in various philanthropic funds. These funds have granted more than \$300 million in the last three years.

Participatory Governance

The governance model for this program incorporates participatory governance at all levels of its delegated decision-making. Incorporating environmental justice community representation at each echelon of decision-making and delegating award decisions to a more localized subregional level will ensure a more transparent, democratic, and community-led funding process. RACFI will convene and co-chair the Governing Council. The Statutory Partners leading efforts in our six subregions will support the Governing Council by convening their subregion's Grant Distribution Committee and the Community Review Assembly. The membership and scope of each of these committees are detailed below:



Governing Council

The Governing Council will be responsible for overall program governance and partner accountability. It will have two Co-Chairs, Berta Rivera from RACFI to represent the Mid-Atlantic area and Deanna James from St. Croix Foundation for Community Development to represent the Caribbean area. The Governing Council will: finalize the grant application, submission, review and scoring processes; approve the selection of Grant Distribution Committee nominees and Community Review Assembly nominees; provide overall program feedback and any associated program and process improvement; and set the program's policies and procedures. The seats on the 25-member Governing Council will be apportioned as follows:

Mid-Atlantic-Caribbean Thriving Communities Partnership - Governing Council Apportionment			
Subregion	Organization	Representatives	Role
Program Management Office	Rochester Area Community Foundation Initiatives, Inc.	(1) Berta Rivera*	Primary Applicant/ Passthrough Entity Rep
Subregion 1: U.S. Virgin Islands	St. Croix Foundation	(1) Deanna James*	Statutory Partner Rep
	Environmental Justice Community	(2) Gregory Guannel Donald G. Cole	Environmental Justice Reps - USVI

Mid-Atlantic-Caribbean Thriving Communities Partnership - Governing Council Apportionment - Continued			
Subregion	Organization	Representatives	Role
Subregion 2: Puerto Rico	Puerto Rico Community Foundation, Inc.	(1) Mary Ann Gabino	Statutory Partner Rep
	Environmental Justice Community	(2) TBD TBD	Environmental Justice Reps - PR
Subregion 3: Downstate New York (Hudson Valley, NYC, Long Island)	New York Community Trust <i>w/ Westchester Foundation, & Long Island Community Foundation</i>	(1) Arturo Garcia-Costas	Statutory Partner Rep
	Environmental Justice Community	(4) Peggy Shepard Marco Carrion TBD, TBD	Environmental Justice Rep - DNY
	Tribal Community	(1) Patricia Tarrant	Tribal Rep - DNY
Subregion 4: The Capital Region, Central NY, and the North Country	Community Foundation for the Greater Capital Region	(1) John Eberle	Statutory Partner Rep
	Environmental Justice Community	(1) TBD	Environmental Justice Rep - CNY
	Tribal Community	(1) TBD	Tribal Rep - CNY
Subregion 5: Western New York & The Finger Lakes	Community Foundation for Greater Buffalo	(1) Cara Matteliano	Statutory Partner Rep
	Rochester Area Community Foundation	(1) Annette Jimenez Gleason	Regional CBO Rep
	Environmental Justice Community	(2) Ronalyn Pollack Dr. Katrina Korfmacher	Environmental Justice Rep - WNY
	Tribal Community	(1) TBD	Tribal Representative - WNY
Subregion 6: New Jersey	Community Foundation of New Jersey <i>w/ Community Foundation of South Jersey</i>	(1) Andy Fraizer	SBO Statutory Partner Representative
	Environmental Justice Community	(3) TBD TBD, TBD	Environmental Justice Representatives - NJ
Note: * Denotes Co-Chair of the Governing Council			

Community Review Assemblies

Each subregion will have 30 to 50 reviewers in their Community Review Assemblies. During the 90-day start up period there will be an opportunity to submit nominations and applications to serve on the Community Review Assembly. The Statutory Partner leading efforts

in that sub-region will administer the nomination and application process and select the Community Review Assembly members from the nomination and application pool. This slate of representatives will be reviewed and approved by the Governing Council before they can begin reviewing. Assembly members will read and score the deidentified applications received on a rolling basis to create a pool of semifinalist grant applications. Reviewers will consider, among other factors, the degree to which the proposed project advances the outcomes identified in *Section 3: Environmental Justice Results - Outputs, Outcomes, and Performance Measurement Plan*. Semi-Finalist applications will advance to a subregion Grant Distribution Committee.

In addition to providing a structured mechanism for grassroots community leaders to shape the results of this regranting program, the proposed subregional Community Review Assemblies will themselves help to raise awareness and foster deeper understanding of the various environmental challenges faced by cities and counties across Region 2. The data they produce will prove enormously useful to the participating community foundations and other stakeholders when it comes to guiding future funding and technical assistance.

Grant Distribution Committee

Each subregion will have a Grant Distribution Committee, which will select the final awardees after completing a due diligence review of the grant seeking organization. Grant Distribution Committees will have seven members except for the New Jersey and Downstate New York subregions which will have nine members. Generally, seats on the Grant Distribution Committees will be apportioned as follows:

Subregion Grant Distribution Committee Apportionment			
Committee Role	Organization	Representatives	Role
Chairperson	Statutory Partner/ Community Foundation	(1) Same person as the Governing Council Representative for the subregion's Statutory Partner	Convene the Committee and ensure its grant award determinations are completed on time every month
Program Management Office - RACFI	Rochester Area Community Foundation Initiatives, Inc (RACFI)	(1) RACFI will have a member on all Grant Distribution Committees	Represent the lead applicant/passthrough entity
Tribal Community Representative	Federally Recognized Tribes & Native-American Community Based Organizations	(0) If an NJ or Caribbean subregion (1) If a New York State subregion	Represent tribal communities in New York's subregions

Environmental Justice Community Representative	Environmental Justice Community	(4) If CNY or WNY/Finger Lakes subregion in NYS (5) If Caribbean subregion (6) if Downstate NY subregion (7) if New Jersey subregion	Represent Environmental Justice Communities throughout the subregion
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1.D Applicant's Historical Connection to Underserved Communities throughout the Geographic Area

Rochester Area Community Foundation Initiatives (affiliated with the Rochester Area Community Foundation) - As a leading grantmaker, the foundation is focused on two broad goals: 1) *Creating an Equitable Community*: Working to close the academic achievement and opportunity gaps, fostering racial and ethnic understanding and equity, and partnering against poverty to help neighbors in need; and 2) *Strengthening Our Region's Vitality*: Supporting vibrant and diverse arts and cultural offerings, preserving our region's rich historical assets, advancing environmental justice and sustainability, and promoting successful aging.

Two representative examples of the many ways RACFI advances these goals are through the foundation's support of BUGs ROC, a Flower City Noire Collective program. BUGs ROC is a BIPOC growing community for those who want to create sustainability and self-sufficiency in Rochester's urban neighborhoods. They are working to connect people to the land, the resources, and to each other, to grow the sustainable food system we need. RACFI also convenes the Rochester Energy Efficiency and Weatherization (RENEW) collective impact initiative, which supports community partners by providing gap funding for home repair that reduce greenhouse gas emissions and make low-income homeowners' homes more energy-efficient, healthier, and safer from environmental hazards.

St. Croix Foundation: With a disproportionately large number of under-resourced, low-capacity nonprofits operating in the Virgin Islands – all competing for the same scarce donor dollars to meet critical programmatic and operational needs – St. Croix Foundation (SCF) has rooted the foundation of our organization in deep linkage with nonprofits.

Moreover, in the absence of municipal governance in the US Virgin Islands, local nonprofits have had to build real competency and muscle around serving a community with deficient public sector capacity and gaping social service gaps. In response, by remaining steadfast to our Founders' commitment to equity and their pledge to minimize competition for funding, today, not only is SCF the preeminent fiscal sponsor in the Virgin Islands, but we are also spearheading one of the most comprehensive and organized coalitions of nonprofits in the Territory's history, our Nonprofit Consortium.

In 2016, seeking to further deepen our relationships with nonprofits, we launched our Nonprofit Consortium (NPC), adjoining the power of approximately 30 civic organizations around a collective agenda of community organizing, shared work, and radical systems change. The NPC is currently divided into 4 'sectors': Arts & Culture, Health & Human Welfare, Youth & Education, and the Environment. Over the past four years, the nonprofits in our Environmental Sector have evolved as the most active, connected, and courageous of the Consortium. Rallying

boldly around environmental justice issues arising from plans to restart a 50-year-old rusting and idled oil refinery, in 2021, three member organizations in the NPC (St. Croix Environmental Association, Crucian Heritage & Nature Tourism, and the Virgin Islands Good Food Coalition) banded together with the Foundation to mobilize residents and federal regulators in response to acute toxic releases from the recently restarted refinery.

The incidents rained oil from the refinery onto neighboring communities, polluting drinking water and gardens, and affecting the health and welfare of our residents. As an extension of our collective body of work as community activists, SCF will host a Town Hall Series (between May and July) that supports the efforts of NPC members in fighting for environmental safety and justice issues concerning the Limetree Bay Terminal Refinery.

Over the past two years, the Foundation has secured grants from the HIVE Fund and from the Environmental Protection Agency (EPA) through the EPA Environmental Justice Small Grants Program. The goal of these grants is to continue ongoing advocacy and in addition to monitoring air, water, and soil quality in neighborhoods near the Limetree Refinery.

Fundación Comunitaria de Puerto Rico: The Puerto Rico Community Foundation has a longstanding role in responding to the needs of the community in the wake of natural disaster. For example, in 2017 Puerto Rico was struck by Hurricane María, the deadliest hurricane in many years. The hurricane struck right in the middle of a fiscal crisis, where more than 400,000 people had left the island over the previous five years. Puerto Rico was isolated, and its systems collapsed: energy, water, supply chains – food, gas, diesel – and telecommunications. Over 75,000 homes were lost and over 300,000 were damaged and, in the end, the poverty rate surpassed 50%.

The Foundation received over \$15M in donations for response efforts and took a strategic approach to close inequity gaps by providing immediate relief to the communities during the five months that followed Hurricane María and a long-term strategy of providing access to water, energy, economic development opportunities and housing rehabilitation. Since then, the foundation has established the first solar powered community (Toro Negro) on the archipelago and \$4M to solarize Culebra. Through COR3 and FEMA the foundation will receive \$25M in grant funding to provide solar energy infrastructure to over 100 community aqueducts. These projects show the Foundation's commitment to sustainable development and climate resilience across the archipelago.

The New York Community Trust (with its affiliates the Westchester Foundation and the Long Island Community Foundation): Environmental justice concerns have been central to the Trust's grantmaking for decades, but they were explicitly incorporated into the revised strategies for the Trust's national and New York City-focused environmental grantmaking approved by the board in 2014. Disadvantaged communities in Downstate New York, particularly low-income communities of color, face significant environmental challenges that disproportionately affect their health, well-being, and quality of life. Below is a discussion of some of the most prominent environmental challenges these communities face and recent grants we have made to help address them: 1) *Air Pollution*: The Trust has active grants to retire the City's dirty "peaker" power plants, accelerating phase-out of Number 4 heating oil and reducing emissions from transportation; 2) *Water Contamination*: The Trust supports the Lead Free Kids New York advocacy coalition which focuses on reducing all kinds of lead exposure including school drinking water and lead service lines; 3) *Environmental Justice and Land Use*: The Trust funds a

“brownfields-to-brightfields” initiative which converts brownfields into solar generation and energy storage sites; 4) *Urban Heat Island Effect*: The Trust supported efforts to pass local legislation to address this issue in New York City, 5) *Lack of Green Space and Parks*: The Trust supports CBOs such as the New York City Environmental Justice Alliance, Bronx River Alliance and the Gowanus Canal Conservancy in developing green infrastructure, 6) *Food Deserts and Inequitable Access to Healthy Food*: through its health, environment and human services portfolios the Trust supports several efforts to address food insecurity and diet-related health conditions, 7) *Environmental Disasters and Climate Resilience*: since 2014 the Trust has supported efforts to strengthen the climate resilience of frontline communities through both its national and NYC environmental grantmaking portfolios.

Community Foundation for Greater Buffalo (CFGB): The NYS Office of the Attorney General (OAG), partnered with CFGB to administer the Tonawanda Community Environmental Benefits Program (TCEBP). The program was funded by a \$1M settlement the OAG reached with a company that polluted the air over a low-income neighborhood. With a focus on addressing the neighborhood’s disproportionately high pollution burden, the TCEBP was driven by an engagement strategy developed by a citizen advisory council to make grants determined by community ballots.

In addition to the Tonawanda Community Environmental Benefits Program, CFGB has a long history of regranteeing funds for the Green and Healthy Homes Initiative, including \$2M from Empire State Development and \$1.5M from the NYS OAG. Those funds supported lead remediation, home repair, and weatherization to improve the homes of low-income families. Other programs include the Workforce Development Challenge, a \$10M investment from Empire State Development administered by CFGB to support pilots or expansions of workforce training programs, and a 2012 EPA award to provide workshops and in-home education on indoor air quality for low-income residents in Buffalo.

CFGB is a trusted convener in WNY and has built strong relationships with environmental leaders across many disciplines, including environmental justice. CFGB created the WNY Environmental Alliance, a coalition of independent organizations focused on ensuring the environment is a key factor in local and regional planning (established in 2008). Over the last 15 years, CFGB has also convened the Buffalo & Erie County Lead Safe Task Force. This cross-sector collaborative partnership has enabled critical legislation to help end lead poisoning in the region (established in 2018).

Community Foundation for the Greater Capital Region: Since 2017, the Foundation has led and financially supported the Capital Region Partnership Green and Healthy Homes Initiative (GHHI). The partnership brings together the cities of Albany, Schenectady, and Troy, various nonprofit service providers, and GHHI to deliver housing intervention programs for Capital Region residents living in energy-inefficient, unhealthy, and unsafe homes. The work focuses on producing better health outcomes for children, seniors, and families; more efficient use of public investment through improved interagency coordination; improved energy-efficiency for low- and middle-income families; improved school attendance rates, and neighborhood stabilization through more effective and sustainable home investments.

Community Foundation of New Jersey (with its affiliate Community Foundation of South Jersey): The Community Foundation of South Jersey’s strategic plan emphasizes deepening relationships in South Jersey towns using participatory philanthropy, developing, and supporting

cross-sector and funder collaboratives, and grant investment to meet local needs. One element of CFSJ's leadership work is Transform South Jersey (TSJ). It is an initiative that supports building civic muscle in local communities, increasing available local philanthropic assets to address needs, and building trust and relationships within and across communities.

Another way the Community Foundation of South Jersey uses its philanthropy to meet the needs of underserved communities in our region is the foundation's partnership with Campbell Soup Foundation and others to develop a Camden Food Fund. The goal of the Food Fund is to enable more equitable access to capital for local food entrepreneurs to start and grow thriving food businesses and community initiatives.

1.E Noncompetitive Fixed Amount Subawards & Limit Subawards Made to a Single Entity

Noncompetitive subaward grants for the fixed amount of \$75,000 will be made to capacity-constrained organizations in compliance with EPA's Fixed Amount Subaward policy in section 9.0 of the Amended Grants Policy Issuance (GPI) EPA Subaward Policy. This program will determine whether an organization is eligible for a capacity-constrained based on the following criteria: having an operating budget of \$750,000 or less and fewer than five paid staff. The program will reserve 78 non-competitive grants. Priority will be given to applicants seeking consultant support, capital expenditures, developing a capacity building plan, implementing a capacity building plan. Prospective grantees will be limited to no more than two subawards/grants awarded per non-profit organization during the 36-month performance period of this program.

1.F Project Linkages to EPA Strategic Plan Goal 2, Objective 2.1 *Promote Environmental Justice and Civil Rights at the Federal, Tribal, State, and Local Level*

The Mid-Atlantic-Caribbean Thriving Communities Partnership links to the EPA Strategic Plan Goal 2, Objective 2.1 by including those affected by environmental justice issues in all aspects of the program's governance and decision-making. The final design and approval of our grantmaking process will be overseen by the Governing Council, which will include two environmental justice community members for each partner representative. Furthermore, in New York State, each subregion will have one environmental justice representative from the Federally recognized tribes within that subregion. The selection of semi-finalist applications will be made exclusively by the Community Review assemblies, which are made up of volunteers of the environmental justice community and all grant distribution committees will have more environmental justice community representatives than community foundation representatives, and again in New York subregions, there will be a representative of Tribal communities. Centering community-led action, direct investment, and a focus on equity, the Mid-Atlantic-Caribbean Thriving Communities Partnership will provide unprecedented investments and benefits directly to environmental justice communities throughout Region II.

Section 2: Project Activities, Milestone Schedule, Itemized Budget Sheet, and Narrative

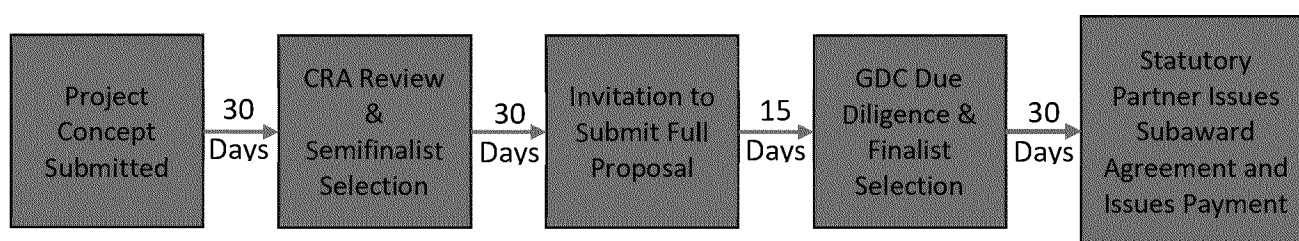
2.A Project Activities and Milestone Schedule

Task Description	Deadline	Responsible Party
-Start of the 36-Month Performance Period -Start of Outreach, Education, and Promotion in each of the 6 subregions of EPA Region II	2/1/2024	RACFI w/ Statutory Partners
-Cooperative Agreement Execution -Issue Communications Firm RFP -Issue Federal Compliance Firm RFP	2/15/2024	RACFI w/ Statutory Partners
-Project Team Kick-off Meeting/1st Governing Council Meeting -Solicit applications and nominations for the Subregional Grant Distribution Committees and Community Review Assemblies recruitment process	2/20/2024	RACFI w/ Statutory partners
Communications Firm Contracting Federal Compliance Firm Contracting	2/26/2024	RACFI
Grant Application Development	3/4/2024	Governing Council
-Website Launch	3/11/2024	RACFI
-Establish Grant Distribution Committees and - -Confirm Nominations for Community Review Assembly	3/18/2024	Governing Council
Governing Council Meeting & Milestone Reporting - Quarter 1 [repeating at the start of every Quarter]	4/1/2024	RACFI
Grant Distribution Committees & Community Review Assemblies Orientation	4/1/2024	RACFI & Governing Council
Grant Application Released on the Website and Rolling Submission Opens	4/1/2024	RACFI
Community Review Assembly Semi-Finalist Selection - Funding Round 1 <i>[CRA will only review Phase II and Phase III submissions, non-competitive and Phase I will advance directly to the Grant Distribution Committee]</i>	5/1/2024	Community Review Assemblies
Full Proposal Submission for Semifinalist Phase II and Phase III Proposals – Funding Round 1	6/1/2024	Grant Distribution Committees

Grant Distribution Committee Finalist Selection – Funding Round 1	6/15/2024	Community Review Assemblies
Grant Payments Made - Funding Round 1	7/15/2024	Statutory Partners

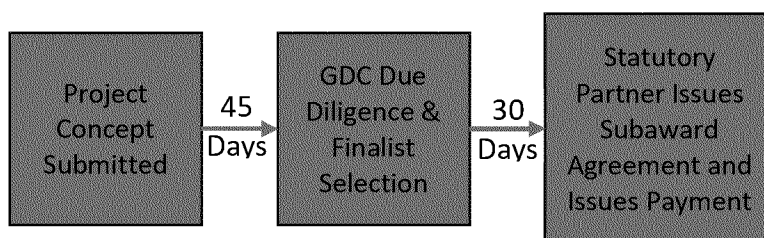
The following flow charts show the general cadence of the grant application, review, and decision-making process for Phase II and III grant applications, as demonstrated in the milestone chart from 4/1/2024 – 7/15/2024. The time-to-award cycle will be three and a half months for Phase II and III grants.

Phases II and III Time-to-Award Cycle



Non-competitive and Phase I applications will skip the Community Review Assembly phase making the time-to-award cycle two and a half months.

Non-Competitive and Phase I Time-to-Award Cycle



All Phase III and two-year Phase II grants will be granted out by the end of February 2025, which is the start of Program Year 2, and all Phase I and one-year Phase II grants will be granted out by the end of February 2026, the start of Program Year 3. Non-competitive grants can be made throughout the program or until the non-competitive grant budget has been fully expended. Community Review Assemblies will disband at the end of Program Year 2 as there will not be any additional Phase II or Phase III grants made during the final year.

Task Description	Deadline	Responsible Party
Final Technical Report	As required by the EPA Award Agreement	RACFI

Financial Status Report	As required by the EPA Award Agreement	RACFI
Program Closeout & Final Report	1/31/2027	RACFI

2.B Budget Narrative

A complete itemization of all costs by the lead applicant and all Statutory Partners is included in the notes column of the attached budget spreadsheets.

Section 3: Environmental Justice Results - Outputs, Outcomes, and Performance Measurement Plan

Outputs

Output measurements to be included in the quarterly reports and performance measurement plan include:

- Total number of Phase 1 applications received program-wide, and by subregion
 - Total number of Phase 1 grants made program-wide, and by subregion
- Total number of Phase 2 applications received program-wide, and by subregion
 - Total number of Phase 2 grants made program-wide, and by subregion
- Total number of Phase 3 applications received program-wide, and by subregion
 - Total number of Phase 3 grants made program-wide, and by subregion
- Total number of outreach and education efforts made program-wide, and by subregion
 - Documentation of outreach and education efforts (may include webinars, in-person events, digital advertising, listserv outreach, partnership w/ other CBOs)
- Time-to-award metrics by reported on both a program-wide and subregion basis
- Results of grant seeker feedback surveys
 - Documentation of how feedback was incorporated into program management and process improvement
- Reports on grant payments made to date, including Justice 40 reporting
- The development of model workplans for each grant phase

The program will set the following targets for grant applications by phase:

Entity	Non-Competitive	Phase I	Phase II	Phase III
Subregion 1: U.S. Virgin Islands	4	1	6	4
Subregion 2: Puerto Rico	17	10	10	8
Subregion 3:	19	13	19	13

Downstate New York				
Subregion 4: The Capital Region, Central NY, and the North Country	12	5	3	2
Subregion 5: Western New York & The Finger Lakes	13	8	9	2
Subregion 6: New Jersey	14	15	15	4
Program Totals	79	52	62	33

Outcomes

Short Term (change in knowledge, occurring during project)

- Increase in the number of residents who know about pollution issues in their region.
- Increase in the number of residents who can identify actions they can take to help address pollution issues in their region.

Intermediate (change in behavior, occurring 6 - 12 months after project)

- Increase in partnerships between community stakeholders.
- Increase in the number of communities with a community-informed plan in place to address environmental and public health issues in their community.

Long-term (change in conditions, occurring 2+ years after project)

- Improved public health in communities that are taking actions to reduce exposure to environmental health risks.
- Increased participation of directly impacted individuals and communities in decision making to address environmental issues in their communities.

Performance Measurement Plan

RACFI will oversee the collection of grantmaking, financial, and program performance metrics from each subregional Statutory Partner. Each community foundation will serve as a critical resource for grantees, helping them understand, monitor, and report on these metrics, which will be compiled every three months and reviewed by the Governing Council. The information will be incorporated into the required Quarterly Reports and submitted to the EPA. The Governing Council will provide feedback and suggestions if output metrics are more than 15% off target. For each subregion, the New York Community Trust grant portal's application submission date will be tracked against the grant award payment date so that an average time-to-award can be tracked per subregion and program-wide. Grantees' quarterly reporting will also require progress updates on how their project is advancing at least one of the above environmental outcomes.

Section 4: Programmatic Capability

4.A Organizational Experience

Rochester Area Community Foundation Initiatives, Inc, (RACFI) is a philanthropic supporting organization affiliated with the Rochester Area Community Foundation (RACF). Founded in 1972 the Rochester Area Community Foundation manages nearly \$600 million in assets across 1,500 charitable funds established by donors in the Rochester and Finger Lakes region of New York State. More than half of these community assets were raised within the last decade. And since the organization's founding, RACF has made nearly \$600 million in charitable grants across the foundation's eight-county region of New York.

To further support the region, the Rochester Area Community Foundation established Rochester Area Community Foundation Initiatives, Inc, in 2001 as a specialized not-for-profit organization that may apply for, receive, and manage the implementation of federal, state, and local government grants as well as private funding from other grantmakers and philanthropic organizations. The Foundation provides these grant management services through RACFI for organizations, collaborations, and communities that may not otherwise have the capacity or expertise to obtain and manage these grants. In this way, the spirit of RACFI's goals mirrors that of the EPA Thriving Communities Grantmaking Program by helping capacity-constrained organizations and collaborations achieve more sustainable operations through leveraging our decades of fundraising, grantmaking, capacity-building, and grant administration experience through long-term fiscal partnerships.

RACF and RACFI have managed regranting programs, including a \$300,000 regranting program for the New York State Council on the Arts (NYSCA). NYSCA selected RACFI to fill a regional gap in its arts grantmaking because of the Foundation's deep community connections and trusted role as an arts grantmaker. This 1-year regranting program ending in June 2024, included re-grants to 61 organizations. NYSCA required reporting by RACFI to include information on grantee finances and expenditures and grantees' programmatic outcomes. This program used a multi-city re-granting model—similar to the Mid-Atlantic-Caribbean Thriving Communities Partnership's proposed subregion model—and all reporting for the NYSCA regranting program will be made on both a per-city and program-wide basis.

In partnership with Congressman Morelle (NY-25), RACFI secured a \$300,000 HUD grant for the Rochester Energy Efficiency and Weatherization (RENEW) collective impact initiative. This builds on the \$50,000 in New York State DEC grant funding RACFI secured and managed on behalf of RENEW. Since its founding in 2015, RENEW has invested over \$7.06 million to support the work of community partners by providing gap funding for home repairs to reduce greenhouse gas emissions and make the homes of low-income homeowners more energy-efficient, healthier, and safer from environmental hazards. The federal and state grant funds were re-granted by RACFI through RENEW's service delivery nonprofits to provide energy efficiency interventions for over 70 Rochester area households. Since 2015, and with RACFI's support in finding and administering gap financing, RENEW has assisted more than 400 households with weatherization, health, and safety improvements.

4.B Key Personnel Experience & Qualifications

Program Manager: Berta Rivera, 100% FTE

As Director of Community Programs at RACF and RACFI, Berta oversees grant management for \$2M in multi-year federal and state grants, 145 donor funds which realize \$5M in grantmaking, and 147 scholarship funds which award \$1.5M in annual scholarships for students across the eight-county Finger Lakes region of New York State. Additionally, Berta manages the information systems and operational processes for RACF and RACFI's grantmaking and scholarship application web portals, grantmaking legal and regulatory compliance, and the distribution of grant payments. Over the course of her career Berta has managed grant portfolios of up to \$12M and managed programs with 30 staff members and 300+ volunteers. She served as Director of CASH, a federally funded IRS Volunteer Income Tax Assistance Program, delivering high-quality, free tax preparation services for 7,500 low-income workers annually. Berta also expects to complete her Master's in Business Administration in May of 2024.

Berta will run RACFI's program management office for the Mid-Atlantic-Caribbean Thriving Communities Partnership. Berta will serve as the Program's main point of contact with EPA, administer the program's grant reporting processes, manage the coordination of the program's Key Personnel and Statutory Partners, and support the program's governance committees, including administration for the program's Governing Council.

Program Finance Director: Amy Vars, CPA, 10% FTE

As the Senior Vice-President and CFO for the Rochester Area Community Foundation Amy is the executive responsible for Finance, Investments, Information Technology, Risk Management, Human Resources, and Operations for the nine entities that comprise the Community Foundation. Amy brings 33 years of experience as a licensed Certified Public Accountant. The Foundation has employed Amy for 18 years, where she directly manages a staff of 9, oversees Human Resources for 50 employees, and is accountable for the Foundation's nearly \$600 million investment portfolio.

Amy will supervise all financial operations for the Mid-Atlantic-Caribbean Thriving Communities Partnership, including receipt of grant funds from the EPA through the ASAP system, disbursements of subawards to Statutory Partners, the development and implementation of the program's financial controls, the preparation of the program's financial reports to EPA including the Statutory Partners and subgrantees required financial reporting and compliance with the Proper Payment Draw Down General Term and Condition of EPA Financial Assistance Agreements.

4.C. Expenditure of Awarded Grant Funds

To ensure that all re-granted funds are used within the 36-month performance period all Phase III and two-year Phase II grants will be granted out by the end of February 2025, which is the start of Program Year 2, and all Phase I and one-year Phase II grants will be granted out by the end of February 2026, the start of Program Year 3. Non-competitive grants can be made throughout the program or until the non-competitive grant budget has been fully expended. All financial

transactions by the RACFI are tracked through the Financial Information Management System (FIMS) and will be used for tracking finance and account data on this program.

ASAP System

To comply with the Proper Payment Draw Down General Term and Condition of EPA Financial Assistance Agreements and the ASAP System's requirement that funds are not drawn in excess of what is needed to pay costs incurred over the next five business days, the Program will use the following process to draw down grant funds and flow them to the grantee/sub-recipient.

- Step 1: A subregional grant distribution committee awards grants from their pool of semi-finalist applications.
- Step 2: The awarded grantee completes and signs a Subaward Agreement based on the *Subaward Policy Appendix D: Subaward Agreement Template*
- Step 3: The Statutory Partner informs RACFI of the need for a grant payment through the program's project management system Asana.
- Step 4: RACFI requests a draw down from the ASAP system.
- Step 5: RACFI receives funding from EPA and holds it for one day.
- Step 6: RACFI wire transfers the funds to the appropriate Statutory Partner, which takes one day.
- Step 7: The Statutory Partner pays the grantee within two days.

Section 5: Past Performance of the Lead Applicant

Grant 1:	<u>ARPA Subaward by Monroe County to RACFI, Inc. on behalf of Rochester ENergy Efficiency and Weatherization (RENEW)</u>
CFDA Number:	21.027
Grant Amount:	\$850,000
Number of re-grants:	140
Performance Period:	03/01/23 - 12/31/2026, 3-years 10 months, ongoing

Performance on Managing Assistance Agreement:

This project is ongoing, meeting all interim performance requirements. The program involves weatherization and health and safety improvements for 140 households.

Performance on Meeting Reporting Requirements:

Current on all required quarterly and annual reporting.

Grant 2:	<u>Economic Development Initiative (EDI) - HUD</u>
Grant Number:	B-23-CP-NY-1138
Grant Amount:	\$300,000
Number of re-grants:	70
Performance Period:	[agreement pending] - 08/31/31

Performance on Managing Assistance Agreement:
This project is ongoing, meeting all performance requirements.

Performance on Meeting Reporting Requirements:
Current on all required quarterly and annual reporting

Grant 3: NYS Department of Environmental Conservation Grant to RACFI, Inc. on behalf of Rochester ENErgy Efficiency and Weatherization
NYS Contract #: DEC01-T01424GG-3350000
Grant Amount: \$50,000
Number of re-grants: 13
Performance Period: 04/1/2024 - 03/31/2025, 1-year, completed

Performance on Managing Assistance Agreement:
Due to high demand within an underserved community, all project funds were expended, and this program closed early.

Performance on Meeting Reporting Requirements:
All reporting was submitted early.

Grant 4: New York State Council on the Arts Regranting Program
NYS Contract #: ART01-C22043GG-1030000
Grant Amount: \$430,000
Number of re-grants: 61
Performance Period: 01/01/2022 - 6/30/2023, 1-Year, closed out.

Performance on Managing Assistance Agreement:
The program is completed, and all grantee program requirements were met.

Performance on Meeting Reporting Requirements:
The midterm report was filed in July 2022, and the final report is due Sept 30, 2024.

Grant 5: Ralph C. Wilson Foundation - Youth Sports Regranting Program
Grant Amount: \$1,580,810
Number of re-grants: 93
Performance Period: 6/1/18 - present, 6-years, on-going

Performance on Managing Assistance Agreement:
The program is on-going, all annual program requirements have been met.

Performance on Meeting Reporting Requirements:
All reporting requirements by the Ralph C. Wilson Foundation have been met for the Youth Sports Regranting Program.

Manifest for Grant Application # GRANT13926898

Grant Application XML file (total 1):

1. GrantApplication.xml. (size 28735 bytes)

Forms Included in Zip File(total 6):

1. Form ProjectNarrativeAttachments_1_2-V1.2.pdf (size 16036 bytes)
2. Form SF424A-V1.0.pdf (size 23322 bytes)
3. Form EPA4700_4_5_0-V5.0.pdf (size 40400 bytes)
4. Form OtherNarrativeAttachments_1_2-V1.2.pdf (size 16021 bytes)
5. Form SF424_4_0-V4.0.pdf (size 23868 bytes)
6. Form EPA_KeyContacts_2_0-V2.0.pdf (size 37296 bytes)

Attachments Included in Zip File (total 9):

1. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1239-SAMPLE PROPOSAL GUIDANCE SHEET.pdf application/pdf (size 33608 bytes)
2. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1238- Statutory Partnership Letters.pdf application/pdf (size 1315980 bytes)
3. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1242-RACFI and Statutory Partners Budget Workbook.xlsx application/vnd.openxmlformats-officedocument.spreadsheetml.sheet (size 39056 bytes)
4. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1236-RACFI Itemized Budget Sheet.pdf application/pdf (size 444074 bytes)
5. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1240- Statutory Partner Budgets.pdf application/pdf (size 2476206 bytes)
6. SF424_4_0 SF424_4_0-1234-Congressional Districts- Additional list.pdf application/pdf (size 40797 bytes)
7. ProjectNarrativeAttachments_1_2 ProjectNarrativeAttachments_1_2-Attachments-1235- RACFI Workplan Narrative.pdf application/pdf (size 900956 bytes)
8. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1241- Governing Council Letters of Commitment.pdf application/pdf (size 1885035 bytes)
9. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1237-Key Personnel Resumes.pdf application/pdf (size 295575 bytes)



June 23, 2023

Founders

Vernice Miller-Travis
Peggy M. Shepard
Chuck Sutton

Arturo Garcia-Costas
Program Officer for the Local, National, and International
Environment

Board of Directors

The New York Community Trust
909 3rd Ave
New York, NY 10022

Chair

Jeff Jones

Dear Arturo,

Vice Chair

Ken P. Mak

Treasurer

Neetin Gulati

Secretary

Nancy E. Anderson, Ph.D.

Members

Lakeisha M. Aquino
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Margot Brown
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Eric A Goldstein, Esq.
Christy Loper
Sarangi Iyengar
Marielle Villar Martiney
Crystal Romeo Upperman
Carlos Talero
Vernice Miller-Travis
Anne Weisberg

I am writing today to accept the responsibility of representing the Downstate New York subregion (the Lower Hudson Valley, New York City, and Long Island) on the proposed Mid-Atlantic-Caribbean Thriving Communities Governing Council. It is my understanding that this Council will provide high-level oversight and guidance for the Thriving Communities Grantmaking Program (EJ TCGM) in EPA Region II. Having reviewed the EJ TCGM's program purpose and priorities, I firmly support its goal of making federal funding more accessible to under-resourced and disadvantaged communities burdened with environmental and public health challenges, and look forward to working with the Rochester Area Community Foundations Initiatives, Inc. and the other community foundations across Region II that will help implement this regrating program.

Executive Director

Peggy M. Shepard

I bring to the table decades of national environmental justice leadership, as the co-founder and Executive Director of WE ACT for Environmental Justice, which I believe will contribute significantly to the regrating program's success. WE ACT's mission is to build healthy communities by ensuring that people of color and/or low income residents participate meaningfully in the creation of sound and fair environmental health and protection policies and practices. For 35 years, WE ACT has worked in our home community of Northern Manhattan to educate community members on environmental justice issues, and empowered residents to advocate for community-based solutions. Our core areas of work center on advocacy, education, workforce development, and civic engagement. Since 2012 WE ACT has staffed an office in Washington DC, where we work to ensure that our home constituencies' voices are uplifted in decisionmaking, while also collaborating with EJ CBOs across the country to campaign for strong environmental protections and economic benefits from environmental justice communities.

I understand that members of the Governing Council will not be directly involved in the project review and scoring processes for this grantmaking opportunity, which will preserve WE ACT's ability to apply for funding through EPA's EJ TCGM's program. Should a recommended grant to my organization come before the Governing Council for final approval, I will recuse myself from voting or commenting on that recommendation during any council deliberations that may occur.

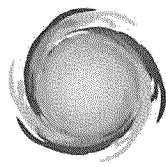
I am fully aware of the responsibilities associated with serving on the Governing Council, including attending regular meetings, actively participating in discussions, helping to develop policy and plan region-wide activities, planning and participating in virtual and in-person meetings, and adhering to all programmatic policies and guidelines. I agree to commit the necessary time, effort, and resources to fulfill my duties effectively.

I understand that being a member of the Governing Council is a significant responsibility, and I am eager to support the success of EPA's Environmental Justice Thriving Communities Grantmaking Program.

Best,

A handwritten signature in black ink, appearing to read "Peggy Shepard", written in a cursive style.

Peggy Shepard
Executive Director
WE ACT for Environmental Justice



el PUENTE
LEADERS FOR PEACE & JUSTICE

6/27/2023

Arturo Garcia-Costas

The New York Community Trust

Program Officer for the Local, National, and International Environment

909 Third Avenue

New York, NY 10022

Dear Arturo,

I am writing to formally accept the role of representing the Downstate New York subregion (the Lower Hudson Valley, New York City, and Long Island) on the proposed Mid-Atlantic-Caribbean Thriving Communities Governing Council. I understand that this council will provide oversight and guidance for the Thriving Communities Grantmaking Program (EJ TCGM) in EPA Region II. After reviewing the program purpose and priorities of EJ TCGM, I wholeheartedly support its objective of increasing access to federal funding for under-resourced and disadvantaged communities facing environmental and public health challenges. I am excited to collaborate with The New York Community Trust and the other community foundations in Region II that will be involved in implementing this regranting program.

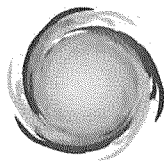
El Puente's extensive experience in advocating for environmental justice and fostering community empowerment makes us a valuable asset to the governing council. Our track record of successfully bridging the realms of health, education, and the arts with activism showcases our ability to generate innovative solutions and drive significant change. Our active engagement in policy initiatives and energy justice legislation at the City and State levels has equipped us with a profound understanding of the complexities associated with addressing environmental challenges. Through building strong relationships with stakeholders across various sectors, we have established effective collaborations that unite diverse voices toward a common goal.

By having El Puente represented on the governing council, we can provide unique perspectives and insights derived from our grassroots, community-based approach. Our expertise in areas such as air quality, youth leadership, community engagement, cumulative impacts, and energy justice will contribute invaluable knowledge to the decision-making process.

Furthermore, our proven ability to implement impactful initiatives and navigate policy landscapes ensures that the governing council can benefit from practical and effective solutions. Our dedication to community development and unwavering commitment to

environmental justice make us a trusted partner in shaping policies that promote the well-being of our community.

El Puente is an active member of multiple local, statewide, and national coalitions, including NY Renews, Last Mile Coalition, Climate Works for All Coalition, and the New York City Environmental Justice Alliance. In Puerto Rico, we are a founding



EL PUENTE
LEADERS FOR PEACE & JUSTICE

member of Queremos Sol, a proposal for an energy path towards self-sufficiency and sustainability based on the use of distributed renewable resources and social justice. Leveraging our extensive network and expertise, we will actively engage with environmental justice communities throughout the region, including Puerto Rico and across New York State.

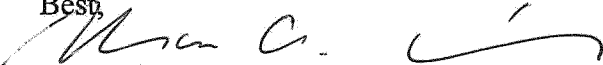
I understand that as a member of the Governing Council, I will not be directly involved in the project review and scoring processes for this grantmaking opportunity. This will preserve El Puente's ability to apply for funding through EPA's EJ TCGM program. If a recommended grant to El Puente is presented before the Governing Council for final approval, I commit to recusing myself from voting or commenting on that recommendation during any council deliberations that may occur.

I am fully aware of the responsibilities associated with serving on the Governing Council, including attending regular meetings, actively participating in discussions, contributing to policy development and regional planning activities, and engaging in both virtual and in-person meetings. I pledge to devote the necessary time, effort, and resources to effectively fulfill my duties.

I recognize that membership on the Governing Council entails significant responsibility, and I am enthusiastic about supporting the success of EPA's Environmental Justice Thriving Communities Grantmaking Program.

Thank you for considering my acceptance. I look forward to working closely with you and other council members in advancing our shared mission.

Best,


Marco A. Carrión
Executive Director
El Puente

June 27, 2023

Rochester Area Community Foundation Initiatives
Simeon Banister, President & CEO
500 East Avenue
Rochester, NY 14607

RE: Letter of Commitment to represent the Western NY-FL on the Mid-Atlantic-Caribbean Thriving Communities Governing Council

Dear Simeon,

I am writing today to accept the responsibility of representing the Western NY-FL Downstate New York subregion (the Lower Hudson Valley, New York City, and Long Island) on the Mid-Atlantic-Caribbean Thriving Communities Governing Council. It is my understanding that this Council will provide high-level oversight and guidance for the Thriving Communities Grantmaking Program (EJ TCGM) in EPA Region 2. Having reviewed the EJ TCGM's program purpose and priorities, I firmly support its goal of making federal funding more accessible to under-resourced and disadvantaged communities burdened with environmental and public health challenges and look forward to working with the Rochester Area Community Foundations Initiatives, Inc. and the other community foundations that will serve as subregional grantmaking intermediaries.

I bring to the table experience with serving on the Steering Committee for the Genesee-Finger Lakes Climate Collective, as well as leading the Indigenous Advisory Committee for the Genesee-Finger Lakes Climate Collective. Additionally, I take part in the Tamarack Community Climate Transitions Cohort team representing the Climate Collective. My passion for helping my community thrive, coupled with my experience on the above-mentioned committees, as well as serving on the newly founded Indigenous Health Coalition committee for the Rochester and Finger Lakes region, will make an impact on bringing Indigenous voices and influence to the work of this council, along with creating significant change to health disparities affecting our local Indigenous community.

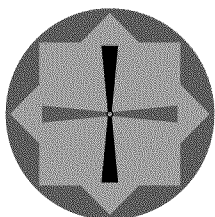
I understand that members of the Governing Council will not be directly involved in the project review and scoring processes for this grantmaking opportunity, which will preserve the Center for Dispute Settlement's ability to apply for funding through EPA's EJ TCGM's program. Should a recommended grant to my organization come before the Governing Council for final approval, I will recuse myself from voting or commenting on that recommendation during any council deliberations that may occur.

I am fully aware of the responsibilities associated with serving on the Governing Council, including attending regular meetings, actively participating in discussions, helping to develop policy and plan region-wide activities, and adhering to all programmatic policies and guidelines. I agree to commit the necessary time, effort, and resources to fulfill my duties effectively.

I understand that being a part of the Governing Council is a significant responsibility, and I am enthusiastic about this opportunity to help EPA promote environmental justice. I am honored by this invitation to serve and will do my utmost to ensure that EPA's Environmental Justice Thriving Communities Grantmaking Program is a great success.

Best,

Ronalyn Pollack
Director of Training and Community Engagement
Center for Dispute Settlement



Serving the Indigenous Community of New York City Since 1969

(646) 355-8098

<http://www.aich.org>

info@aich.org

June 28, 2023

Executive Director

Ben Geboe
Lakota
bgeboe@aich.org

Co Director

Patricia Tarrant
Hidatsa/Mandan
ptarrant@aich.org

Board of Directors

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Lance Richmond
Mohawk
lrichmond@aich.org

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Onondaga

Renee Hunter
Shinnecock

George Stonefish
Delaware/Chippewa

Patricia Tarrant
American Indian Community House Inc.
Co-Director
275 Madison Avenue
Suite 2014
New York, NY 10016

Dear Arturo Garcia-Costas,

I am writing today to accept the responsibility of representing the Downstate New York subregion (the Lower Hudson Valley, New York City, and Long Island) on the proposed Mid-Atlantic-Caribbean Thriving Communities Governing Council. It is my understanding that this Council will provide high-level oversight and guidance for the Thriving Communities Grantmaking Program (EJ TCGM) in EPA Region II. Having reviewed the EJ TCGM's program purpose and priorities, I firmly support its goal of making federal funding more accessible to under-resourced and disadvantaged communities burdened with environmental and public health challenges, and look forward to working with the Rochester Area Community Foundations Initiatives, Inc. and the other community foundations across Region II that will help implement this regranting program.

I bring to the table over a decade of experience working in the non-profit sector, which I believe will contribute significantly to the regranting program's success. My passion for helping my community thrive, coupled with my experience as a Native American woman growing up in New Jersey away from my reservation I have seen the challenges that Native Americans have experienced and continue to experience till this day. I have worked at the American Indian Community House for nearly twenty years and I am currently the Co-Director at AICH. I am a first generation native living off the reservation and have first hand experience of what it is like to live in an urban setting as a native american. As Co-Director I think it is important to continue to bring awareness to the various public health challenges native americans encounter.

I understand that members of the Governing Council will not be directly involved in the project review and scoring processes for this grantmaking opportunity, which will

preserve American Indian Community House Inc. ability to apply for funding through EPA's EJ TCGM's program. Should a recommended grant to my organization come before the Governing Council for final approval, I will recuse myself from voting or commenting on that recommendation during any council deliberations that may occur.

I am fully aware of the responsibilities associated with serving on the Governing Council, including attending regular meetings, actively participating in discussions, helping to develop policy and plan region-wide activities, planning and participating in virtual and in-person meetings, and adhering to all programmatic policies and guidelines. I agree to commit the necessary time, effort, and resources to fulfill my duties effectively.

I understand that being a member of the Governing Council is a significant responsibility, and I am eager to support the success of EPA's Environmental Justice Thriving Communities Grantmaking Program.

Best,

Patricia Tarrant
Co-Director
American Indian Community House



6/25/2023

Rochester Area Community Foundation Initiatives

Simeon Banister, President & CEO

500 East Avenue

Rochester, NY 14607

RE: Letter of Commitment to represent the U.S. Caribbean on the Mid-Atlantic-Caribbean Thriving Communities Governing Council

Dear project lead,

My name is Gregory Guannel, and I am the Director of the Caribbean Green Technology Center at the University of the Virgin Islands. I am writing today to accept the responsibility of representing the U.S. Caribbean (U.S. Virgin Islands) on the Mid-Atlantic-Caribbean Thriving Communities Governing Council. It is my understanding that this Council will provide high-level oversight and guidance for the Thriving Communities Grantmaking Program (EJ TCGM) in EPA Region 2. Having reviewed the EJ TCGM's program purpose and priorities, I firmly support its goal of making federal funding more accessible to under-resourced and disadvantaged communities burdened with environmental and public health challenges, and look forward to working with the Rochester Area Community Foundations Initiatives, Inc. and the other community foundations that will serve as subregional grantmaking intermediaries.

As a Caribbean born coastal engineer by training with more than 15 years of experience working with communities on environmental and climate justice issues, I have a strong expertise in the processes that drive some of the geophysical and environmental phenomena and disturbances that some communities experience. I also have a deep understanding of how these phenomena interact with existing social factors to drive communities' vulnerabilities. And I have participated in many efforts to communicate, dialogue and exchange knowledge with various communities to identify ways to mitigate the issues that they face. I believe that this experience will contribute significantly to the regranting program's success in the U.S. Caribbean.



Caribbean Green Technology Center

2 John Brewer's Bay, St. Thomas VI 00802, U.S. Virgin Islands

Tel: [Ex. 8 - Personal Privacy (PP)] • Email: gregory.guannel@uvi.edu

I understand that members of the Governing Council will not be directly involved in the project review and scoring processes for this grantmaking opportunity, which will preserve the University of the Virgin Islands' Caribbean Green Technology Center ability to apply for funding through EPA's EJ TCGM's program. Should a recommended grant to my organization come before the Governing Council for final approval, I will recuse myself from voting or commenting on that recommendation during any council deliberations that may occur.

I am fully aware of the responsibilities associated with serving on the Governing Council, including attending regular meetings, actively participating in discussions, helping to develop policy and plan region-wide activities, and adhering to all programmatic policies and guidelines. I agree to commit the necessary time, effort, and resources to fulfill my duties effectively.

I understand that being a part of the Governing Council is a significant responsibility, and I am enthusiastic about this opportunity to help EPA promote environmental justice. I am honored by this invitation to serve and will do my utmost to ensure that EPA's Environmental Justice Thriving Communities Grantmaking Program is a great success.

Best Regards,

Greg Guannel, Ph.D.
Director, Caribbean Green Technology Center

June 27, 2023

Rochester Area Community Foundation Initiatives
Simeon Banister, President & CEO
500 East Avenue
Rochester, NY 14607

Dear Simeon,

I am writing in support of the Rochester Area Community Foundation's proposal to the EPA's Thriving Communities Grantmaking Program (EJ TCGM). Should your proposal be accepted, I would be pleased to serve on the Mid-Atlantic-Caribbean Thriving Communities Governing Council you plan to convene. I am particularly excited to increase the accessibility of funding to community groups and others throughout the region, especially those working in the City of Rochester, the Finger Lakes Region, and Western New York. It is my understanding that this Council will provide high-level oversight and guidance for the Thriving Communities Grantmaking Program in EPA Region 2. Having reviewed the EJ TCGM's program purpose and priorities, I firmly support its goal of making federal funding more accessible to under-resourced and disadvantaged communities burdened with environmental and public health challenges, and look forward to working with the Rochester Area Community Foundations Initiatives, Inc. and the other community foundations that will serve as subregional grantmaking intermediaries.

As Community Engagement Core Director at the Environmental Health Sciences Center (EHSC) and the Institute for Human Health and the Environment at the University of Rochester School of Medicine and Dentistry, I have supported, sustained, and implemented environmental justice partnerships for over twenty years. My community-engaged scholarly work focuses on the collaboration of communities, governments, and academia in decision-making. I have worked with community partnerships and national groups related to childhood lead poisoning prevention, healthy homes, air quality, built environment, fracking, water pollution, and other environmental justice issues in the Rochester region and beyond. I have served on numerous local and state advisory boards, including the National Advisory Environmental Health Sciences Council, the New York State Biomonitoring Advisory Committee, the Just Green Partnership, and the Pollution Prevention Institute. I wrote a book to share lessons learned from this work with communities across the country called *Bridging Silos: Collaborating for Environmental Health and Justice in Urban Communities* (MIT Press 2019, Open Access).

Throughout this work, I have seen firsthand the challenges faced by many local groups in accessing available federal funds to address crucial issues of environmental justice in their communities. I look forward to this important opportunity to help reduce these barriers.

I understand that members of the Governing Council will not be directly involved in the project review and scoring processes for this grantmaking opportunity, which will preserve the ability of the University of Rochester and of community groups/coalitions of which I am a member to apply for funding through EPA's EJ TCGM's program. Should a recommended grant to one of these organizations come before the Governing Council for final approval, I will recuse myself from voting or commenting on that recommendation during any council deliberations that may occur.

I am fully aware of the responsibilities associated with serving on the Governing Council, including attending regular meetings, actively participating in discussions, helping to develop policy and plan region-wide activities, and adhering to all programmatic policies and guidelines. I agree to commit the necessary time, effort, and resources to fulfill my duties effectively. I understand that being a part of the Governing Council is a significant responsibility, entailing 2-3 hours of effort over three years. I am enthusiastic about this opportunity to help EPA promote environmental justice.

I am honored by your invitation to serve and will do my utmost to ensure that EPA's Environmental Justice Thriving Communities Grantmaking Program is a great success.

Sincerely,



Professor of Environmental Medicine

Donald G. Cole

Ex. 6 Personal Privacy (PP)

St. Thomas, VI 00803

Email: Ex. 6 - Personal Privacy (PP)

June 28, 2023

Mr. Simeon Banister
Rochester Area Community Foundation Initiatives
Simeon Banister, President & CEO
500 East Avenue
Rochester, NY 14607

RE: Letter of Commitment to represent the U.S. Caribbean on the Mid-Atlantic-Caribbean Thriving Communities Governing Council

Dear Mr. Banister:

I am writing today to accept the responsibility of representing the U.S. Caribbean (U.S. Virgin Islands) on the Mid-Atlantic-Caribbean Thriving Communities Governing Council. It is my understanding that this Council will provide high-level oversight and guidance for the Thriving Communities Grantmaking Program (EJ TCGM) in EPA Region 2. Having reviewed the EJ TCGM's program purpose and priorities, I wholeheartedly support its goal of making federal funding more accessible to under-resourced and disadvantaged communities burdened with environmental and public health challenges and look forward to working with the Rochester Area Community Foundations Initiatives, Inc. and the other community foundations that will serve as subregional grantmaking intermediaries.

I bring to the table over forty-two (42) years of government service from internships, to representing the Territory in the 23rd, 24th and 30th Legislatures as a Territorial Senator in which I chaired the Legislative Committee on the oversight of the Department of Natural Resources (DPNR). After my tenure in the Legislature, I served in the Department of Education as a Teacher; I served in the Department of Planning and Natural Resources (DPNR) as the Assistant Director for DPNR's Library and Archives. Finally, I served twelve (12) years on the Public Service Commission as a member and eight (8) as the Executive Director governing utility rates for the government and the Territory.

Educationally, I have a Bachelor of Political Science and Pre-Law Degree and a Master's Degree in Public Administration (MPA). My years of Public Service have granted me the opportunity to serve my community as a mentor and leader which I believe will contribute significantly to the regranting program's success. My passion for helping my community thrive, coupled with my knowledge of our cultural history, environmental laws and regulations and public health challenges facing the U.S. Virgin Islands and the Caribbean will uniquely serve the Foundation goals and initiatives.

Donald G. Cole

Ex. 6 Personal Privacy (PP)

St. Thomas, VI 00803

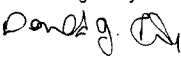
Email: Ex. 6 - Personal Privacy (PP)

I understand that members of the Governing Council will not be directly involved in the project review and scoring processes for grantmaking opportunities, which will preserve any future options for me to apply for funding through EPA's EJ TCGM's program. Should a recommended grant for me or my affiliates come before the Governing Council for final approval, I will recuse myself from voting or commenting on that recommendation during any council deliberations that may occur.

I am fully aware of the responsibilities associated with serving on the Governing Council, including attending regular meetings, actively participating in discussions, helping to develop policy and plan region-wide activities, and adhering to all programmatic policies and guidelines. I agree to commit the necessary time, effort, and resources to fulfill my duties effectively.

I understand that being a part of the Governing Council is a significant responsibility, and I am enthusiastic about this opportunity to help EPA promote environmental justice. I am honored by this invitation to serve and will do my utmost to ensure that EPA's Environmental Justice Thriving Communities Grantmaking Program is a great success.

Best,

DocuSigned by:
 6/28/2023
22474C02179A41C
Donald G. Cole

pc: Ms. Deanna James
St. Croix Foundation
Sub-Region 1 U.S. Virgin Islands
Environmental Justice Representative, USVI

Other Attachment File(s)

* Mandatory Other Attachment Filename:

1236-RACFI Itemized Budget Sheet.pdf

Add Mandatory Other Attachment

Delete Mandatory Other Attachment

View Mandatory Other Attachment

To add more "Other Attachment" attachments, please use the attachment buttons below.

Add Optional Other Attachment

Delete Optional Other Attachment

View Optional Other Attachment

Project Narrative File(s)

* **Mandatory Project Narrative File Filename:**

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Delete Mandatory Project Narrative File

View Mandatory Project Narrative File

To add more Project Narrative File attachments, please use the attachment buttons below.

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View Optional Project Narrative File



June 26, 2023

Rochester Area Community Foundation Initiatives, Inc.
Simeon Banister, President & CEO
500 East Avenue
Rochester, NY 14607

RE: Letter of Commitment for the EPA Region 2 EJ TCGM Program Alliance

Dear Simeon,

I am writing to confirm that the Community Foundation for Greater Buffalo (CFGB) is committed to serving as a "Statutory Partner" for the Western New York subregion being proposed as part of the Rochester Area Community Foundation Initiative's application to the U.S. EPA's Thriving Communities Grantmaking Program (EJ TCGM).

Since 1919, CFGB has occupied a space unlike any other organization in Western New York, serving as a recognized thought leader, trusted philanthropy, and catalytic force toward systems change. Our experience, relationships, and local expertise will ensure that these funds are regranted successfully.

One of our four primary community goals is to steward significant environmental resources in the context of climate resilience. We recognize how critical it is to protect and enhance our environment and therefore take a leadership role in convening organizations committed to safeguarding and creating access to these natural resources. We are also committed to achieving racial equity in our region and working to address social determinants of health that disproportionately affect communities of color, such as childhood lead poisoning, air and water quality, and access to green spaces for recreation. Each year, we administer a competitive grants process to advance these goals. An internal analysis of our 2022 grantmaking found that all funding (100%) awarded to advance environmental work also supported advancing racial equity.

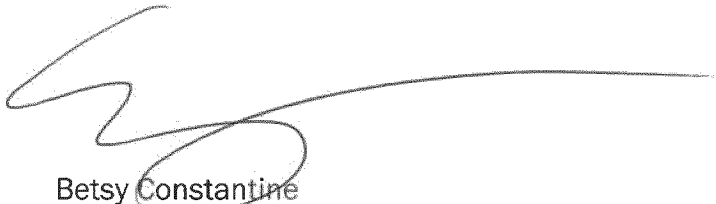
We also have a successful, ongoing history of partnering with federal and local governments to achieve change in our community. We administer several funds for New York state, including major environmental projects such as the Tonawanda Environmental Community Benefits Program and the Green and Healthy Homes Initiative. We have participated in or led a number of collaborative initiatives, including the Western New York Environmental Alliance, the Buffalo & Erie County Lead Safe Task Force, and the Greater Buffalo Racial Equity Roundtable. We are also a member of several key environmental partnerships, such as the Water Equity Taskforce, the Great Lakes One Water Partnership and the Community Foundation Climate Collaborative.

In short, our extensive history as a funder, convener, collaborator and agent for change has prepared us to lead the implementation and administration of the EJ Thriving Communities Grant Program in Western New York. We are aware that strong community partnerships and networks are needed to design and manage the new EJ Thriving Communities Subgrants program to advance environmental and public health issues in the region. We are committed to prioritizing all disadvantaged and underserved communities within urban, rural and tribal communities.

As a partnering organization, we agree to work alongside Rochester Area Community Initiatives, Inc., the New York Community Trust and other community foundation partners to facilitate the grant application process and the participatory grantmaking process that follows. We are committed to providing significant outreach and technical assistance to applicant organizations, administering all awarded funds, and managing all oversight, reporting, and project tracking for the grants in our region.

Should this funding request be successful, we look forward to working with you on this valuable project beginning in early 2024. Please let us know how we may be of additional assistance.

Sincerely,

A handwritten signature in black ink, appearing to read 'Betsy Constantine', with a long horizontal flourish extending to the right.

Betsy Constantine
President/CEO
Community Foundation for Greater Buffalo

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

June 27, 2023

Rochester Area Community Foundation Initiatives, Inc.
Simeon Banister, President & CEO
500 East Avenue
Rochester, NY 14607

RE: Letter of Commitment for the EPA Region 2 Thriving Communities Grantmaking Program Alliance

Dear Simeon,

The Community Foundation of New Jersey (CFNJ) and its affiliate, the Community Foundation of South Jersey (CFSJ), are committed to serving as a “Statutory Partner” for the New Jersey subregion being proposed as part of the Rochester Area Community Foundation Initiatives and other partner organizations to create and implement a comprehensive Thriving Communities Grantmaking Program (EJ TCGM) in EPA Region 2.

CFNJ and CFSJ, are an integrated, statewide philanthropic intermediary (the “Community Foundation”). The Community Foundation is rooted in community philanthropy. The Community Foundation capacity includes the ability to partner with communities to build trust and shift power to diverse communities across New Jersey, lead systems change, and align place-based investments from a multitude of donors and collaborators. The Community Foundation model of grantmaking intermediation includes tools such as collaborative grantmaking platforms, place-based community endowments and funds, fiscal sponsorship, donor advised funds, giving circles, and a more recent commitment to empower new voices in grantmaking whereby community members work together to identify causes and direct funding to their priorities.

We are aware that strong community partnerships and networks are needed to design and manage the new EJ Thriving Communities Grantmaking program to advance environmental and public health issues in the region. The Community Foundation partnership is a solution to help integrate and embed the EPA Thriving Communities Grantmaking Program in communities across the Garden State. We are committed to prioritizing all disadvantaged and underserved communities within urban, rural and tribal communities.

The Community Foundation partnership will provide the infrastructure, outreach, technical assistance, and reporting. Our assistance will allow community-based organizations to exercise leadership and knowledge to build capacity, design and implement interventions. Through this collaboration we will fund activities to address water pollution, drinking water contamination, pesticide contamination, toxic substance contamination, solid and hazardous waste contamination, and hazardous substance contamination as well as air pollution in our subregion.

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

As part of this partnership, The New York Community Trust has agreed to hold and distribute the New Jersey subregional allocation of \$10.2 million at our request. The Community Foundation will be incorporating a nonprofit supporting organization and registering it with the Internal Revenue Service over the next few months.

Should this funding request be successful, we look forward to working with you on this valuable project beginning in early 2024. Please let us know how we may be of additional assistance.

Sincerely,



Hans Dekker
President
Community Foundation of New Jersey
hdekker@cfnj.org

Ex. 6 - Personal Privacy (PP)



Anthony Fraizer
Executive Director
Community Foundation of South Jersey
afraizer@communityfoundationsj.org

Ex. 6 - Personal Privacy (PP)



909 Third Avenue, New York, NY 10022 | T: (212) 686-0010 F: Ex. 6 Personal Privacy (PP) | nycommunitytrust.org

June 27, 2023

Rochester Area Community Foundation Initiatives, Inc.
Simeon Banister, President & CEO
500 East Avenue
Rochester, NY 14607

RE: Letter of Commitment for the EPA Region II EJ TCGM Program Alliance

Dear Simeon,

I am writing to confirm that The New York Community Trust (NYCT) and its affiliates – the Westchester Foundation and the Long Island Community Foundation – are committed to serving as a “Statutory Partner” for the Downstate New York subregion being proposed as part of the Rochester Area Community Foundation Initiative’s application to the U.S. EPA’s Thriving Communities Grantmaking Program (EJ TCGM).

With nearly one hundred years of grantmaking focused on the downstate region and beyond, NYCT and its affiliates will be able to bring decades of local knowledge, relationships, and subject matter expertise to bear on making this regranting effort a success. Specifically, NYCT will provide:

1. **Extensive Network of Local Contacts:** We have cultivated excellent working relationships with community groups, environmental justice organizations, government agencies, and philanthropic entities. We will make use of these relationships to raise awareness of this funding opportunity, support the participatory grantmaking approach at its heart, and help identify additional resources for the activities and projects that receive grant support.
2. **Local and National Environmental Grantmaking:** Since the late 90s, we have had both a national and international environment program and one focused on New York City’s environment. Since 2015, we have made more than 320 environmentally focused grants totaling \$35 million. In this time frame, 85 of those grants totaling \$11.5 million were directed to projects and activities particularly relevant to this re-granting program, with nearly all of these resources going to community groups and nonprofits working specifically on environmental justice concerns.
3. **Subject Matter Expertise:** Through our grantmaking, convening, and technical assistance, we have developed expertise in identifying, funding, and monitoring programs that address complex social and environmental challenges. This expertise should prove invaluable to achieving the goals of the EJ TCGM.

4. Collaborative Approach: We embrace a collaborative approach to philanthropy, hosting or helping to establish pooled funds that bring together diverse funders to address complex and challenging issues. In addition to hosting pooled funds that responded to emergencies such as the COVID pandemic and Superstorm Sandy, we helped to establish the NYC Green Relief and Recovery Fund and the Community Foundation Climate Collaborative. The evaluation and decision-making process for such funds often involve multiple reviewers, which led us to develop the online portal that will support the participatory grantmaking of the EJ TCGM.
5. Additional Sources of Funding: With more than 1,900 donor-advised funds that provide general operating support to nonprofit organizations, and a competitive grants program that focuses on issues such as public health, community development, and civic engagement, we are confident that we could channel additional resources to the funded activities. Even after the EJ TCGM program ends, we will continue to support projects that resonate with our national and NYC environment programs.

Environmental justice concerns have been central to our grantmaking for decades, but they were explicitly incorporated into the revised strategies for our national and New York City-focused environmental grantmaking approved by our board in 2014. Disadvantaged communities in Downstate New York, particularly low-income communities of color, face significant environmental challenges that disproportionately affect their health, well-being, and quality of life. Below is a discussion of some of the most prominent environmental challenges these communities face and recent grants we have made to help address them:

1. Air Pollution: Disadvantaged communities often bear a higher burden of air pollution due to their proximity to industrial sites, highways, and waste facilities. The resulting exposure to harmful pollutants, such as fine particulate matter (PM_{2.5}), nitrogen oxides (NO_x), and volatile organic compounds (VOCs), can lead to respiratory issues, cardiovascular problems, and other health disparities. The Trust has active grants focused on retiring the City's dirty "peaker" plants, accelerating the phase-out of Number 4 heating oil in multifamily dwellings, and reducing emissions from the transportation sector.
2. Water Contamination: Some disadvantaged communities in NYC experience water contamination, particularly due to aging infrastructure, lead pipes, and pollutants from industrial activities. Contaminated drinking water can lead to serious health risks, including lead poisoning and waterborne diseases. The Trust is currently supporting the Lead-Free Kid NY campaign that focuses on reducing all kinds of lead exposures, including in school drinking water.
3. Environmental Justice and Land Use: Low-income neighborhoods and communities of color often face inequitable land-use decisions that result in the siting of hazardous waste facilities, power plants, and industrial facilities in their vicinity. This environmental injustice exacerbates health disparities and increases the risk of exposure to toxic substances. The Trust is supporting a "brownfields-to-brightfields" initiative wherein solar plus storage installations are sited on suitable brownfields. This initiative has a particular focus on New York and New Jersey.

4. **Urban Heat Island Effect:** Urban areas, including marginalized communities, experience the urban heat island effect, wherein concrete, asphalt, and lack of green spaces contribute to higher temperatures. Heat-related illnesses, particularly among vulnerable populations like the elderly and low-income individuals, are more prevalent in these neighborhoods. We supported successful efforts to pass local legislation to help address this growing challenge.
5. **Lack of Green Spaces and Parks:** Many marginalized communities in NYC face limited access to green spaces and parks. This lack of green infrastructure deprives residents of recreational areas, stress reduction opportunities, and the cooling effects of vegetation. It also exacerbates the urban heat island effect. Over the years, the Trust has repeatedly supported the green infrastructure-focused work of community groups such as the New York City Environmental Justice Alliance, the Gowanus Canal Conservancy, and the Bronx River Alliance.
6. **Food Deserts and Inequitable Access to Healthy Food:** Some marginalized communities face limited access to affordable, fresh, and nutritious food options. These areas, known as food deserts, often lack grocery stores or farmers' markets, leading to higher rates of food insecurity and diet-related health problems. This is a long-standing cross-programmatic concern for The Trust, involving our health, environmental, and human services programs.
7. **Environmental Disasters and Resilience:** Vulnerable communities are disproportionately affected by environmental disasters, such as hurricanes, flooding, and extreme weather events. These events can lead to loss of lives and livelihoods, displacement, property damage, and the exacerbation of pre-existing social and economic inequalities. In 2014, The Trust made strengthening the climate resilience of frontline communities a grantmaking priority for both our national and NYC environmental programs.

We believe that the deep and lasting relationships we have developed with a wide range of nonprofits and volunteer-led groups will be vital assets when it comes to the design and management of the EJ Thriving Communities Grant Program in EPA Region II. We are committed to ensuring that all disadvantaged and underserved urban, rural and tribal communities across the Downstate New York region are aware of this regranting program and are ready to apply for this historic funding.

As a Statutory Partnership, we agree to provide the Rochester Area Community Initiatives, Inc. and the other community foundation partners access to our existing grant application submission portal. This will enable application materials to be submitted online at any time and facilitate the participatory grantmaking described in the work plan. For the larger grants, each subregion will have its own open Request for Project Concepts in the portal. For the Downstate New York subregion, The Trust will recruit individuals for the subregional Community Review Assembly from across the Lower Hudson Valley, New York City, and Long Island. This Assembly will meet on a bi-monthly basis to score project concepts and create a pool of semi-finalists that will go to the next stage of the process, which will involve additional due diligence of feasibility, financials, and proposed work plans. We agree to form and co-chair the Subregional Distribution Committee made up of trusted EJ allies, subject matter experts, and local officials that will be responsible for this more detailed assessment of the proposed projects and for recommending a

final slate of grants to the Mid-Atlantic-Caribbean Thriving Communities Governing Council for final approval.

We also agree to receive and distribute the Downstate New York subregional allocation of \$13 million. Although the Community Foundation of New Jersey and its affiliate – the Community Foundation of South Jersey-- will manage the outreach, grantmaking, and technical assistance efforts in their subregion, The Trust has agreed to hold and distribute the New Jersey subregional allocation of \$10 million as recommended by our New Jersey colleagues. The Trust and its Westchester and Long Island affiliates also agree to build on our strong relationships with community groups and environmental justice leaders across the region to ensure this regranting effort reflects their values and priorities. We are also committed to developing streamlined processes that will support grantees' management of funded projects including the tracking of spending, work plan development and implementation, and reporting.

We have excellent relationships with state and federal regulators, including EPA Regional Administrator Lisa Garcia, as well as with the leadership of We Act for Environmental Justice, which has been designated the Thriving Communities Technical Assistance Center (TCTAC) for Region II. We will ensure that this program builds upon all relevant technical assistance programs such as the TCTAC. Finally, to facilitate efficient management of the regranting program and seamless compliance with all applicable federal regulations, The New York Community Trust plans to incorporate a nonprofit supporting organization and registering it with the Internal Revenue Service over the next few months.

Should this funding request be successful, we look forward to working with you on this valuable project beginning in early 2024. Please let us know how we may be of additional assistance.

Sincerely,

A handwritten signature in black ink, appearing to read 'Shawn V. Morehead', with a stylized, flowing script.

Shawn V. Morehead
Vice President for Grants
The New York Community Trust



1719 Ave. Ponce de León
San Juan, PR 00909

PO Box 70632
San Juan, PR 00936-8362

Tel. (787) 721-1037
Web: www.fcpr.org

June 27, 2023

Rochester Area Community Foundation Initiatives, Inc.
Simeon Banister, President & CEO
500 East Avenue
Rochester, NY 14607

RE: Letter of Commitment for the Mid-Atlantic-Caribbean Thriving Communities Partnership

Dear Mr. Banister

Puerto Rico Community Foundation is very committed to partnering with Rochester Area Community Foundation Initiatives and other partner organizations to create and implement a comprehensive Thriving Communities Grantmaking Program (EJ TCGM) in EPA Region 2.

We are a 38-year-old community foundation serving the communities in Puerto Rico. The only one of its kind in Puerto Rico and the first one in the Caribbean Region. Our trajectory has allowed us to provide communities in Puerto Rico with over \$80MM in grants, scholarships, capacity building and technical assistance. We have become a reliable source for philanthropic institutions in the wake of natural and pandemic events, awarding more than \$10MM since Hurricane María in 2017, in emergency and long-term sustainable grants. Our long-term sustainable goals focus on providing access to energy and water to the most vulnerable communities on the island and supporting community economic development.

We are aware that strong community partnerships and networks are needed to design and manage the new EJ Thriving Communities Subgrants program to advance environmental and public health issues in the region. We are committed to prioritizing all disadvantaged and underserved communities in Puerto Rico's archipelago.

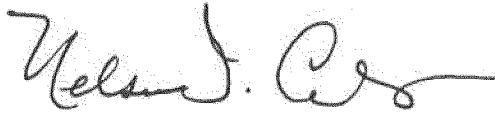
As a partnering organization we agree to become a subgrantee of the Rochester Area Community Foundation Initiatives with a grant award of \$10MM, that will allow us to provide forty-seven grants in a three-year period. We know the responsibility this entails, and we assure

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

you that we will adhere to all local and federal regulations as well as to your grantmaking policies and procedures. We will become active members of the regional committees and will share learnings and experiences as we move along our path with other fellow subgrantees.

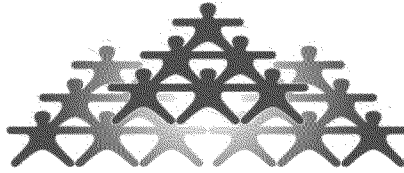
Should this funding request be successful, we look forward to working with you on this valuable project beginning in early 2024. Please let us know how we may be of additional assistance.

Sincerely,

A handwritten signature in black ink, appearing to read 'Nelson I. Colón Tarrats', with a stylized flourish at the end.

Nelson I. Colón Tarrats
President and CEO

Cc: Mary Ann Gabino – Senior Vicepresident
David Haddock – Vicepresident of Programs and Administration
Noelia Marín – Director of Finance



*St. Croix Foundation
for Community Development, Inc.*

June 27, 2023

Simeon Banister, President & CEO
Rochester Area Community Foundation Initiatives, Inc.
500 East Avenue
Rochester, NY 14607

RE: Letter of Commitment for the Mid-Atlantic-Caribbean Thriving Communities Partnership

Dear Simeon,

St. Croix Foundation for Community Development (SCF) is committed to partnering with Rochester Area Community Foundation Initiatives and other partner organizations to create and implement a comprehensive Thriving Communities Grantmaking Program (EJ TCGM) in EPA Region 2.

As a 32-year-old place-based community foundation, St. Croix Foundation has been spearheading strategic philanthropic investments within the U.S. Virgin Islands by advancing holistic community development and grassroots philanthropy as a pathway to economic prosperity, self-sufficiency and sustainability. Established in the wake of Hurricane Hugo in 1990, SCF has received national recognition in almost every priority area - from economic development and community revitalization to public health, education reform, and nonprofit development.

Serving an historically marginalized community, we have developed mastery around advancing a progressive and community-centered approach to philanthropy. Most notable in that approach has been SCF's unwavering commitment to our local nonprofits- a commitment that goes far beyond traditional grantmaking. In addition to serving as the Territory's preeminent fiscal sponsor, we have amassed over 30 years of intimate relationships with nonprofits in this role, helping to incubate mission-aligned social impact organizations. While we serve the entire U.S. Virgin Islands, our base of operations is St. Croix, the largest of the United States Virgin Islands. A beautiful island of 84 square miles, St. Croix is home to approximately 41,000- just under half of the territory's entire population, (including residents of neighboring St. Thomas, St. John, and Water Island) which currently stands at 87,146 according to the 2020 Census.

As the only predominantly Black (71%) American colony, U.S. Virgin Islands (USVI) residents have existed under 400 consecutive years of colonial rule. The territory's systemic impediments to socio-economic advancement are rooted in our colonial political status, geographic isolation, small population, and structural racial inequities. Today, residents' most pressing challenges are basic: crumbling healthcare infrastructure (with the only public hospital is currently condemned); food insecurity (with 98% of food is imported); highest energy costs in the nation (at .43 cents/kwh); decaying schools (8 of 13 condemned after 2017 Hurricane Maria), and economic fragility (with 42% St. Croix children under 5 living in poverty). Ultimately, the Virgin Islands, on a whole, faces challenges similar to the most severely disenfranchised rural and urban communities of color nationwide.

CAPABILITIES AND ACCOMPLISHMENTS

Local Nonprofit Field Building:

1. As the pre-eminent fiscal sponsor in the USVI, SCF has supported and incubated over 250 grassroots nonprofits without their own 501c3 status, serving as the fiscal conduit of over \$20 million in funding that would have otherwise been inaccessible to under-resourced frontline social impact organization. We also provide extensive wrap-around capacity building services necessary to grow and sustain a sturdy third sector. Through this grant, we will support our nonprofits through strategic grantmaking while also connecting them to our growing network of national philanthropic and programmatic partners in order to foster critical new relationships and access points to funding and knowledge. As the connective tissue and backbone support for many local nonprofits, SCF will also continue to offer the requisite fiscal accountability, and administrative support to enable civic organizations the ability to direct laser focus on their missions and programming.

Extensive Local & National Coalition Building:

2. Rooted in the firm belief that “Relationship Is The Revolution”, in 2016 SCF launched our Nonprofit Consortium (NPC)- a coalition of more than 30 local nonprofits who collectively reach more than 10,000 residents and working in deep and courageous collaboration to solve big problems *together*. In intimate alliance with our NPC Partners, we will continue to convene community both formally and informally (something we currently do at least 25 times per year), including, hosting town halls, national philanthropy network retreats (that bring national funders to the Territory to meet and connect with nonprofit Partners), and facilitating data and policy summits on issues spanning environmental justice to child and family wellbeing. Because our Organization’s Team is *of the community* and has engendered deep trust, SCF remains committed to reaching, and amplifying the voices of all community stakeholders, particularly the most vulnerable and underserved.

Systems-Thinking:

3. What makes our role in Community so profoundly important is that *we do not have a single-issue orientation*. We’ve had to strengthen muscles and mastery around systems-thinking, and systems analysis. Since our inception, we’ve developed competency around identifying the intersection(s) and interrelationship(s) between multiple crisis points and priorities enabling us to leverage scarce resources for deeper, more sustained social impact. As the nucleus of our civic ecosystem, SCF will continue to cultivate equity-centered social infrastructure- a role we believe place-based community foundations are uniquely capable and called to play, particularly in marginalized communities like ours.

Subject Matter Expertise:

4. One of the stark realities that make the USVI an especially relevant investment revolves around the fact that the 84 square mile island of St. Croix is home to what was once the largest oil refinery in the western hemisphere, part of an insidious formula of seating toxic industries in poor, isolated communities. St. Croix also has the distinction of enduring one of the largest (and quietest) oil spills in American history, to the tune of 43 million gallons that slowly leaked into the territory’s largest freshwater aquifer. In the spring of 2019, (SCF), along with several environmental nonprofit partners, began mobilizing community stakeholders in response to the reopening of the aging, rusting oil refinery, (which sat idled for over 7 years). Immediately following the official restart in February 2021, toxic releases of oil and highly noxious gases rained on homes and farms, polluting drinking water, affecting the health and welfare of the most vulnerable, poor residents who live in closest proximity to the refinery. The releases also left half our island’s People breathless from toxic fumes for months. Working in intimate collaboration with our Partners, SCF was able to successfully rally national media and federal regulators including EPA, which ultimately mandated the closure of the refinery in 2021.


Today, as potentially catastrophic environmental crises persist, including yet another move to restart of the refinery, the Territory sits on the frontlines of almost every global environmental threat from hurricanes, sea level rising, and drought, to warming temperatures, polluting fossil fuel industries, and the loss of fragile ecosystems and natural resources. SCF remains unwavering in our commitment to support our local stakeholder community with achieving successful outcomes through this grant, in the form of 1) fortified community resilience; 2) the exploration and implementation of radical new renewable energy strategies; 3) community advocacy and empowerment and; 4) greater food sovereignty. Overall, we seek to support healthier social impact nonprofits with building greater capacity to serve a more engaged, empowered and informed citizenry through more deeply intersected, systems-based programming that ensures the health, safety and sustainability of our People and our Place.

In fulfillment of SCF's mission- to encourage greater philanthropic activity, to marshal resources and to catalyze the advancement of the people of the U.S. Virgin Islands, we believe that the enduring relationships we have developed with a wide range of nonprofits and community stakeholders will serve as vital assets for the EJ Thriving Communities Grant Program in EPA Region 11. We are committed to ensuring that all disadvantaged and underserved communities and stakeholders throughout the U.S. Virgin Islands will be made aware of and have access to this historic funding.

As a Statutory Partnership, I am pleased to serve as the Co-Chair of the Governing Council for the Mid-Atlantic-Caribbean Thriving Communities Granting Making Program to provide overall guidance and oversight for this regranting program. SCF also agrees to equitably and judiciously receive and distribute the US Virgin Islands' subregional allocation of \$4 million. We will manage the outreach, grantmaking, and technical assistance efforts in our subregion, and ensure regranting efforts reflect our values and priorities. And, we are committed to developing streamlined processes that will help grantees manage funded projects including the tracking of spending, work plan development and implementation, and reporting.

Should this funding request be successful, we look forward to demonstrating the Power and Impact of Place-based community foundations to foster equity-centered, high impact, and *just* social impact investments that represent scalable models for underserved, marginalized communities like ours. Please let us know how we may be of additional assistance.

Sincerely,



Deanna J. James
President & CEO



June 29, 2023

Mr. Simeon Banister
President & CEO
Rochester Area Community Foundation Initiatives, Inc.
500 East Avenue
Rochester, NY 14607

Dear Simeon:

The Community Foundation for the Greater Capital Region (CFGCR) is delighted to express our commitment to partnering with the Rochester Area Community Foundation Initiatives and other esteemed organizations in the creation and implementation of a comprehensive *Thriving Communities Grantmaking Program* in EPA Region 2.

For more than 50 years, CFGCR has been at the forefront of strategic philanthropic investments, dedicated to advancing holistic community development and grassroots philanthropy. Our impact speaks volumes, with more than \$117 million awarded in grants and scholarships since our founding in 1968. Collaboration and resource leverage are at the core of our approach as we address pressing community issues. Recent notable examples include our leadership and partnerships with initiatives like the Green and Healthy Homes Initiative™ and New York State Energy Research and Development Authority's (NYSERDA) Clean Energy Hub.

The *Thriving Communities Grantmaking Program* represents a transformative opportunity to confront environmental challenges, promote climate justice, and empower underserved communities. As a Community Foundation deeply committed to advancing racial equity in our region, we are resolute in addressing issues that disproportionately impact communities of color, such as asthma, childhood lead poisoning and unsafe housing.

At CFGCR, we act as a regional hub, accelerating transformative impact through collaborative idea generation, cross-sector resources, and equitable access to world-class programming and learning opportunities for nonprofit and community organizations in the Greater Capital Region. We bolster organizational capacity through workshops, resources, and tools that strengthen regional nonprofits.

Our partnership with the University at Albany in supporting the Emerging Nonprofit Leadership Accelerator (ENLA) has been instrumental in cultivating a diverse and robust talent and leadership pipeline for the nonprofit sector in our region. Furthermore, our Catalyst for Change Leadership Program focuses on increasing inclusiveness and diversity on nonprofit boards. To advance equity and social justice, we established the Racial Equity and Social Justice Fund.

With our robust network, regional insights, and collaborative approach, we are dedicated to championing efforts along with community-based organizations throughout our EPA region. Leveraging our expertise and resources, we possess an in-depth understanding of the broad spectrum of eligible

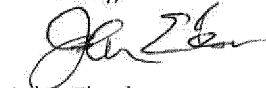
activities; encompassing water and air pollution, hazardous substance contamination, and solid waste management. This positions us favorably to ensure impactful investments that drive positive change in our region. Our commitment extends beyond financial support; we are eager to contribute our knowledge and experience in co-designing funding processes, providing technical assistance, managing awards, and offering post-funding oversight.

At CFGCR, we firmly believe that this partnership will not only increase access to federal funding for organizations that have historically faced barriers but also ignite lasting positive change. We are thrilled to collaborate with you and other stakeholders to address environmental inequities, promote community resilience, and foster a thriving future for all residents of our region. As a Statutory Partnership, we wholeheartedly accept the responsibility of serving on the Governing Council, providing overall guidance and oversight for this regranting program, and ensuring equitable and judicious receipt and distribution of funding.

If our funding request is successful, we eagerly anticipate showcasing the transformative power and profound impact of place-based community foundations. Through equity-centered, high-impact, and socially just investments, we aspire to develop scalable models that address the unique needs of underserved and marginalized communities, including our own.

Please do not hesitate to reach out if there is any additional assistance we can provide.

Sincerely,



John Eberle
President & CEO



EPA KEY CONTACTS FORM

OMB Number: 2030-0020
Expiration Date: 06/30/2024

Authorized Representative: *Original awards and amendments will be sent to this individual for review and acceptance, unless otherwise indicated.*

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	Last Name:		Suffix:
	Vars		
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E-mail Address:	avars@racf.org		

EPA KEY CONTACTS FORM

Project Manager: *Individual responsible for the technical completion of the proposed work.*

Name: **Prefix:** **First Name:** **Middle Name:**

Last Name: **Suffix:**

Title:

Complete Address:

Street1:

Street2:

City:

State:

Zip / Postal Code:

Country:

Phone Number:

Fax Number:

E-mail Address:

Additional list of Program/Project Congressional Districts:

- USVI - ALL
- NJ-ALL
- PR – ALL
- LI - ALL

	Activities	Outputs	Outcomes
Planning Phase Months 0-12 Covers a rolling application period	<ul style="list-style-type: none"> Recruitment process RFA Awareness campaign RFA process, selection and grant execution <ul style="list-style-type: none"> Technical assistance on applications Ongoing process refinement for internal operations including accessibility and process simplification 	<ul style="list-style-type: none"> Feedback and action plan for recruitment and applications <ul style="list-style-type: none"> Detailed outreach and communications plan RFA FAQ documents, guidance documents and recorded webinars # of improvements made to the subaward program based on feedback from subrecipients An established action plan for subrecipient recruitment and applications shaped by applicant feedback. This plan includes: documented outreach efforts to communities; reports documenting the feedback on efficiency and effectiveness of the subaward program; the number of improvements made to the subaward program based on feedback from the subrecipients. Documented methods and tools for accessibility Awarded applications <ul style="list-style-type: none"> # of applications received annually # of subawards made annually Time to award from application 	<ul style="list-style-type: none"> Efficient and accessible RFA process for hard-to-reach communities to access and receive federal funding Increased awareness of the EPA Grantmakers program and ability to apply to RFAs
Phase I Months 6-24 Grants will be for 12 months and will be accepted on a rolling basis	<ul style="list-style-type: none"> Project-wide <ul style="list-style-type: none"> Ongoing technical assistance program for both partnership building and project implementation Ongoing coordination with and technical assistance to Regional Grantmakers Site-level <ul style="list-style-type: none"> Environmental assessments Partnerships with the CDC Foundation, Network, EPA, and TCTACs 	<ul style="list-style-type: none"> # of Phase I applications received # of Phase I applications awarded # of environmental assessments conducted by subrecipients # of instances of technical assistance to Regional Grantmakers Regularly updated National Evaluation and Tracking System 	<ul style="list-style-type: none"> Increased information in the community on the identified environmental justice issue Increased community stakeholder partnerships Increase in the number of communities that have access to reliable data specifically about the environmental issues impacting their community
Phase II Months 6-33 Grants will be for 12-24 months and will be accepted on a rolling basis	<ul style="list-style-type: none"> Project wide: <ul style="list-style-type: none"> Ongoing technical assistance program for both partnership building and project implementation Ongoing coordination with and technical assistance to Regional Grantmakers Site-level: <ul style="list-style-type: none"> Plan formulation <ul style="list-style-type: none"> Technical environmental assessments Consultations to develop implementation plans in the community Partner Development <ul style="list-style-type: none"> Ongoing community and regional (EPA, TCTAC) engagement Providing technical assistance for consensus building 	<ul style="list-style-type: none"> # of Phase II applications received # of Phase II applications awarded Community partnerships are built at the local and regional levels Communications and awareness campaigns Community plans, aggregated by regions and standalone 	<ul style="list-style-type: none"> Increased regional/ national network of EJ implementers Increased community knowledge on identified EJ issue Increased community stakeholder partnerships Increase in the number of communities that have access to reliable data specifically about the environmental issues impacting their community
Phase III (Land acquisition) Months 6-33 Grants will be for up to 24 months and will be accepted on a rolling basis	<ul style="list-style-type: none"> Project wide: <ul style="list-style-type: none"> Ongoing technical assistance for both partnership building and project implementation Ongoing coordination with and technical assistance to Regional Grantmakers Site-level: <ul style="list-style-type: none"> Partnership development including ongoing community and regional engagement Project implementation Ongoing communications and awareness within the community 	<ul style="list-style-type: none"> # of Phase III applications received # of Phase III applications awarded Increased community stakeholder partnerships Increase in # of communities with a community-wide plan in place to tackle environmental and public health issues 	<ul style="list-style-type: none"> Potential outcomes of environmental activities: <ul style="list-style-type: none"> Increase in # of residents who know how to access local AQI Reduction of waterborne pollutants in local waterbodies and/or increase in fish populations Improved public health in community through taking actions that reduce exposure to environmental risks Increased greenspace, green infrastructure, and/or approaches to address extreme weather and flooding
Post-Project Phase Months 24-36	<ul style="list-style-type: none"> Project-wide: <ul style="list-style-type: none"> Publication(s) on the grant management including streamlining, creating an equitable model that addresses the digital divide, and reducing burden on recipients Readiness guide that is built off the lessons learned 	<ul style="list-style-type: none"> Reports on feedback on efficiency and effectiveness of subaward program Report on program oversight, management, and evaluations for measuring the success of the grantmaker Type of environmental and/or public health improvements by Regional Geographic Area 	<ul style="list-style-type: none"> More efficient and effective subaward process Aggregated environmental and/or public health improvements by Regional Geographic Area
National Evaluation & Tracking System	<ul style="list-style-type: none"> Project wide: <ul style="list-style-type: none"> Develop and implementation of a national evaluation and tracking system organizing all grantmaking program data nationwide. Regional Grantmaker level: <ul style="list-style-type: none"> Coordination with Regional Grantmakers on subgrant tracking and reporting systems 	<ul style="list-style-type: none"> Total # of subgrants nationwide Total # of subgrants by EPA Regional Geographic Area Funds expended Total # of technical assistance opportunities completed 	<ul style="list-style-type: none"> National Evaluation and Tracking System that is compatible with Regional Grantmaker data and evaluation processes <ul style="list-style-type: none"> Subgrant project results overall reduction of grant application burden on communities

EPA-R-OEJECR-OCS-23-03

CDC Foundation

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Appendix A: Partner Map

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Appendix C: Sample Subgrant Project Proposal Guidance Sheet

Appendix D: Budget Summary Sheet

Appendix E: Budget Narrative

Appendix F: Logic Model

Appendix G: Letters of support

APPENDIX H: Resumes/CVs

References

1. Southwest Network for Environmental and Economic Justice (SNEEJ). (Dec 6-8, 1996). Jemez principles for democratic organizing. [meeting notes]. <https://www.ejnet.org/ej/jemez.pdf>.
2. Powell, R., Evans, D., Bednar, H., Oladipupo, B., & Sidibe, T. (2023). Using trust-based philanthropy with community-based organizations during the COVID-19 pandemic. *Journal of Philanthropy and Marketing*, e1786. <https://doi.org/10.1002/nvsm.1786>



EPA KEY CONTACTS FORM

OMB Number: 2030-0020
Expiration Date: 06/30/2024

Authorized Representative: *Original awards and amendments will be sent to this individual for review and acceptance, unless otherwise indicated.*

Name:	Prefix: Dr.	First Name: Judy	Middle Name:
	Last Name: Monroe	Suffix:	
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Project Manager: *Individual responsible for the technical completion of the proposed work.*

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Last Name: **Suffix:**

Title:

Complete Address:

Street1:

Street2:

City:

State:

Zip / Postal Code:

Country:

Phone Number:

Fax Number:

E-mail Address:

NONPROFIT RATE AGREEMENT

EIN: 1582106707A1

DATE:03/28/2022

ORGANIZATION:

FILING REF.: The preceding
agreement was dated
12/18/2019National Foundation for the Centers for
Disease Control and Prevention, Inc.
(dba: CDC Foundation)**Ex. 6 Personal Privacy (PP)**

Atlanta, GA 30303

The rates approved in this agreement are for use on grants, contracts and other agreements with the Federal Government, subject to the conditions in Section III.

SECTION I: INDIRECT COST RATES

RATE TYPES: FIXED FINAL PROV. (PROVISIONAL) PRED. (PREDETERMINED)

EFFECTIVE PERIOD

<u>TYPE</u>	<u>FROM</u>	<u>TO</u>	<u>RATE (%)</u>	<u>LOCATION</u>	<u>APPLICABLE TO</u>
PRED.	07/01/2021	06/30/2023	16.00	All	All Programs
PROV.	07/01/2023	06/30/2026	16.00	All	All Programs

*BASE

Total direct costs excluding capital expenditures (buildings, individual items of equipment; alterations and renovations), that portion of each subaward in excess of \$25,000 and flow-through funds.

ORGANIZATION: National Foundation for the Centers for Disease
Control and Prevention, Inc. (dba: CDC Foundation)

AGREEMENT DATE: 3/28/2022

SECTION II: SPECIAL REMARKS

TREATMENT OF FRINGE BENEFITS:

The fringe benefits are specifically identified to each employee and are charged individually as direct costs. The directly claimed fringe benefits are listed below.

TREATMENT OF PAID ABSENCES

Vacation, holiday, sick leave pay and other paid absences are included in salaries and wages and are claimed on grants, contracts and other agreements as part of the normal cost for salaries and wages. Separate claims are not made for the cost of these paid absences.

Fringe Benefits:

FICA

Retirement

Workers' Compensation

Unemployment Insurance

Health Insurance

NEXT PROPOSAL DUE DATE:

A proposal based on actual costs for fiscal year ending 06/30/2022 is due in our office by 12/31/2022.

Equipment means tangible personal property (including information technology systems) having a useful life of more than one year and a per-unit acquisition cost which equals or exceeds \$5000.

ORGANIZATION: National Foundation for the Centers for Disease Control and Prevention, Inc. (dba: CDC Foundation)

AGREEMENT DATE: 3/28/2022

SECTION III: GENERAL

A. LIMITATIONS:

The rates in this Agreement are subject to any statutory or administrative limitations and apply to a given grant, contract or other agreement only to the extent that funds are available. Acceptance of the rates is subject to the following conditions: (1) Only costs incurred by the organization were included in its indirect cost pool as finally accepted; such costs are legal obligations of the organization and are allowable under the governing cost principles; (2) The same costs that have been treated as indirect costs are not claimed as direct costs; (3) Similar types of costs have been accorded consistent accounting treatment; and (4) The information provided by the organization which was used to establish the rates is not later found to be materially incomplete or inaccurate by the Federal Government. In such situations the rate(s) would be subject to renegotiation at the discretion of the Federal Government.

B. ACCOUNTING CHANGES:

This Agreement is based on the accounting system purported by the organization to be in effect during the Agreement period. Changes to the method of accounting for costs which affect the amount of reimbursement resulting from the use of this Agreement require prior approval of the authorized representative of the cognizant agency. Such changes include, but are not limited to, changes in the charging of a particular type of cost from indirect to direct. Failure to obtain approval may result in cost disallowances.

C. FIXED RATES:

If a fixed rate is in this Agreement, it is based on an estimate of the costs for the period covered by the rate. When the actual costs for this period are determined, an adjustment will be made to a rate of a future year(s) to compensate for the difference between the costs used to establish the fixed rate and actual costs.

D. USE BY OTHER FEDERAL AGENCIES:

The rates in this Agreement were approved in accordance with the authority in Title 2 of the Code of Federal Regulations, Part 200 (2 CFR 200), and should be applied to grants, contracts and other agreements covered by 2 CFR 200, subject to any limitations in A above. The organization may provide copies of the Agreement to other Federal Agencies to give them early notification of the Agreement.

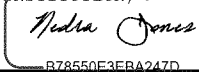
E. OTHER:

If any Federal contract, grant or other agreement is reimbursing indirect costs by a means other than the approved rate(s) in this Agreement, the organization should (1) credit such costs to the affected programs, and (2) apply the approved rate(s) to the appropriate base to identify the proper amount of indirect costs allocable to these programs.

BY THE INSTITUTION:

National Foundation for the Centers for Disease Control and Prevention, Inc. (dba: CDC Foundation)

(INSTANTLY SIGNED BY)


B78550E3EBA247D

(SIGNATURE)

Nedra Jones

(NAME)

Chief Financial Officer

(TITLE)

04/06/2022

(DATE)

ON BEHALF OF THE FEDERAL GOVERNMENT:

DEPARTMENT OF HEALTH AND HUMAN SERVICES

(AGENCY)

Darryl W. Mayes -S
Digitally signed by Darryl W. Mayes -S
DN: cn=US, o=U.S. Government, ou=HHS, ou=PSC,
ou=People, 0.9.2342.19200300.100.1.1=#2000131669,
c=Darryl W. Mayes -S
Date: 2022.04.05 07:40:17 -0400

(SIGNATURE)

for Arif Karim

(NAME)

Director, Cost Allocation Services

(TITLE)

3/28/2022

(DATE) 4788

HHS REPRESENTATIVE: Ernest Kinneer

Telephone:

Ex. 6 - Personal Privacy (PP)

GTp/1KW9Fekbf2p7/o2uYLUH7oo=

Environmental Protection Agency

66.615

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

EPA-R-OEJECR-OCS-23-03

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

2023-02-23

2023-06-30

CDC Foundation

1234-EPA TC National Grantmaker Workplan.pdf
application/pdf
9fFzUcyeCbcUZW491TS68tYXWak=

1235-Table of Contents.pdf
application/pdf
tWQEQt/5bvFYpe8qj2Cvr9aeijY=

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6029489.17
1427721.69
2641980.00
180242.00
8765868.01
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6029489.17
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3589655.17

The CDC Foundation has applied our HHS NICRA rate of 16 percent for indirect charges. Our NICRA agreement has been attached for review.

Ntl Foundation for Cntrs for Disease Control and Prevention
600 Peachtree Street NE Suite 1000
Atlanta
GA: Georgia
30308

F8TEFAQNZQH8

Lauren Herren

Ex. 6 Personal Privacy (PP)

lherren@cdcfoundation.org
Director of Public Partnerships
N: No
N/A
N/A

N/A

N: No

N: No

N/A

Y: Yes

Y: Yes

Y: Yes

N: No

Y: Yes

Y: Yes

Davida Collins, Director of Human Resources; 600 Peachtree Street NE Suite 1000, Atlanta, GA 30308;

dcollins@cdcfoundation.org; (T) Ex. 6 Personal Privacy (PP) (F) Ex. 6 Personal Privacy (PP)

Yes. The CDC Foundation's Harassment policy is attached.

Lauren Herren

President and CEO

2023-06-30

Dr.

Judy

Monroe

President and CEO

600 Peachtree St NE

Suite 1000

Atlanta

GA: Georgia

30308

USA: UNITED STATES

(404) 653-0790

jmonroe@cdcfoundation.org

Shavone

Smith

Senior Director of Finance

600 Peachtree St NE

Suite 1000

Atlanta

GA: Georgia

30308

USA: UNITED STATES

Ex. 6 Personal Privacy (PP)

shavonesmith@cdcfoundation.org

Lauren

Herren

Director of Public Partnerships

600 Peachtree St NE

Suite 1000

Atlanta

GA: Georgia

30308
USA: UNITED STATES

Ex. 6 - Personal Privacy (PP)

lherren@cdcfoundation.org

Turquoise
Sidibe

Associate Vice President, Emergency Response
600 Peachtree Street NE
Suite 1000
Atlanta
GA: Georgia
30308
USA: UNITED STATES

Ex. 6 - Personal Privacy (PP)

tsidibe@cdcfoundation.org

1236-APPENDIX D EPA National Grantmaker Budget Summary Sheet.pdf
application/pdf
Nh93s7M/A1qDHUfvUtopMmogKo0=

1237-APPENDIX E EPA EJ TCGM Budget Narrative.pdf
application/pdf
ine1m7TTmzRgl9Bf0y56RQ/avxU=

1238-APPENDIX H ResumesCVs.pdf
application/pdf
e8nme1cl2Dnf6qlA6jYRAW2MLgs=

1239-APPENDIX F Logic Model.pdf
application/pdf
cKtAsHCvOfmtT7VmfZ/qsJgSm6A=

1240-APPENDIX B Gantt Chart of Activities.pdf
application/pdf
3ts9rLOsDPgxXWUclKYHH8I7nFU=

1241-APPENDIX G EPA EJ TCGM Letters of Support.pdf
application/pdf
TiPSC+hOBS5wD7kF8vyrKX0e0x4=

1242-Indirect Cost Rate.pdf
application/pdf
y6Y/wruMS0p9ZnAv7GxAjzlwxcs=

1243-EPA_Preaward Compliance Review Report.pdf
application/pdf
9bl8FxsMleiDMFhF9zDo6B31Fng=

1244-APPENDIX A Partnership Map.pdf
application/pdf

Gck951MDJwuTukNdqKonecQq528=

1245-APPENDIX C Sample Subgrant Project Proposal Guidance Sheet.pdf
application/pdf
R+EHEOduPmQRupzCi0WSgEPQZAo=

Application
New
2023-06-30
CDC Foundation
Natl Foundation for Cntrs for Disease Control and Prevention
58-2106707
F8TEFAQNZQH8
600 Peachtree Street NE
Suite 1000
Atlanta
Fulton
GA: Georgia
30308-2219
USA: UNITED STATES

Lauren
Herren

Director of Public Partnerships
CDC Foundation

Ex. 6 - Personal Privacy (PP)

lherren@cdcfoundation.org
M: Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education)
Environmental Protection Agency
66.615
Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)
EPA-R-OEJECR-OCS-23-03
Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)
CDC Foundation's Environmental Justice Thriving Communities Grantmaking Program
GA-05
US-ALL
2024-02-01
2027-01-31
50000000.00
0.00
0.00
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0.00
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50000000.00
c. Program is not covered by E.O. 12372.
N: No
Y: Yes
Dr.
Judy
Monroe

President and CEO
(404) 653-0790
jmonroe@cdcfoundation.org
Lauren Herren
2023-06-30

GTp/1KW9Fekbf2p7/o2uYLUH7oo=
2023-06-30T12:30:19.000-04:00
Lauren Herren
GRANT13927380

Professional Experience

President and CEO, CDC Foundation

February 2016-present

Oversee all aspects of the CDC Foundation's work supporting CDC, public health departments and partners in their lifesaving work across the United States and in 140 countries.

- Led the Foundation's response to the COVID-19 pandemic which included over 300 distinct projects ranging from provision of PPE, research, data systems, support for over 300 community-based organizations and hiring over 4,000 CDC Foundation field staff as surge support for the field.
- Increased revenue from \$50M per year to over \$420M in FY21 during the pandemic and over \$240M in FY22.
- Led a national conversation on the future of public health through a series of four virtual meetings and serve on numerous national groups focused in improving public health
- Helped establish the Public Health Communications Collaborative and Health Action Alliance
- Appointed by Indiana Governor Holcomb to co-chair the Governor's Public Health Commission
- Led the response to Zika and the Zika Contraception Access Network in Puerto Rico
- Serve on the board of the Center for Global Health Innovation, the Milken Institute's Public Health Advisory Board, the Executive Committee of Women of Impact, member of the Atlanta Rotary, the Pandemic Action Network, CSIS working group on CDC, the WHO Foundation's Strategic Advisory Group

Deputy Director for State, Tribal, Local and Territorial Support and Director, Office of State, Tribal, Local and Territorial Support (OSTLTS) Centers for Disease Control and Prevention (CDC)

March 2010 – January 2016

As the agency's deputy director for the support of the US health departments, Tribal Nations and Insular Areas, advised and represented CDC's director to fulfill CDC's objectives. As director of OSTLTS, led the development of OSTLTS, a cross-cutting office designed to improve the public health system's capacity and performance during an era of health reform. Oversee nearly 500 staff and fellows, a budget of \$196 million, and additional grant distribution of nearly \$100 million.

- Developed new, dynamic communication channels with the public health field, US healthcare system, and CDC programs, including monthly national Vital Signs Town Hall calls and *Did You Know?*, a weekly feature that quickly became CDC's most syndicated site.
- Established and fostered influential relationships with public health officers that led to actions supporting key policy changes (e.g., needle exchanges, long-acting reversible contraception) and performance improvements (e.g., increased data reporting, decreased carry-over funds).
- Conceptualized and developed the National Leadership Academy for the Public's Health, an applied multi-sector leadership training focused on achieving results at state and local levels.
- Directed the development and execution of the National Public Health Improvement Initiative, a program that created a culture of quality improvement and performance management in health departments and accelerated their national accreditation.
- Developed and expanded the Public Health Associate Program (PHAP) from 10 trainees per year to 200 per year. PHAP served as a vital component of CDC's Ebola response.

- Honored by the National Indian Health Board for contributions to tribal affairs and for building a trusting and productive relationship with CDC.
- Served on the Office of the Director Liaison Team and as senior advisor for domestic response to the incident commander for Ebola response.

Indiana State Health Commissioner

March 2005 – March 2010

Appointed by Governor Mitch Daniels into a historic dual role as state health commissioner and Indiana Medicaid medical director. Bridged medicine and public health; provided proactive statewide leadership, working with top executives from business, nonprofits, and education, local leaders and citizens. Oversaw a staff of more than 900 and managed a budget of more than \$330 million.

- Led efforts to increase the state tobacco tax with all revenue going to health, resulting in a decrease in tobacco smoking rates from 27.3% (2005) to 21.2% (2010), a decrease in uninsured, increased immunization rates, decreased heart disease and cancer rates, increased provider reimbursement through Medicaid, and a tax benefit for small employer worksite wellness.
- Increased state general funding for public health by 65% and federal grant funding by 11% (both historic highs, and during the recession) through building trust with legislators and developing staff capacity.
- Led the governor's *INShape Indiana* initiative, a public-private partnership focused on increasing physical activity, improving nutrition, and decreasing tobacco use. Organized annual statewide summits with the governor aimed at galvanizing leadership commitments and action. Focus areas included business, education, childhood obesity, worksite wellness, and built environment. Example results included Eli Lilly and other large corporations' mentorship of small businesses in worksite wellness, development of miles of walking trails throughout Indiana, and implementation of smoke-free policies on college campuses and in hospitals.
- Key catalyst for establishing Indiana's first two schools of public health. Inspired and influenced the Richard M. Fairbanks Foundation to award their largest gift ever to the school in Indianapolis, earning them naming rights.
- Created INFLUENCE Women's Health to awaken women leaders throughout Indiana to their potential to positively impact women's health. Received international press coverage.
- Transformed public health preparedness delivery throughout the state. Led Indiana's response to the H1N1 pandemic. Because of its response capability and strong partnerships, Indiana was the first of two states to receive the H1N1 vaccine. Selected by the Harvard Kennedy School of Government for a case study on coordinating a response in a home rule state.
- Served as president of the National Association of State and Territorial Health Officials (ASTHO). Led state official collaboration with CDC and other partners during H1N1.
- Founded the *ASTHO President's Challenge* in 2008. This leadership platform resulted in initiatives with significant health improvements and focus of ASTHO annual meetings.

Director, St. Vincent Primary Care Center

1992 – 2005

Director, St. Vincent Family Medicine Residency Program (Indianapolis, IN)

Served in a dual administrative role at the Ascension Health flagship hospital in Indianapolis while also practicing the full scope of family medicine.

- Increased enrollment in the family medicine residency program and created a combined family medicine and internal medicine residency program and geriatrics fellowship.

- Achieved a flawless Accreditation Council for Graduate Medical Education family medicine program accreditation survey.
- Partnered with internal medicine to transform adult inpatient services to a hospitalist model, which resulted in better care, decreased cost, increased revenue, improved patient satisfaction, and improved board scores for residents.
- Led development of a primary care center through a partnership with the St. Vincent Hospital Foundation, resulting in a large lead gift, and subsequent donations that funded construction of the Joshua Max Simon Primary Care Center.

Clinical Director, Indiana University Family Medicine Clinic

1990 – 1992

Bridged family medicine with other departments to provide care to the underserved and rural populations.

National Health Service Corps (Morgan County, TN)

1986 – 1990

Practiced family medicine in rural Tennessee, confronting the ill health that poverty-stricken and remote populations face. Established partnerships with the local health department, local media, businesses, and schools to address issues from a population health perspective. Featured in a documentary with former Surgeon General, C. Everett Koop.

Education

Eastern Kentucky University, BS with High Distinction, 1976

University of Maryland School of Medicine, MD, 1983

University of Cincinnati, Family Medicine Residency Program, 1983–1986

East Tennessee University, Rural Faculty Development Fellowship, 1992–1993

University of Wisconsin, Fellowship in Obstetrics, May 1995

Harvard University, Kennedy School of Government, State Health Leadership Initiative, May 2005

Select Honors

Indiana Commission on Women, Lifetime Achievement Award, September 2022

Atlanta Business Chronicle Most Admired CEO, August 2021

United Way of Greater Atlanta, Women of Excellence Award, October 2020

APHA Presential Citation, November 2019

Metro Atlanta Chamber of Commerce Heroes of Global Health Award, June 2019

Georgia Giant in Public Health Award, June 2017

National Association of Chain Drug Stores Foundation Excellence in Patient Care Award, Dec. 2016

National Network of Public Health Institutes Excellence in Public Health Award, 2016

Honorary Doctorate in Health and Human Sciences, Purdue University, May 2014

National Excellence in Public Health Award, ASTHO, 2013

Women of Influence Trailblazer Award, Indiana University National Center of Excellence, 2013

Inductee, Hall of Distinguished Alumni, Eastern Kentucky University, 2011

Indiana Governor's Distinguished Service Medal, 2010

Peyton Manning Children's Hospital "MVP" Award, 2010

Executive Women in Healthcare Leadership Award, 2010

Indiana Senate Resolution 0073 recognizing dedicated service and compassion, 2010

Indianapolis Business Journal Woman of Influence, 2009

Indiana Hospital Association Merit Award 2009

Ex. 6 Personal Privacy (PP)

Ex. 6 Personal Privacy (PP)

Ex. 6 - Personal Privacy (PP)

Ex. 6 Personal Privacy (PP)

Senior executive and public health leader with extensive experience in health care delivery, management, social sector and philanthropy strategy, policy relevant research and public health administration. Working at the intersection of public health and policy and the public, private and non-profit sectors, developed strategy and led initiatives that contributed to improving population health. Demonstrated vision, expertise and success in high intensity, high stakes environments. Research career has focused on health equity, and the implication of public policies for individual and community health and wellbeing. Welcomes opportunities to contribute significant clinical, strategy, public health and public policy knowledge and experience to organizations with the capacity for population level impact.

AREAS OF EXPERTISE

- Leadership and strategy development
- Organizational management and administration
- Effective public communication
- Public health and public policy research
- Clinical care and health service delivery
- Clinical and research experience in health inequities

PROFESSIONAL EXPERIENCE

2020 – PRESENT

CHIEF HEALTH EQUITY AND STRATEGY OFFICER, CDC FOUNDATION

Responsible for overseeing the integration of a cohesive equity strategy across the Foundation in how it pursues its work, especially as it related to COVID pandemic. Explicit focus on systemic racism and its impact on health and wellbeing of marginalized populations. Lead activities to build organizational capacity to integrate health equity into the Foundation's practice, process, action, innovation and performance. Serve as member of Executive Team.

2015 – 2020

CO-CEO & MANAGING DIRECTOR, FSG

Joined as Managing Director; promoted to Co-CEO in June 2018. Led mission-driven social impact consulting firm that provides strategy and evaluation support to foundation, business and nonprofit sector to achieve equitable social change, with 150 employees in 6 offices worldwide. Drove vision and growth of the firm. Led US Health practice area. Clients included: private, family, corporate, health conversion, national and community foundations, such as California Health Care Foundation, Blue Cross Blue Shield of Massachusetts Foundation, St. David's Foundation, GE Foundation, the Hogg Foundation for Mental Health, the Robert Wood Johnson Foundation, the Kresge Foundation, the W.K. Kellogg Foundation and the MetroWest Health Foundation. Recent projects include supporting public, private and social sectors in Detroit to develop comprehensive early childhood system, and promoting the development of a multi-sector, statewide population health initiatives in Virginia and Idaho.

2014 – 2015

SENIOR STRATEGIC ADVISOR, NATIONAL INSTITUTE FOR CHILDREN'S HEALTH QUALITY

Senior Strategic Advisor for the Infant Mortality Collaborative Improvement and Innovation Network, a \$6M federally-funded, national project to engage federal, state and local leaders, clinical and public health professionals, and community agencies to achieve major reductions in infant mortality. Translated quality improvement approaches to public health policy and practice settings. Responsible for project leadership, including external partnership management, oversight of three infant mortality summits, development of multiple regional and national strategy teams, provision of technical assistance and project evaluation.

2007 – 2013

MEDICAL DIRECTOR & INTERIM COMMISSIONER, MA DEPT OF PUBLIC HEALTH

State agency charged with protecting and promoting the health and wellbeing of 6.5 million residents with a workforce of 3000 employees in 11 bureaus and a total budget of \$850 million. Appointed Interim Commissioner at time of crisis, provided experienced and skilled leadership, including successfully organizing and leading teams to achieve numerous policy and programmatic successes. As Medical Director, provided senior clinical leadership for all bureaus, across numerous subject areas as part of matrix supervision. Highlights include:

- Honed crisis management skills, developed and executed 100-day action plan to improve operations, established internal quality controls, restored staff morale and reclaimed positive public perception of Dept.
- Successfully secured additional state funding for previously underfunded regulatory functions.
- Provided expert testimony at state and federal legislative oversight hearings.

Managed successful development of well-researched, timely medical marijuana regulations. Provided content expertise to all bureau directors on policy and program development. Directly supervised bureau director with 150 FTE and combined state and federal budget of \$300 M.

2011

YERBY VISITING ASSOCIATE PROFESSOR, HARVARD SCHOOL OF PUBLIC HEALTH

2005 - 2007

W.T. GRANT DISTINGUISHED POLICY FELLOW, OFFICE OF THE MA SPEAKER OF THE HOUSE

2002 - 2007

NATIONAL MEDICAL DIRECTOR, MEDICAL LEGALE PARTNERSHIP FOR CHILDREN

1999 - 2003

MEDICAL DIRECTOR, PEDIATRIC INPATIENT UNIT, BOSTON MEDICAL CENTER

1987 - 1998

PROGRAM ANALYST, OFFICE OF INSPECTOR GENERAL, U.S. DEPT OF HEALTH AND HUMAN SERVICES

SELECTED ACCOMPLISHMENTS

Obesity and Chronic Disease Prevention

Key participant in planning the Departments' innovative transformation of its obesity and chronic disease prevention work (Mass in Motion) to focus on sustainable community level prevention through system and policy changes. Includes successful competition for \$16M in federal funding to expand initiative to 52 communities and 33% of state's population. Led successful multi- institution effort to obtain \$6M in federal funds to implement childhood obesity prevention in two communities. Preliminary data shows improvement in childhood obesity parameters in Mass in Motion communities.

Massachusetts Perinatal Quality Collaborative

Developed and convened the Massachusetts Perinatal Quality Collaborative as a joint initiative with American Congress of Obstetricians and Gynecologists and March of Dimes, focused on improving perinatal health outcomes. Led multidisciplinary planning group, organized data analysis and dissemination and statewide conferences. The MPQC has sustained its work and has full engagement of all birthing hospitals in MA, resulting in coordinated efforts to reduce early term delivery, reduce cesarean delivery among low-risk women and improve management of postpartum hemorrhage.

Massachusetts Home Visiting Initiative

As co-chair of the steering committee, coordinated the successful planning, development and implementation of the federally funded \$ 7M Massachusetts Home Visiting Initiative, including the successful application for additional \$ 35M in competitive funds to expand innovative programs in 17 high need communities. Supervised statewide needs assessment deemed a national model by funders.

EDUCATION

1997 - 1999

FELLOW, DIVISION OF GENERAL PEDIATRICS, BOSTON MEDICAL CENTER

1993 - 1997

RESIDENCY & CHIEF RESIDENCY, PEDIATRICS, CHILDREN'S HOSPITAL, BOSTON
Received Sydney Farber Housestaff Award

1993

MD, UNIVERSITY OF CALIFORNIA, SAN FRANCISCO MEDICAL SCHOOL
Dean's Scholarship for Academic Achievement, AOA National Honor Medical Society

1992

MPH, UNIVERSITY OF CALIFORNIA, BERKELEY SCHOOL OF PUBLIC HEALTH
Certificate of Academic Excellence

1987

AB, HARVARD COLLEGE, CUM LAUDE IN BIOLOGY
Harvard College Dean's List, John Harvard Scholar, Elizabeth Agassiz Scholar

Ex. 6 Personal Privacy (PP)

Ex. 6 Personal Privacy (PP)

Ex. 6 - Personal Privacy (PP)

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Ex. 6 - Personal Privacy (PP)

Summary: A Big 4 CPA with extensive expertise in general accounting, financial planning and analysis, budget development and management, forecasting and business modeling, financial reporting, regulatory compliance, non-traditional capital financing strategies, enterprise risk management, audits, Federal and non-Federal pre-award and post-award grants management, process improvement, and systems integrations for Fortune 500 and large nonprofit organizations.

Professional Experience:

2021-Present National Foundation for the Center for Disease Control and Prevention

(CDC Foundation) / Atlanta, Georgia

Chief Financial Officer

- Member of executive team with responsibility for all aspects of the Foundation's financial systems and processes
- Liaise with the finance committee and related sub-committees of the Foundation's board of directors to facilitate appropriate financial oversight
- Lead and develop a team of 37 professionals in the areas of general accounting, federal finance, financial planning & analysis, internal audit, financial reporting, payroll, accounts receivable, and accounts payable
- Partner with the Foundation's senior leaders to develop and implement strategies to optimize the utilization of the Foundation's growing financial resources
- Drive process improvements related to the Foundation's ERP system (NetSuite) to ensure seamless integration with functions across the foundation
- Revamped the Finance team structure to better facilitate future organizational growth.

2010-2021 Young Men's Christian Association of Metropolitan Atlanta / Atlanta, Georgia

2019-2021 Chief Financial Officer
2016-2019 Vice President of Finance and Risk
2010-2016 Controller

2007-2010 Clark Atlanta University / Atlanta, Georgia

2007-2010 Associate Vice President of Finance and Controller
2009-2010 Interim Vice President of Finance and Business Services/Chief Financial Officer

2004-2007 AT&T (formerly BellSouth Telecommunications) / Atlanta, Georgia

Manager – Accounting Policy and Compliance

2002-2003 Black Entertainment Television, Inc. / Washington, D.C.

Financial Reporting Manager/Division Controller

2001-2002 AT&T (formerly Cingular Wireless) / Atlanta, Georgia

Revenue Accounting Manager - Special Projects

1998-2000 First Data Corporation / Atlanta, Georgia

1999-2000 Financial Reporting Manager - SEC
1998-1999 Senior Accountant – Financial Reporting

1995-1998 Deloitte & Touche LLP / Atlanta, Georgia

Senior Auditor / Business Assurance and Advisory Services

Education: Johnson & Wales University
Providence, Rhode Island
Doctor of Business Administration Candidate
Major: Organizational Transformation
Expected Completion: May 2025

University of Southern California
Gould School of Law
Los Angeles, California
Degree: Master of Studies in Law
Dual Majors: Compliance & Business Law

North Carolina Agricultural and Technical State University
Greensboro, North Carolina
Degree: Bachelor of Science
Major: Accounting
Summa Cum Laude

Certifications:

- Certified Public Accountant (Georgia)
- Chartered Global Management Accountant

Other Activities:

- Boys and Girls Club of Metropolitan Atlanta Board of Directors Member, 2023-present
- Chief Member, 2022-present
- DeKalb Brilliance Academy Advisory Board Member, 2019-2022
- YMCA of the USA – African American Resource Network Steering Committee, 2016-2020
- It's the Journey, Inc. Board of Directors, 2014-2016 (Finance Committee)
- Cam Newton Foundation Advisory Board Member, 2012-2014 (Finance Committee)
- DeKalb County Development Authority Fiscal Oversight Committee Member, 2015-2017

Professional Experience

National Foundation for the Centers for Disease Control and Prevention Inc.

Sept 2015- Present

Associate Vice President, Emergency Response

June 2021 – Present

- Lead the Response, Crisis and Preparedness Unit for the CDC Foundation with the responsibility of managing a portfolio of over \$300 million dollars consisting of programs focused on domestic and international crisis, responses and preparedness activities including the COVID-19 pandemic

Emergency Response Director, Atlanta GA

Dec 2019 – June 2021

- Served as the Director of the Response, Crisis and Preparedness Unit for the CDC Foundation with the responsibility of managing a portfolio of over \$200 million dollars consisting of programs focused on domestic and international crisis
- Managed and oversaw budgets and grants, cooperative agreements, contracts, and other awards by monitoring program compliance requirements and recommending approval or disapproval of existing or proposed program activities or expansions for cooperative agreements and supplemental awards using software such as NetSuite, Salesforce, ADP and Tableau
- Executed a federal funded project by Centers for Disease Control and Prevention (CDC) to support state, tribal, local and territorial health departments' response to public health crisis in United States Virgin Island (USVI) and Puerto Rico (PR) by strengthening public health systems and enhancing readiness and preparedness capabilities

Senior Program Officer II, Atlanta GA

Oct 2018 – Dec 2019

- Served as Team Lead of the Emergency Response, Crisis and Preparedness Unit for the CDC Foundation with the responsibility of managing a portfolio of over \$20 million dollars consisting of programs focused on domestic and international crisis, responses and preparedness activities
- Led a federally funded project awarded by the CDC to combat the opioid epidemic by recruiting, interviewing, hiring and managing over 80 field staff, 25 contractors and providing technical assistance to assist 12 states to increase their capacity to implement opioid prevention and response activities and programs
- Executed a federal funded project by CDC to support state, tribal, local and territorial health departments' response to public health crisis in United States Virgin Island (USVI) and Puerto Rico (PR) by strengthening public health systems and enhancing readiness and preparedness capabilities
- Received the excellence in Partnering- Domestic award for dedication and persistent collaboration for the Teens Linked to Care program in 2019 by the National Center for HIV/AIDS, Viral Hepatitis, STD and TB Prevention from CDC

Senior Program Officer I, Atlanta GA

Sept 2015 – Oct 2018

- Managed more than 17 programs to ensure that deadlines are met, program goals and expectations are clearly communicated to donors and challenges are resolved quickly, professionally, and strategically
- Served as program officer for the hurricane response which includes managing programs in areas impacted by Hurricanes Harvey, Irma, and Maria which includes coordinating with executive leadership and external stakeholders on recovery and response efforts, procurement of reagents and lab supplies in Puerto Rico, delivered a mobile unit to the United States Virgin Islands, dissemination of mold kits materials, assist with implementing a mass vaccination campaign for Influenza, served as liaison to CDC Incident Manager, and provided updates and reports to steward donors
- Received the Excellence in Partnering –Domestic award for dedication and persistent collaboration for the restoration of laboratory capacity during the 2017 Hurricane Response from CDC

Centers for Disease Control and Prevention (CDC) Atlanta, GA

Oct 2012-Sept 2015

Public Health Prevention Service Fellowship Program (*GS-601-11*) - Office of State, Tribal, Local and Territorial Support. Assigned to Safe Kids Georgia, National Center for Emerging and Zoonotic Infectious Disease, Georgia Department of Public Health, Office of Public Health Preparedness and Response, and National Center for HIV/AIDS, Viral Hepatitis, STD, and TB Prevention.

UCSF Alliance Health Project, *Test Counselor*, San Francisco, CA

June 2009-August 2010

- Educated patients about the transmission, risks, signs and symptoms, and treatment of STDs/HIV
- Organized and participated in STD/HIV Community Outreach Events and health fairs by providing education on STDs and conducting pre-and post-test HIV counseling

Research Experience

Cecil G. Sheps Center for Health Services Research, Research Specialist, Chapel Hill, NC May 2012-Oct 2012

- Managed Quality Control: conducted weekly file audits, maintained file auditing system, and updated staff on University's guidelines as well as Institutional Review Board and HIPPA policies, Wrote IRB applications and modifications
- Maintained the Questionnaire Development Warehouse and update Audio Computer-Assisted Self- Interview software (ACASI) system as needed

Cervical Cancer Free NC, Research Assistant, Chapel Hill, NC

Aug 2011- May 2012

- Facilitated development of program planning and implementation of North Carolina first Assessment, Feedback, Incentives, and eXchange (AFIX) study for the Immunization Branch of the Division of Public Health
- Formulated process and outcome evaluation tools for the Immunization Branch

UNC Center for Infectious Disease, Graduate Research Assistant, Chapel Hill, NC

Aug 2010- May 2012

- Oversaw study design, development, planning, and implementation for a NIH/NIDA-funded research project focusing on medication adherence for previously incarcerated individuals living with HIV or AIDS
- Managed and analyzed qualitative and quantitative data management using ATLAS. ti, NVivo 9, and SAS software for written reports and presentations
- Used SAS to analyze the prevalence and trends in HIV risk factors, HIV testing behaviors, and exposure to, use of, and impact of prevention services and resources among various populations

Education

Masters of Public Health: Health Behavior and Health Education

May 2012

University of North Carolina at Chapel Hill, Gillings School of Global Public Health

Bachelors of Arts in Psychology, College Honors

June 2009

Bachelors of Arts in World Arts and Culture, Magna Cum Laude

University of California, Los Angeles

Select Publications and Presentations

-
- Poehlman, J., **Sidibe, T.**, Jimenez, K., Vazquez, N., Ray, S., Mitchell, E., & Squires, L. (2019). Developing and Testing the Deten el Zika Campaign in Puerto Rico. *Journal of Health Communication*, DOI: [10.1080/10810730.2019.1683655](https://doi.org/10.1080/10810730.2019.1683655)
 - Powell, R., Rosenthal, J., Frey, M., **Sidibe, T.**, Mendoza, Z., Romero, L., Lathrop, E. (in progress) Implementation of a health communications campaign for contraceptive access in Puerto Rico during the Zika Response.
 - Stephenson, R., Grabbe, K. L., **Sidibe, T.**, McWilliams, A., & Sullivan, P. S. (2016). Technical Assistance Needs for Successful Implementation of Couples HIV Testing and Counseling (CHTC) Intervention for Male Couples at US HIV Testing Sites. *AIDS and Behavior*, 20(4), 841-847.
 - **Sidibe, T.**, Golin, C., Turner, K., Fray, N., Fogel, C., Flynn, P., ... Wohl, D. (2015). Provider perspectives regarding the health care needs of a key population: HIV-infected prisoners after incarceration. *The Journal of the Association of Nurses in AIDS Care : JANAC*, 26(5), 556-569. <http://doi.org/10.1016/j.jana.2015.05.001>
 - **Sidibe, T.**, Turner, K., Sparks, A., Woods-Jaeger, B., & Lightfoot, A. (2015). "You Still Got to See Where She's Coming From" Using Photovoice to Understand African American Female Adolescents' Perspectives on Sexual Risk. *The Journal of Early Adolescence*, 0272431615611254.
 - Powell, R. **Sidibe, T.**, Mendoza, Z., McGehee, L., Talley, B., Angel, L., Smyke Epstein, C., Jasina, P., Nelson, P., Monroe, J. (May 2019). Breakout session. Using public-private partnership for public health needs during an emergency response. Breakout title: Building resilience through public health. 2019 National Network of Public Health Institutes Annual Conference. Washington D.C.
 - Rosenthal, J., Powell, R., Frey, M., Brittan, A., David, S., **Sidibe, T.**, Mendoza, Z., Lathrop, E. (September 2018). Poster presentation. Ante La Duda, Pregunta – Reducing unintended pregnancies during the Zika outbreak with the help of social media and marketing efforts. 2018 National Conference on Health Communication, Marketing, and Media. Atlanta, Georgia.
 - Ray, S., Mitchell, B., Powell, R., Poehlman, J., Squires, L., **Sidibe, T.**, Bitticks, J., Bornkessel, A., Vasquez, N., Jimenez, K., Rabre, A., & Lynch, M. (2017). Poster Presentation. Rapid Campaign Development and Implementation during a Public Health Emergency: This is How We Stop Zika in Puerto Rico. 2017 American Public Health Association. Atlanta, Georgia

Ex. 6 Personal Privacy (PP)

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EDUCATION

University of Georgia
Department of Health Promotion & Behavior

Athens, Georgia

Doctor of Philosophy (PhD) – August 2014

Cognate area: Health Communication

Graduate-level Certificates: Interdisciplinary Qualitative Research, Non-Profit Management

Tulane University School of Public Health & Tropical Medicine

New Orleans, Louisiana

Master of Public Health (MPH) – May 2011

Health Education & Communication/Maternal & Child Health

Mercer University

Macon, Georgia

Bachelors of Art – May 2009

Major: Communications Minor: Chemistry

WORK EXPERIENCE

Senior Program Manager

March 2021 – Present

COVID-19: Response, Crisis, and Preparedness (RCP) Unit

CDC Foundation

- Manages a team focusing on health equity projects and strategically leads a portfolio of COVID-19 response grants to over 100 community-based organizations (CBOs) nationally supporting Black, Latinx, Asian, Pacific Islander, and other communities
- Provides strategic and high-quality project management on tasks including program development, budgeting, and auditing/evaluating program impact and performance
- Represents the CDC Foundation at technical, policy, and strategic planning meetings with internal and external stakeholders and evaluate strategies that meet public health missions and goals

Health Communications Project Manager

February 2020 – March 2021

Million Hearts

CDC Foundation

- Project Manager for a Million Hearts Communications Campaign (\$11 million) working with CDC's Heart Disease & Stroke Prevention
- Collaborates with CDC to initiate program planning, e.g. establish timelines for deliverables and reporting; arrange travel planning and coordinate project-related meetings; and help with project negotiations
- Manages the team, relationships with donors, CDC, key stakeholders, and external partners

Senior Program Officer

Non-Infectious Disease (NID)

May 2018 – February 2020

Emergency Response (ER)

January 2017 – April 2018

CDC Foundation

- NID: Manages a diverse portfolio of over \$11 million dollars consisting of programs focused on global cardiovascular health, domestic road safety, drowning prevention, global road safety, and opioid response
- ER: Actively manages Ante La Duda Pregunta, a communications campaign for Zika Contraceptive Access Network (Z-CAN) in Puerto Rico, using health communication and social marketing strategies
- Strengthen working relationships with internal and external partners including: CDC Divisions, local health department, community-based organizations, health care providers, pharmaceutical companies, private organizations, and patients
- Collaborates with CDC to initiate program planning, e.g. establish timelines for deliverables and reporting and help with project negotiations (contracts/revisions/amendments); manages sub-contractors and vendors; manages CDC Foundation field employees (up to 9 people) working on various projects

Health Communications Specialist - Zika Virus

May 2016 – December 2016

Field Employee – CDC National Center for Birth Defects and Developmental Diseases

CDC Foundation

- Assisted with developing, implementing, and evaluating a multi-media social marketing campaign “Deten el Zika” (This is How We Stop Zika) based on health communication, social marketing, and community mobilization strategies. The multi-media campaign included public service announcements, print, and digital materials for Puerto Rico and the Virgin Islands.

Let’s Move! Child Care Operations Manager (ORISE Fellow)

July 2014 – May 2016

Division of Nutrition, Physical Activity, and Obesity

Centers for Disease Control & Prevention

- Operationalizing First Lady Michelle Obama’s *Lets Move!* Child Care initiative, which support obesity prevention & healthy development nationally among children 0-5 years old in early child care & educations (ECE) centers & homes
- Leads tracking and reporting of LMCC progress (monthly technical reports and annual strategic plan to White House, quarterly reports to DNPAO, HHS reports)

SELECTED PUBLICATIONS

Powell, R., Evans, D., Bednar, H., Oladipupo, B., Sidibe, T. (2023). Using trust-based philanthropy with community based organizations during the COVID-19 pandemic. *Journal of Philanthropy and Marketing*, e1786.

<https://doi.org/10.1002/nvsm.1786>.

Bednar, H., **Powell, R.,** Sidibe, T. (2023). Addressing immediate public health needs as part of Afghan evacuees’ resettlement to the United States during the COVID-19 pandemic. *Public Health*, 217(95-97).

<https://doi.org/10.1016/j.puhe.2023.01.038>,

Powell, R., Parker, B., Moore, M., Xiong, T., Evans, D., Sidibe, T. (revise and resubmit) Importance of public and private partnership supporting data disaggregation to measure racial, sexual orientation, and gender identity disparities in COVID-19, Health Security

Romero, L., **Powell, R.,** Ntansah, C., Bednar, H., Green, C., Brittan, A., Torrez, R., Barrineau, I., Pangelinan, H., Timoteo-Liaina, I., Garcia, L., Lathrop, E. (2022). Community perspectives on contraception in the context of Zika virus in American Samoa and the Commonwealth of the Northern Mariana Islands. *Hawai’i Journal of Health & Social Welfare*, 81(9), 239-246.

Powell, R., Rosenthal, J., Frey, M., Sidibe, T., Mendoza, Z., Romero, L., Lathrop, E. (2020) Ante La Duda, Pregunta: A social marketing campaign to improve contraceptive access during a public health emergency. *Health Communication*. DOI: 10.1080/10410236.2020.1828534.

SELECTED PRESENTATIONS

Gross, T., **Powell, R.,** Barr, A., Smith, C., Williams, T., Dang, W. (October 27, 2020). Oral presentation. "How is breastfeeding best for me?" Black women’s knowledge of maternal health breastfeeding benefits. 2020 American Public Health Association.

Powell, R. Sidibe, T., Mendoza, Z., McGehee, L., Talley, B., Angel, L., Smyke Epstein, C., Jasina, P., Nelson, P., Monroe, J. (May 2019). Breakout session. Using public-private partnership for public health needs during an emergency response. Breakout title: Building resilience through public health. 2019 National Network of Public Health Institutes Annual Conference. Washington D.C.

PROFESSIONAL CERTIFICATONS

Certified in Public Health – CPH – National Board of Public Health Examiners

Certified Health Education Specialist – CHES – National Commission for Health Education Credentialing, Inc.

PUBLIC HEALTH SERVICE

Vice President and Executive Team Board Member – Healthy Mothers, Healthy Babies Coalition of Georgia – 2021-2027

Tulane Public Health Alumni Association Board of Directors – 2021-2023

Advisory Board Member – BLKHLTH, an Atlanta nonprofit organization focused on racism and health – 2021-2023

External Review Member – George Washington Health Equity Series – July 2019

Advisory Board Member – 2018-2019 SPACE (Symposium of Part-time, Adjunct, and Contingent Educators)

Item Writer – ASPPH CPH study guide – May 2018

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Summary

Trusted leader with 20+ years of diverse experience in the public health nonprofit sector. Initiative-taking, adaptive, highly organized, and results-focused professional equipped with strong interpersonal skills in fostering relationships and partnerships with key stakeholders, building effective teams, and driving business results aligned with strategic goals.

Skills

Regulatory Compliance	Grants & Contract Management	Leadership and Team Building
Project Management	Continuous Process Optimization	Strategic Planning & Implementation
Performance Tracking & Reporting	Cross-Functional Collaboration	Procurement & Solicitation

Experience

The CDC Foundation – Atlanta, GA (remote)

The CDC Foundation helps the Centers for Disease Control and Prevention (CDC) save and improve lives by unleashing the power of collaboration between CDC, philanthropies, corporations, organizations and individuals to protect the health, safety and security of America and the world. The CDC Foundation is the sole entity authorized by Congress to mobilize philanthropic partners and private-sector resources to support CDC's critical health protection mission.

Compliance, Risk, Procurement Lead

March 2022 – Present

Responsible for overseeing vendor management including procurement, third-party risk management, and Federal compliance monitoring across the organization. Develops relevant policies, standard operating procedures, systems, and tools to ensure requirements are met. Ensures close collaboration between Vendor Management and Grants Management, Programs, Finance, and other departments as they relate to vendor management. Serves as key point of contact for business process management, and data-informed performance measurement and reporting.

Federal Grants Compliance Officer

April 2021 – March 2022

Oversaw the compliance of all grants and contracts for the Foundation's portfolio of Federal grant-funded programs. Ensured compliance requirements were met and served as internal liaison to Programs staff in their roles as they relate to grant compliance.

Public Health Solutions, Inc. – New York, NY

Public Health Solutions (PHS) is the largest public health nonprofit serving New York City. For over 60 years, PHS has improved health outcomes and helped families thrive by providing services directly to the city's most vulnerable populations and supporting over 200 community-based organizations through our contracting work – managing all aspects of the process from developing request for proposals and leading procurement, to awarding grants and end-to-end contract management.

Director of Business Systems

June 2016 - March 2021

Responsible for the management and integration of current and expanding business functions within the contracting and management services division including procurement, contracting, regulatory compliance, performance measurement and reporting, customer relationship management, and business development.

Deputy Director, Programs**December 2006 - June 2016**

Supervised three Program Managers and co-managed 25 Programs Unit staff, providing direction for the management of a \$125M portfolio of 200+ unique HIV and other human services contracts with 150+ organizations.

Sr. Assistant Manager, HIV Prevention Programs**December 2005 - December 2006**

Co-managed a team of six Contract Coordinators responsible for 103 HIV federal and city funded HIV prevention contracts with a combined net worth of \$22 million.

Assistant Manager, HIV Care and Treatment Programs**October 2001 - December 2005**

Co-managed a team of 11 Program Coordinators responsible for 302 federally funded Ryan White Part-A HIV care and treatment contracts with a combined net worth of \$200 million.

Program Coordinator**July 2000 - October 2001**

Negotiated, monitored, and managed a portfolio of 10-20 HIV related human service contracts ensuring compliance with funder (federal, state, and local) requirements as well as internal standards and best practices.

Family Support Center of Ogden – Ogden, UT**Program Manager****June 1998 - June 2000**

Managed agency's parenting education programs, including providing direct supervision to staff of Outreach Workers, Class Facilitators, volunteers, and college interns. developed and implemented program curricula, policies and procedures, staff training, and program evaluation, statistical tracking, and outcome measurement tools.

Outreach Worker**March 1997 - June 1998**

Provided child abuse prevention and parenting education to court mandated and voluntary at-risk families.

Consulting

Health Resources and Services Administration's (HRSA) – Rockville, MD**Objective Review Committee (ORC) Member**

Served as paid reviewer of grant applications within the Division of Independent Review (DIR).

- HRSA-14-033 Affordable Care Act - State Loan Repayment Program June 2014
- HRSA-10-066 Affordable Care Act - State Loan Repayment Program July 2010
- HRSA-09-228 Affordable Care Act - State Loan Repayment Program August 2009

Education

B.A. Psychology/Philosophy

Weber State University, Ogden, UT

Honors: Cum Laude, Golden Key National Honor Society, Phi Kappa Phi

Project Summary Page

Project Title: CDC Foundation's Environmental Justice Thriving Communities Grantmaking Program

Project Geographic Area: Nationwide Geographic Area

Applicant Information

National Foundation for the Centers for
Disease Control and Prevention, Inc.
AKA CDC Foundation
600 Peachtree Street NE, Suite 1000
Atlanta, GA 30308

Judy Monroe, MD
President and CEO
jmonroe@cdcfoundation.org
404.653.0790

Brief Description of Applicant Organization

The CDC Foundation helps the Centers for Disease Control and Prevention (CDC) and the public health system save and improve lives by unleashing the power of collaboration between CDC, philanthropies, corporations, organizations, and individuals to protect the health, safety and security of America and the world. The CDC Foundation is the go-to nonprofit authorized by Congress to mobilize philanthropic partners and private-sector resources to support CDC's critical health protection mission. Since 1995, the CDC Foundation has raised over \$2 billion and launched more than 1,200 programs impacting a variety of health threats from chronic disease conditions including cardiovascular disease and cancer, infectious diseases like rotavirus and HIV and emergency responses, including COVID-19 and Ebola. The CDC Foundation managed hundreds of programs in the United States and in more than 160 countries last year. Our mission is to help the CDC do more, faster by forging partnerships between CDC and others to fight threats to health and safety. As one of our strategic imperatives, health equity is central to CDC Foundation's work and partnerships. Led by our [Health Equity and Strategy Office](#), the CDC Foundation is committed to achieving healthy, resilient, and thriving communities.

List of Community-based Nonprofit Partners

Although applying as an individual applicant for the EJ Thriving Community National Grantmaker, the CDC Foundation plans to engage partners through collaborative pass-through relationships via subgrants and consultancy agreements in compliance with required procurement guidance.

Project Abstract

After three years of dedicated support to the COVID-19 response, the CDC Foundation has learned many lessons and best practices in how to effectively implement community-based, public health interventions. This experience coupled with several decades of experience funding and working closely with community-based organizations (CBOs) as partners

throughout the country, the CDC Foundation is uniquely positioned to support response efforts to persistent environmental justice issues affecting the most overburdened; historically and currently marginalized; and underserved communities throughout the United States as the EPA's Environmental Justice Thriving Communities National Grantmaker (EJ TCGM).

With experience as a prime recipient of federal funds and as a passthrough entity to subrecipient CBOs, the organization understands how challenges create impenetrable barriers to funding assistance for overburdened and marginalized communities who could benefit most from available opportunities. To make the federal grant application process accessible to these communities, the CDC Foundation will first prioritize an effective outreach strategy to ensure historically underserved rural, remote, territorial, and tribal communities throughout the United States are aware of and understand the opportunity so that they are well-positioned to apply.

The CDC Foundation's EJ TCGM application process has been designed to ease the burden on applicants by simplifying both application and reporting requirements, providing technical assistance throughout the application and implementation period and enhancing an already-established efficient subrecipient payment process to ensure time to award does not present barriers or challenges in effective implementation.

Recognizing the importance and scale of EPA's EJ Thriving Communities Grantmaking Program, the CDC Foundation will work closely with EPA, EJ National and Regional Thriving Communities Technical Assistance Centers (TCTACS), selected representatives from the Participatory Governance Council (established by the Foundation for this project and comprised of members with lived experience), subject matters experts and consultants in the design and implementation of this program. Through this collective effort, the CDC Foundation aims to increase opportunity among Eligible Subrecipients to implement environmental and climate justice programs within overburdened and underserved communities, enable sustainable partnerships among CBOs with similar missions and ultimately contribute to EPA's mission and administrative priorities to protect the environment and *all* communities' health.

Program Objectives

1.a. Program Design: Community Application In-take and Evaluation Processes

The CDC Foundation has designed this National Environmental Justice Thriving Communities Grantmakers (EJ TCGM) project using a trust-based philanthropy¹ approach and by prioritizing the "Jemez Principles for Environmental and Economic Justice." These frameworks guide the program design to ensure overburdened and underserved communities nationwide are prioritized. The principles are 1) be inclusive; 2) emphasize bottom-up organizing; 3) let people speak for themselves; 4) work together in solidarity and mutuality; 5) build just relationships among us; and 6) commit to self-transformation².

Partner Coordination

Throughout the three-year project timeline, the CDC Foundation team will have standing meetings with the selected EPA EJ Thriving Communities Regional Grantmakers, as well as the EPA EJ TCTACS, to ensure regular coordination and collaboration in supporting the CBOs with grant funding and technical assistance.

In addition to coordination with EPA partners, the CDC Foundation also plans to engage CBO partners with lived experience to serve as thought leaders on the design and implementation of the subgrants process, including the application process, reporting and overall grant management through a Participatory Governance Council. In addition, these CBOs will be invited to serve as grant application reviewers, as needed, as well as provide insights into the technical assistance provided.

Understanding that a key priority of the National Grantmaker is coordination, the CDC Foundation commits to conducting a kickoff call with all Regional Grantmakers, where a check in call cadence will also be established based on all Grantmaker input. The CDC Foundation will record all meetings and upload all documents into a cloud-based system that all Regional Grantmakers can easily access. During the initial kickoff call, the CDC Foundation will outline a plan to obtain input and buy in from each Regional Grantmaker on how to design a national evaluation and tracking system. The tracking system will be designed to allow for data integration across all Regional Grantmaker data systems. Lastly, the CDC Foundation will host trainings, webinars, listening sessions and other virtual events with all Regional Grantmakers.

Competitive application and subaward process (Phase I, II, and III)

To enable an efficient, inclusive and accessible application submission and review process, the CDC Foundation will post a web-based competitive grant application designed for rolling applications and timely subrecipient selection. To promote accessibility and inclusivity, the Foundation will provide alternative options to access and submit the application. Paper grant materials will also be available by mail and in other languages, if requested. For real-time assistance, there will be a dedicated phone line available to interested organizations who may need technical assistance or who are experiencing connectivity issues. All formats will be remediated for populations who may require access through a screen reader.

Within all application formats, the CDC Foundation will clearly outline the three distinct phases of subgrants available to Eligible Subrecipients. In addition, using the CDC Foundation's existing Conflict of Interest policy as a basis, the Program Team will establish a conflict-of-interest policy to ensure a fair and equitable grant making process. The Conflict-of-Interest Policy will set controls for any relational overlap between reviewers and applicants and will include step-by-step plans for mitigation should these conflicts be identified throughout the process. All consultants and contractors will be required to adhere to the policy prior to engagement. To monitor any conflicts of interest, for the purpose of application review, we would ensure that no reviewer has an actual or perceived conflict of interest with any applications they are assigned to review and would reassign applications/reviewers as necessary.

Using a logic model, applicants will be required to briefly outline their proposed activities, goals, impacts, plans for community engagement and partnerships to enable program evaluation. They will also be asked to submit a project budget and list required financial documents for the three levels of CDC Foundation's review: financial, operational due diligence and programmatic. The programmatic panel review will include at least three reviewers who will assess applications based on standardized criteria for reasonableness and impact. Reviewers may be employees of the CDC Foundation, the Participatory Governance Council or individuals recruited to serve on a review panel, where appropriate and feasible. Each reviewer will be required to attest they have no actual or perceived conflict of interest with any of the applications they are assigned to review. Each application will be evaluated on the proposed scope, familiarity with and capacity for robust community engagements and partnership building, budget and submission of proposal (see Request for Proposal example in Appendix C). Applications will be evaluated according to the provided scale for their corresponding phase (Phase I, II, or III). The CDC Foundation's Federal Grants and Compliance Monitoring team will conduct pre-award risk assessment activities and vendor checks, including a review of the applicant's financials, that will inform contractual requirements, compliance monitoring and/or technical assistance opportunities. This phase occurs during the programmatic review process and does not increase the application review timeline.

The CDC Foundation will also build upon an internal tracking system to manage technical assistance requests during each phase of the project, including the application process. This tracker will include applicant-reported issues, as well as the subsequent improvements rectifying the issue. This tracker will incorporate risks, opportunities and lessons learned throughout all phases to allow for real time process improvement that improves accessibility, inclusion and the applicants' overall experience.

The CDC Foundation's Program team will work with our General Counsel and Federal Grants and Compliance Monitoring team to tailor the organization's existing federal agreement template to streamline and simplify the applicant's process, recognizing that burdensome application processes can exclude potential partners who are deeply engaged in aligned and impactful work but who have historically not had access to the capital and infrastructure support afforded to more mainstream organizations. The submission process will be thoughtfully designed using the CDC Foundation's experience in awarding grant funding to more than 300 CBOs, as well as include input from the Participatory Governance Council and the EPA Project Officer.

Project Management Systems

One of the main pillars of this program design is the timely delivery of subawards to selected subrecipients under consideration and compliance with 2 CFR 200.332 and EPA's Establishing and Managing Subawards General Term and Condition.

To support timely delivery of subawards and accurate project tracking, applications to the EJ TCGM will be tracked via the CDC Foundation's established Enterprise Resource Platform (ERP), customer relationship management (CRM) and project management tool (NetSuite, Salesforce,

and Smartsheet, respectively). Information flows between platforms by design, which creates efficiencies in vendor management, payments and data entry processes.

Salesforce is the CDC Foundation's CRM used to track opportunities, donors, accounts, agreements and more. The CDC Foundation uses Salesforce to manage all legal agreements with all partners, vendors, subcontractors and subrecipients and as a mechanism to appropriately vet all potential funding partners for any existing conflicts of interest. Salesforce also serves as a repository of all CDC Foundation partnerships, tracking all contact information, agreements, donations, payments, drawdown of funds and conflict of interest reviews.

Smartsheet is the CDC Foundation's project management tool used to standardize organizational expectations and processes across all projects. The tool allows teams to develop a Project Toolkit, track activities and milestones, and assign project activities to multiple team members for delegation and efficiency. Smartsheet is also used to create forms, trackers and dashboards to optimize project management and implementation. The Project Toolkit includes an overview sheet detailing main points of contact, project start and end dates, as well as percentage of project completion, all which feed into a visual dashboard. The Toolkit also includes a project plan outlining activities, outputs and milestones, roles and responsibilities, project budget, agreements, potential risks and lessons, and project close procedures. Utilizing the established project management tool, the project team can:

- Efficiently track the number, type and review status of applications submitted to the EJ TCGM,
- Track issues, concerns and opportunities for each application
- Anticipate the length of time from application review to notification of award,
- Approximate timelines for agreement execution timeline, payment dates and the schedule of deliverables/milestones for each grantee project.

In partnership with the EPA Project Officer, the CDC Foundation can further adapt its' Smartsheet toolkit to track additional metrics of interest.

NetSuite is the CDC Foundation's ERP software suite utilized to manage business finances. Within NetSuite, the Foundation has established processes to pay subcontractors and vendors through purchase orders. The software provides real-time accounting of programmatic budget expenditures, which will support the CDC Foundation's ability to accept, evaluate and award grant funds in under six months, make payments within five business days and ensure all funds are expended within 36 months.

The CDC Foundation currently has an active Federal Subrecipient Compliance Monitoring Plan that lists all available compliance monitoring options, including risk assessment, compliance desk review, compliance fiscal desk review, technical assistance and partner monitoring meetings. To tailor compliance and programmatic monitoring to ease the reporting burden for grantees, the CDC Foundation Program Team will share the Federal Subrecipient Compliance Monitoring Plan with the EPA Program Officer to determine compliance monitoring and programmatic monitoring activities for Phase I, II and III projects. The CDC Foundation will also

actively support the management of subrecipient projects through regularly scheduled monitoring calls, technical assistance opportunities and site visits. This proactive management process will ensure the CDC Foundation can measure project activity progress, outputs and outcomes; discuss barriers or challenges to the project; and provide connections to technical and/or capacity building assistance to address any challenges.

CDC Foundation Technical Assistance Hub and Program

The CDC Foundation will provide multi-faceted grant technical assistance, support and engagement for subrecipients with a focus on providing easily accessible guidance for data collection, tracking and reporting. The Programs Team will encourage collaboration and sharing of best practices with other funded subrecipients and TCTACs. Guidance will be tailored for resource-constrained subrecipients and CBOs that serve underserved, rural and remote communities where data collection activities may require unique approaches. The CDC Foundation will also collect stories of impact from the subrecipients, as well as other data points. Resources will be made available and fully accessible in multiple languages, as determined by the needs of our partners.

The CDC Foundation will establish readily accessible reporting systems to ease the burden on subrecipients. While the CDC Foundation typically collects data electronically, there will be options for paper and phone-based data reporting to accommodate varying needs and capabilities.

Hub

The CDC Foundation will develop an online platform to share all data, evaluation and reporting materials created or shared with subrecipients in downloadable formats. The CDC Foundation will ensure that the website requires low bandwidth to ensure functionality in areas with limited broadband access. Additionally, materials will be developed in plain language to ensure accessibility across varying levels of literacy. Resources will be mailed to those with limited or no access to internet, upon request. To ensure success, the hub will be built using lessons learned from CDC Foundation's successful Vaccine Resource Hub.

Program

The CDC Foundation will design a personalized technical assistance program to build subrecipient capacity and facilitate the development of a community-centered, national network. To further build this network, we will coordinate with EPA regional TCTACs, Brownfields Technical Assistance Centers and EPA Environmental Finance Centers (outlined in Appendix A: Partner Map). The program will include regular webinars, office hours and peer networking, all to support program implementation and environmental justice and civil rights at the federal, tribal, territorial, state and local levels. The webinars will cover both technically specific environmental issues, as well as topics aimed at strengthening partnerships, including relevant public and private sector partners whose work is aligned, and national network functionality. Additionally, the CDC Foundation will host periodic virtual office hours in partnership with regional TCTACs and an EPA Project Officer.

This program will serve two purposes: 1) provide technical assistance to subrecipients on topic-specific challenges and grant administration; and 2) collect successes and challenges faced by subrecipients in real time. Where appropriate, the CDC Foundation may invite environmental health and/or public health partners and SMEs to provide additional technical support and considerations for data collection efforts. This model was proven successful under the Reducing Disparities in Mpox Vaccinations grant cohort, where technical experts from the Centers for Disease Control and Prevention (CDC) addressed vaccination administration questions and the CDC Foundation supported grant-related reporting, evaluation and data tracking questions. “Office Hour” calls provided subrecipients space to collaborate separately on lessons learned from their individualized experience. A CBO grantee from California commented that the support and funding from the CDC Foundation’s recent grant cohort *“was very important and beyond that, there was a wealth of training and resources that were available to the team.”*

To provide additional support and peer networking, subrecipients with subject matter expertise may be invited to serve as Peer Mentors (PMs), sharing successful implementation efforts with other subrecipients. To ensure diversity, equity and applicability, PMs will be selected based on geographic location, communities served, project scope, availability and willingness to participate. This approach will ensure that projects reaching underserved communities, including those with Black, Latino, Indigenous and Native American persons, Asian Americans and Pacific Islanders and other persons of color; children, older adults, members of religious minorities; lesbian, gay, bisexual, transgender, and queer (LGBTQ+) persons; persons with disabilities; persons who live in rural areas; and those from severely capacity constrained communities, will be represented. Shared PM successes may also be incorporated into the Hub.

Site-level Technical Assistance

The CDC Foundation will host an initial, site-level kickoff call to provide background on the project, as well as frameworks for data collection, tracking and reporting. If appropriate, the CDC Foundation will invite regional TCTACs to the kickoff calls as well. The kickoff calls will establish foundational expectations for reporting timelines, grants management support and data tracking. The CDC Foundation will also offer collaborative support to set up project goals and data collection mechanisms. An annotated kickoff packet will be available by mail for subrecipients with limited or no access to the internet, by request.

After the initial kickoff call, the CDC Foundation will provide one-on-one technical assistance support to each subrecipient through 1) an initial logic model development and metric identification consultation; 2) collaborative brainstorm to select project-specific outputs and outcomes that align with the goals of EPA’s Strategic Plan; 3) continued monitoring and data tracking throughout the project period; and 4) individualized assistance to complete all reporting forms. Throughout the grant cycle, the CDC Foundation Programs Team will provide training and technical assistance for project monitoring in both group and one-on-one settings. The CDC Foundation will also collect project successes and challenges through periodic check ins and compile this information into vignettes for distribution. In addition to sharing success stories, the vignettes will double as resources for organizations to share among the communities they serve. Vignettes will be available in printable and web formats.

National Evaluation and Tracking System

To align with EPA's goal of building capacity to address environmental justice and civil rights concerns, the CDC Foundation will request a simplified bi-monthly report from each subrecipient. The bimonthly collection of standardized project metrics determined at the time of application acceptance will enhance EPA's ability to report on its' long-term goal of increasing the number of environmental justice activities and efforts. Each bi-monthly report will contain unique metrics determined by the subrecipient based on their specific project activities, as well as standardized metrics collected from all subrecipients. This approach will allow for aggregate reporting on project impacts, including types of populations served by each organization (e.g., remote, rural, urban) and the climate issues being addressed. To ensure that the data collected is useful long-term, the CDC Foundation will seek CBO input on metrics to track. In addition to subrecipient input, the CDC Foundation will collaborate with Regional Grantmakers, the EPA Project Officer and the Participatory Governance Council.

CDC Foundation Internal Monitoring

The CDC Foundation promotes trust-based philanthropy in its' partnerships. Trust-based philanthropy addresses the inherent power imbalances between funders and the communities they serve.² Within this framework, CDC Foundation aims to give multi-year, unrestricted funding; do the homework; simplify and streamline paperwork; be transparent and responsive; solicit and act on feedback; and offer support beyond the check.

To monitor efficacy, the CDC Foundation will create an internal tracking system to monitor bi-monthly metrics, risks, opportunities, resolutions implemented and lessons learned throughout all program phases. This tracker will monitor subrecipient technical assistance requests and specific resolutions implemented by the CDC Foundation. This tracker will also collect descriptive data on the subrecipients, including communities served and environmental issues addressed; this data will allow the CDC Foundation to track and report on progress by community type, further ensuring that the approach is diverse, equitable and inclusive.

To further strengthen internal monitoring and accountability, the CDC Foundation will collect feedback at each step in the process:

- The application process
- Program management processes (reporting, etc.)
- Provision of technical assistance from an administrative perspective (i.e., time to respond, quality of assistance)
- Provision of technical assistance from a subrecipient perspective (whether identified needs were addressed, ways technical assistance was used, etc.)

Changes will be incorporated as necessary to improve the efficiency and effectiveness of the program. All CDC Foundation reporting forms will request that subrecipients share feedback on the CDC Foundation as a grantor, offer suggested improvements and share how the CDC Foundation enabled and/or hindered their grant application and program implementation. Necessary changes and improvements will be noted and incorporated into the EJ TCGM process

for future phases. When applicable, subrecipient feedback will be discussed with Regional and/or National TCTACs. All changes made to processes will be recorded and shared with key partners such as EPA Program Officer and the Participatory Governance Council to further enhance future grantmaking programs.

Supplementary evaluation activities:

The CDC Foundation understands the complexities and bureaucratic challenges associated with data collection for federal awards. To assist, the CDC Foundation aims to supplement the evaluation activities by leveraging private funds to administer technical assistance effectiveness surveys, partnership impact surveys, community feedback surveys and a final report.

Technical Assistance Effectiveness Surveys

To evaluate the lasting impact and sustainability of the grant application technical assistance, the CDC Foundation will provide subrecipients follow-up surveys three months post-assistance to measure adoption of new skills and/or changes in skill levels, as well as organizational capacity and infrastructure changes. These surveys will be developed in consultation with TCTAC partners experienced in delivering and reporting on capacity-building activities for community-based organizations. Gathering data post-technical assistance will enable the CDC Foundation to better understand the long-term impact of its work and implement improvements in future grantmaking projects.

Partnership Impact Survey

Adapting a well-tested approach from a previous COVID-19 project, the CDC Foundation will distribute a Partnership Impact Survey to each project partner to gather specific feedback from subrecipients. Like with previous feedback solicitation, this survey will enable the CDC Foundation to create more simplified and streamlined processes, uplift technical assistance opportunities, and promote networking among community partners. This survey will also ask target questions to each partner on how CDC Foundation is doing serving as the National Grant Maker for this award. Such improvements have enabled the CDC Foundation to learn about their partners' diverse needs, foster better relationships and provide more effective assistance with operational, technical and programmatic needs. Ultimately, this collaborative approach improves public health and emergency response efforts. To ensure all feedback is adequately recorded, the CDC Foundation will distribute surveys, hold listening sessions and host key informant interviews.

CDC Foundation will analyze survey data using Tableau and Atlas.ti software. All survey results and subsequent improvements will be shared with subrecipients and the EPA Project Officer after data collection and analysis.

Community Feedback Surveys

To advance EPA's long-term goal of providing capacity-building resources to communities to support the ability to meaningfully engage and elicit feedback, the CDC Foundation will create community impact surveys for subrecipients conducting Phase II and III activities. The Programs team will create surveys for each project phase to establish a standardized subrecipient

feedback solicitation process within our communities. The surveys will be housed on the Hub. Additionally, we will prioritize plain language considerations when developing surveys to ensure accessibility across varying levels of literacy. Paper copies of the surveys, only where necessary, will be mailed to those with limited or no access to internet. While it will be up to the discretion of each subrecipient to determine whether to distribute the survey, the CDC Foundation will provide training and technical assistance through webinars to increase organizational capacity to field such a survey. The CDC Foundation will also assist in fielding and analyzing survey results, as requested.

Final Report

To summarize and communicate the entirety of this work, the CDC Foundation Program team will create a final culminating report at the close of the project. This report will serve as an internal CDC Foundation document separate from what the EPA requires. The report will be made available to the CDC Foundation Executive Leadership and internal teams, as well as serve to inform the creation of subsequent communications materials. Additional dissemination outlets will be determined in consultation with the CDC Foundation's Communications team.

1.b. Outreach to Underserved, Urban, Rural, Remote, Tribal and Capacity Constrained Communities throughout the Geographic Area

To ensure the CDC Foundation's EJ TCGM is accessible to underserved communities most in need, including rural communities, Alaska, U.S. jurisdictions, areas along the U.S.-Mexico border and others, the CDC Foundation will draw on the organization's 27 years of complex grants and program management experience, applying outreach best practices for each community segment. With the support of EPA, the CDC Foundation will collaborate with the Participatory Governance Council, Regional and National TCTACs and Regional Grantmakers to identify these communities and develop a tailored community outreach plan to build awareness of subgrant opportunity.

Logistically, the CDC Foundation will begin outreach to CBOs who are in our network, which includes more than 10,000 previous webinar participants and 300 organizations previously and/or currently funded by the CDC Foundation. This effort will be in coordination with the regional grant makers to ensure alignment and continuity through the process. The CDC Foundation's current CBO network serves diverse and underserved communities throughout all 10 EPA regions. Email communications will be sent to partner organizations such as the National Indian Health Board, National Center for Farmworker Health, National Community Health Workers Association and/or others to invite their extensive networks to participate in a national webinar announcement introducing the grant application opportunity. The CDC Foundation Program Team will also utilize the CDC Foundation's extensive Salesforce partner database to actively recruit CBOs that specifically fit the following criteria: supporting environmentally overburdened communities; serving communities in remote and rural areas; and those most burdened and capacity constrained.

To ensure the grant application opportunity reaches all communities, the CDC Foundation will also implement the following activities:

- Share through partner channels (including TCTACs, EPA and Brownfields Technical Assistance Centers), FAQ documents, tutorials and videos detailing the application process and deadlines.
- Host pre-application assistance calls and webinars.
- Provide paper-based outreach materials available by mail.
- Host town halls or organized convenings in remote and/or rural areas to raise awareness about the funding opportunity.
- Establish a dedicated phone line for organizations who need technical assistance with the application due to connectivity constraints.
- Provide grant materials in Spanish and other languages, as needed.

The CDC Foundation will actively track outreach activities by number of organizations reached and percentage of rural and remote communities served to ensure that underserved communities are prioritized and represented. As other accessibility challenges arise, the CDC Foundation will remain agile and innovative in our outreach to ensure all communities receive notice of the opportunity.

By providing a clear overview of the grant application opportunity, the CDC Foundation aims to alleviate barriers and burdens commonly experienced in federal grant registration and application processes. By engaging early with potential CBO applicants, the CDC Foundation aims to better equip and position those interested in seeking federal grant opportunities in environmental justice within their communities.

1.c. Partnerships/Collaboration/Participatory Governance

As an independent nonprofit, partnership is at the center of all our work, no matter the geographic location or the public health challenge. The CDC Foundation serves as a catalyst for unleashing the power of collaboration between CDC and philanthropies, private entities and individuals to protect the health, safety and security of America and the world. While CDC Foundation has been partnering with CBOs for years, COVID-19 presented an opportunity for the CDC Foundation to grow into a large grantmaking organization. In response to communities' needs at the height of the COVID-19 pandemic, the CDC Foundation provided grants to more than 240 CBOs across the United States. These partnerships enabled CBOs to serve their communities by developing educational materials in native languages; hold listening sessions with and distribute surveys to community members; host trainings and supporting community health workers/promoters; host vaccine events at parks, grocery stores and other businesses; implement communication campaigns and door-to-door canvassing; and more. Some of these CBOs, including a selected EPA Regional TCTAC, have provided letters of support, included in Appendix G.

The CDC Foundation has continued to expand its' CBO network by partnering with 325 U.S.-based CBOs focused on various public health topics including Mpox, HIV, veterans' suicide, climate + health and more.

Recognizing the significance of the EJ Thriving Communities Grantmakers program and the value our partnering CBOs have brought to our efforts over the last several decades, we strongly believe these thought leaders should play a significant role in the development and implementation of this program. Therefore, the CDC Foundation will use the first three-to-six-month planning period to solicit applications for a Participatory Governance Council for the National Grantmaker program. The Participatory Governance Council will be designed to serve as an advisory board on all aspects of the project, from program design and outreach through implementation, using their lived experience within overburdened and underserved communities as a basis for their expertise and advice. The selected members will also be invited to serve as reviewers, as needed, assuming they do not have conflicts of interest with any interested applicants.

The diversity of CBOs will be central to Participatory Governance Council member selection to ensure representation from rural, remote, urban, tribal and territorial communities. The intentional design of this selection criteria will ensure these unique community experiences are considered in every aspect of the program design from outreach to reporting. Leveraging Participatory Governance Council members' community connections will also aid in achieving the National Grantmaker's goal to reach all communities, including those who may not be easily served by Regional Grantmakers or who may be severely capacity constrained.

1.d. Applicant's Historical Connection to Underserved Communities throughout the Geographic Area

We are uniquely capable of bringing resources, people and ideas together that might not otherwise unite. The CDC Foundation's vast experience working with diverse communities naturally includes those who are at increased risk of environmental hazards and injustices. Acknowledging that persistent, pervasive and complex health inequities exist country-wide, the CDC Foundation believes it has an important and unique role in creating equal opportunity for all communities to achieve and maintain good health, wellbeing and economic vitality.

All countries, particularly the United States, are now reckoning with structural biases, such as systemic racism and discrimination based on identity, including gender, sexual orientation, disability, caste and other underlying factors contributing to social injustices. Racism, in all its forms, is increasingly recognized as a fundamental driver of inequities and has been rightfully termed a public health crisis. The CDC Foundation recognizes these factors create challenges in reaching communities who often need support the most.

CBOs are respected resources. They understand the experience and concerns of the people in their neighborhoods, communities and regions and work to improve overall community health issues, including those stemming from environmental justice issues. They convey essential

health and safety information to their communities in ways that can overcome long-held mistrust stemming from historical and persisting racism and discrimination.

The CDC Foundation has formed more than 21,000 partnerships and launched 1,200 programs across more than 160 countries, connecting organizations and individuals to a broad range of partnership opportunities with experts and leaders to protect community health and safety. Partnerships forged by the CDC Foundation include traditional philanthropic relationships, collaborative alliances between CDC and a single private sector organization, broad multi-partner initiatives and research collaborations.

The CDC Foundation is also establishing an organization-wide a Diversity Equity Inclusion Accessibility Inclusion and Belonging (DEIAB) framework, including five key actions to create a more equitable and harmonious workplace for all:

- Integrate evidence-based methods with scalable coaching strategies and robust analytics to transform CDC Foundation culture from the core of the organization—our people.
- Deliver holistic, personalized DEIAB training experiences that create meaningful change and support internal, personal growth.
- Real-time analytics dashboard aligned to strategy, visualizing data-backed progress.
- Engage in assessments, curated learning resources and personal insights that reinforce growth.
- Build a more inclusive culture that empowers everyone to reach peak performance.

As a symbol of our dedication to integrating equity organizationally, the CDC Foundation established its Office of Health Equity and Strategy in 2020, led by Lauren Smith, MD, MPH, Chief Health Equity and Strategy Officer. Through her leadership, CDC Foundation projects are designed and implemented with health equity in mind, including three components:

- Support a strong, trusted, diverse public health sector, led by a workforce with the competency, capacity and resources necessary for leading in the 21st Century;
- Empower CBOs to promote vibrant, healthy and resilient communities through effective partnerships, strong multi-sector collaborations and systems level approaches;
- Enhance the integration of the public health with other sectors, including health care, human services and the private sector, to build a movement for transformation in community health.

In addition, the Foundation has identified a set of 6 principles for our health equity work that we seek to incorporate into our work:

- Commit to authentic community inclusion, engagement and partnership in how we prioritize and accomplish our work
- Understand, communicate and reckon with historic and current structural racism and systemic injustices
- Promote the building blocks of individual and community health (structural determinants of health)

- Focus on changing systems, both formal and informal, that have created and perpetuated public health inequities
- Catalyze cross-sector collaboration for sustained impact
- Identify and apply lessons learned to inform future action

In line with the organizational focus on equity, the CDC Foundation has extensive experience funding CBOs that serve high-priority populations such as tribal partners, rural- CBOs, Southern region maternal and child health CBOs (including the Gulf Coast) and older adults.

By addressing at the organizational level and in our valued partnerships the systems, structures, policies and practices that cause the pervasive inequities that exist today, the CDC Foundation's work addresses root causes and commits to progress towards more equitable and just futures for affected communities. See Section 5a for examples of this approach and the results.

1.e. Noncompetitive Fixed Amount Subawards and Limiting number of subawards to a single entity

Through discussions with the EPA Project Officer and the Participatory Governance Council, the CDC Foundation will develop criteria for identification and selection of up to 12 CBOs eligible for noncompetitive subgrants. The CDC Foundation understands that severely capacity-constrained communities and CBOs have unique needs in grant applications and funding including the need for funding in advance of operationalizing programs and initiatives.

To manage the number of EJ Thriving Communities Subgrants awarded to a single entity and to achieve the highest diversity in CBO subrecipients, the CDC Foundation will work in collaboration with the Regional Grantmakers to identify communities and/or geographic locations that were not funded through the regional and/or national competitive application and invite them to apply for the noncompetitive subawards. These outreach efforts may include townhall meetings, mailing flyers, phone calls and sharing with networks via the Participatory Governance Council and field travel. Once noncompetitive subgrantees are selected in coordination with Regional Grantmakers, the CDC Foundation will engage our regional TCTACS to ensure they have resources in place for successful implementation.

1.f. Project Linkages

With a strong emphasis on networking among underserved and overburdened communities who work within the environmental justice and climate sphere, the CDC Foundation will design a program that builds sustainable subrecipient capacity to aid in future environmental injustice and climate resilience grant application opportunities. The National EJ TCGM processes for outreach, solicitation, review and award naturally create a unique opportunity to foster a strong, sustainable network of CBOs that can work together on common environmental justice goals long into the future. In addition to the partnership map provided under Appendix A, the CDC Foundation will collect data on all CBO partners throughout the application and implementation process by name, contact information, main areas of expertise and focus, CBO connections, geographic area, size and other identified metrics to allow for connections to be made during the project lifecycle and beyond. This resource will amplify and accelerate future

environmental justice efforts by fostering collaboration and coordination across areas of expertise and lived experiences, as well as ensure that all community types at the federal, state, local, tribal, and territorial level have equal opportunity to connect and partner together.

To inform the project's impact towards the achievement of EPA's goal to increase capacity to address environmental justice and civil rights concerns, the CDC Foundation will also collect the pre-determined standardized project metrics to display how this work has increased the number of activities related to environmental justice.

Project Activities/Milestone Schedule/Detailed Itemized Budget Sheet and Budget Narrative

2.a. Schedule of Activities

Overall Performance Period: February 1, 2024–January 31, 2027.

The schedule of activities can be found in Gantt chart format in Appendix B. The application guidance for all Phase I, II and III can be found in Appendix C.

Planning and Program Establishment Phase (February–November 2026)

- **February 2024:** Host a kickoff call with EPA Regional Grantmakers to discuss the program, activities in each region and brainstorm areas for collaboration and baseline metrics to collect. The initial call would be the first of many to discuss the best way to develop a national tracking system that is feasible and not overburden to each Regional Grantmakers. This system will also include key indicators important to EPA and will be modified as needed based on feedback from all key stakeholders.
- **February–July 2024:** Plan a national outreach campaign and RFA dissemination plan for each phase. The national outreach and communications plan will be developed with and shared with the Regional Grantmakers to avoid duplication.
- **February 2024–August 2024:** Plan national evaluation and tracking system templates and processes in coordination with Regional Grantmakers and EPA.
- **February 2024–October 2025:** Develop and disseminate RFA FAQ documents, webinars and tutorials in coordination with Regional Grantmakers and all TCTACs.
- **March–September 2024:** Plan and release RFPs for web hub development, select vendors and stand-up hub with continued refinement and website additions.
- **April 2024–June 2026:** Implement national outreach and communications campaign, specifically tracking outreach made to remote and rural communities.
- **April 2024–June 2026:** Conduct in-person visits to communities, as needed, to assist communities with the application process for each RFA phase.
- **April 2024–November 2026:** Host quarterly calls with national and regional TCTACs, Brownfields Technical Assistance Centers and EPA Environmental Finance Centers to share information, lessons learned and to collaborate on upcoming activities.

Phase I (Subgrants focused on Assessment Projects): 12-month project period; up to \$150,000

- **February–May 2024:** Develop Phase I process, guidance and RFA announcement.
- **May 2024:** Phase I RFA released.

- **May 2024–January 2025:** Host monthly virtual office hours to answer questions about Phase I RFA. Answer questions via a dedicated email inbox and a dedicated phone line for those who may not have access to internet.
- **May 2024–January 2025:** Review and acceptance of applications on rolling basis until the maximum allocated funding amount is met, ensuring time to award for each selected subrecipient is six months or less. In addition, ensure that our awards are supporting the areas each Regional Grantmaker cannot reach.
- **July 2024–January 2026:** Ongoing project management of Phase I awards. Project management includes technical assistance, reporting guidance and general project management support.
- **April 2025–January 2026:** Phase I projects closeout, including supporting evaluation activities.

Phase II (Subgrants focused on Planning Projects): 12- to 24-month project period; up to \$250,000

- **February–June 2024:** Develop Phase II process, guidance and RFA announcement.
- **June 2024:** Phase II RFA released.
- **June 2024–October 2025:** Host monthly virtual office hours to answer questions about phase II RFA. Answer questions via a dedicated email inbox and a dedicated phone line for those who may not have access to internet.
- **June 2024–October 2025:** Phase II RFA review and acceptance of applications on rolling basis until the maximum allocated funding amount is met, ensuring time to award for each selected subrecipient is six months or less. In addition, ensure our awards are supporting the areas that each Regional Grantmaker cannot reach.
- **June 2024–October 2026:** Ongoing project management of Phase II awards. Project management includes technical assistance, reporting guidance and general project management support.
- **February–November 2026:** Project close activities for Phase II awards, including supporting evaluation activities.

Phase III (Subgrants focused on Project Development): 24-month project period; up to \$350,000

- **February–July 2024:** Develop Phase III process, guidance and RFA announcement.
- **July 2024:** Phase III RFA released.
- **July–October 2024:** Host monthly virtual office hours to answer questions about phase III RFA. Answer questions via a dedicated email inbox and a dedicated phone line for those who may not have access to internet.
- **July–October 2024:** Phase III RFA review and acceptance of applications on rolling basis until the maximum allocated funding amount is met, ensuring time to award for each selected subrecipient is six months or less. In addition, ensure our awards are supporting the areas that each Regional Grantmaker cannot reach.

- **August 2024–October 2026:** Ongoing project management of Phase III awards. Project management includes technical assistance, reporting guidance and general project management support.
- **February–November 2026:** Project close activities for Phase III awards, including supporting evaluation activities.

Noncompetitive Awards; 12- to 18-month project period; up to 12 awards at \$75,000 fixed amount

- **November 2024–January 2025:** Develop noncompetitive award process, guidance and RFA announcement in coordination with TCTACs and EPA.
- **January 2025:** Noncompetitive Awards released.
- **January–October 2025:** Host monthly virtual office hours to answer questions about noncompetitive awards. Answer questions via a dedicated email inbox and a dedicated phone line for those who may not have access to internet.
- **January–October 2025:** Noncompetitive award application review and acceptance on rolling basis. During the noncompetitive award process, applications will be reviewed on a rolling basis until the total number of noncompetitive awards is met.
- **January 2025–October 2026:** Ongoing project management of noncompetitive awards. Project management includes technical assistance, reporting guidance and general project management support.
- **February–November 2026:** Project close activities for noncompetitive awards, including supporting evaluation activities.

Post Project Phase and Closeout

- **August 2026-January 2027:** Internal project closeout activities. This includes final closeout of Phase I, II, III and noncompetitive awards, completing final budgets and any final reports for EPA; conference submissions and working on peer-reviewed journal article opportunities.

2.b. Budget and Cost Effectiveness of Budget/Project

Please find the itemized budget (Appendix D) and the budget narrative (Appendix E) attached.

Environmental Justice Results – Outputs, Outcomes, and Performance Measurement Plan

3.a. Environmental Justice Results: Outputs/Outcomes

Planning and Project Management Phase

The Planning and Project Management Phase covers the activities in the rolling application period. Outputs for this phase include:

- Documented methods and tools to increase application process accessibility
- Detailed outreach and communications plan
- RFA FAQ documents, guidance documents and recorded webinars

Outcome for Planning and Project Management Phase: Increased awareness of the EPA Grantmakers program and RFA application opportunity for hard-to-reach, underserved and overburdened communities with historically limited access or capacity to apply for federal funding opportunities intended to address environmental injustice.

Phase I

Phase I covers the activities of awarded subrecipients implementing environmental assessment projects, partnership building and ongoing technical assistance. Specific outcomes from the Phase I projects will be established at the beginning of the implementation period.

Outputs for Phase I are:

- An established action plan for subrecipient recruitment and applications shaped by applicant feedback. This plan includes documented outreach efforts to communities; reports documenting the feedback on efficiency and effectiveness of the subaward program; the number of improvements made to the subaward program based on feedback from the subrecipients.
- Awards to subrecipients, including the number of applications received annually for Phase I; the number of subawards made annually; and the time to award for each selected subrecipient.
- The number of environmental assessments conducted by subrecipients

The potential outcomes *may* include:

- Short term: Increased community awareness of identified environmental justice issues;
- Short term: Increased or strengthened community stakeholder partnerships;
- Intermediate: Improved emergency preparedness and disaster resiliency; and
- Long term: An efficient and accessible RFA process for hard-to-reach communities to access and receive federal funding, and a more equitable model for administering federal grants to address environmental justice.

Phase II

Phase II covers the activities of awarded CBOs implementing site-level planning and partnership building as well as ongoing technical assistance. Specific outcomes from the Phase II projects will be established at the beginning of the implementation period.

Outputs for Phase II include:

- The establishment of community partnerships at the local and regional levels;
- Communications and awareness campaigns reflective of planned community-level activities;
- Community plans, both standalone and aggregated by region.

The potential outcomes *may* include:

- Short term: Increased regional and national network of environmental justice implementors;
- Short term: Increased community knowledge on identified environmental justice issues;
- Short term: Increased community stakeholder partnerships;

- Intermediate: Increased number of youth who received environmental justice training
- Long term: Increased access to food through reduced miles traveled

Phase III

Phase III covers the activities of awarded CBOs implementing partnership development, project implementation and technical assistance. Specific outcomes from the Phase III projects will be established at the beginning of the implementation period.

Outputs for Phase III include:

- Increased community stakeholder partnerships;
- Increased number of communities with a community-wide plan in place to address environmental justice issues.

The potential outcomes *may* include:

- Short term: Increased number of residents who know how to access local Air Quality Index (AQI);
- Intermediate: Reduction of waterborne pollutants in local waterbodies and/or increase in fish populations;
- Long term: Improved public health in communities through taking actions that reduce exposure to environmental risks;
- Long term: Increased greenspace, green infrastructure and/or approaches to address extreme weather and flooding.

Noncompetitive Award Phase

Outputs for noncompetitive awards include:

- Documentation of subrecipient recruitment, including criteria for identification and selection of CBOs; documented outreach efforts to identified communities; and invitations to apply for awards;
- Up to 12 additional noncompetitive awards for CBOs serving severely capacity-constrained communities;
- Site-level outputs from the projects, established at the beginning of the project.

Outcome of the Noncompetitive Award Phase: Increased awareness of the EPA Grantmakers program and RFA application opportunity for hard-to-reach, underserved and overburdened communities who have historically had limited access or capacity to apply for federal funding opportunities intended to address environmental injustice.

Post-Project Phase and Closeout

Project-wide outputs for this phase include:

- Robust list of community stakeholder partnerships by EPA regional geographic areas
- An internal report on program oversight, management and evaluations for measuring the success of the Grantmaker;

- Dissemination efforts (conference presentations, webinars, peer-reviewed publications, etc.) on the grants management process, including the process of streamlining, creating an equitable model that addresses the digital divide and reducing burden on recipients;
- Outcomes for this phase include a more equitable model for administering federal grants to capacity-restrained communities and increased awareness of the work being done to address environmental justice in communities.

Performance Measurement Plan

Performance will be measured via the bi-monthly subrecipient reporting system that tracks program overview and summary, activities conducted and a small set of easily gathered, standardized metrics. These metrics are referred to in the logic model (Appendix F).

4.a. Organizational experience

While the CDC Foundation has been partnering with CBOs for several decades, the CDC Foundation recently served as a national grantmaking entity to more than 240 CBOs across all 10 EPA regions during the COVID-19 response. The portfolio of work includes the management of a five-year cooperative agreement [Partnering for Vaccine Equity (P4VE) program] with planned federal funds of more than \$100 million to up to 115 CBOs. More about successes with the first year of this project can be found in Section 5a.

The CDC Foundation also awarded and worked closely with two CBOs on the “Addressing the Effects of Climate Change on Health” grant from September 7, 2022-December 30, 2022. The Philadelphia Chinatown Development Corporation (PDC), Philadelphia, PA, implemented a project entitled, “Climate Anxiety Workshop & Resources for AAPI Immigrant Youth.” The initiative expanded PCDC’s Chinese Immigrant Family Wellness Initiative, a mental wellness program, to include language-accessible, mental health support focused on addressing climate anxiety among AAPI immigrant youth (ages 16-22).

In addition to the CDC Foundation’s direct experience managing large subaward programs, our in-house experts have developed robust grants management, vendor management and fiscal capabilities that, in conjunction with the Program team, successfully support all aspects of the grant management lifecycle including competitive selection, award, monitoring and payments.

In May 2022, the CDC Foundation released a new [Federal Grant Management Training series](#). This series is a self-guided, three-video training series designed to provide federal grantees with the information needed to ensure the successful and compliant management of federal grants and cooperative agreements. The goal of this training series is to help grantees understand roles and responsibilities in federal grant management and how to be good stewards of their federal award. As of April 2023, 1,695 individuals from public health and government agencies, non-governmental organizations, academic, Tribal and Indian Health services settings, among others have registered for the series. The training series is divided into three modules and a [Spanish-language version](#) of the three modules was recently launched in January 2023:

- Module 1: Federal Grant Basics
- Module 2: Notice of Award, Award Budget, and Subrecipients

- Module 3: Federal Grant Management

In addition, the CDC Foundation established the Capacity Building Assistance (CBA) team using a CDC federal cooperative agreement award during the COVID-19 pandemic. The team provides technical assistance, training, information sharing, technology transfer, materials development and, in some cases, funding to CBOs. The CBA team topical service areas include health equity, organizational capacity building, health communication and education, partnership building, and COVID-19 vaccination concerns.

As of September 28, 2022, the CBA team reached over 10,300 participants through their webinar series; provided 177 cases of hands-on capacity building assistance to 173 organizations; and supported the establishment of 173 partnerships between CBOs and public health departments. The top three regions where the CBA team provided support were the Mid-Atlantic (DE, DC, MD, PA, VA, WV) with 55 cases and the Upper Midwest (IL, IN, MI, MN, OH, WI) with 42 cases, and a region including NJ, NY, PR and the VI (24 cases).

The CDC Foundation is continuing to help build the capacity of community-based organizations by producing a series of successful webinars, a bi-monthly newsletter and special alert emails, creating a dedicated webpage featuring sharable resources in culturally-appropriate formats from trusted sources; providing direct technical assistance and CBA to CBOs through one-on-one support; and connecting organizations to each other and to local health departments and subject matter experts to facilitate partnerships.

4.b. Staff Experience/Qualifications

The CDC Foundation will implement this program under the following leadership team:

Ex. 6 Personal Privacy (PP) joined the CDC Foundation in February 2016 as **Ex. 6 Personal Privacy (PP)** following her role as **Ex. 6 Personal Privacy (PP)**. **Ex. 6 Personal Privacy (PP)** Prior to the CDC Foundation, **Ex. 6 Personal Privacy (PP)** oversaw key activities and technical assistance at CDC supporting the nation's health departments and the public health system. Throughout the 2014–15 Ebola epidemic, she served as senior advisor for the domestic response. During her tenure as the state health commissioner for Indiana, she served as president of the Association of State and Territorial Health Officials through the H1N1 pandemic. **Ex. 6 Personal Privacy (PP)** is a member of the Milken Institute's Public Health Advisory Board, the COVID Collaborative, the Advisory Council of the Pandemic Action Network and the APHA Alliance for Disease Prevention and Response. Additionally, she was appointed by Gov. Holcomb to co-chair a public health commission aimed at modernizing the public health system in Indiana; serves as a member of the World Health Organization Foundation's Advisory group and on the executive committee of Woman of Impact; and is a member of the Atlanta Rotary Club.

Ex. 6 Personal Privacy (PP)
Ex. 6 Personal Privacy (PP) She joined the CDC Foundation in 2015 and is responsible for the overall leadership and management of domestic

and global crisis, disaster and preparedness programs. Notably, she is leading the COVID-19 response where she has the oversight of more than 350 domestic and international programs. Also, she oversaw all community-based organizations grant work during the COVID-19 response and continues to do so now. In addition, she was responsible for the implementation of the opioid surge project, where she hired and managed more than 80 remote field employees to build workforce capacity in 13 states. She managed more than \$60 million in donations to meet critical needs and public health activities in response to the Zika epidemic in several territories and countries. In her role, [Ex. 6 Personal Privacy (PP)] leads strategic planning, partnership management, budget development and program implementation and evaluation to ensure maximum coordination of resources and efforts in emergency responses.

Ex. 6 Personal Privacy (PP)

[Ex. 6 Personal Privacy (PP)] She joined the CDC Foundation from the CDC in 2014. She currently leads

Ex. 6 Personal Privacy (PP)

[Ex. 6 Personal Privacy (PP)] a portfolio of over \$30 million. During COVID-19, [Ex. 6 Personal Privacy (PP)] led the strategic project management of the COVID-19 grantmaking portfolio to more than 100 CBOs across the country. In addition, her projects focus on homelessness, accessibility, community violence prevention, individuals with disabilities and other topics. She has worked in other emergency response projects including Zika, hurricane response and Ebola as well as noninfectious disease efforts such as cardiovascular health and global drowning prevention. In her role, she manages federal and nonfederal funding, contributes to proposal development, program implementation and dissemination.

Ex. 6 Personal Privacy (PP)

[Ex. 6 Personal Privacy (PP)] joined the CDC Foundation in 2021, following her role as [Ex. 6 Personal Privacy (PP)]

[Ex. 6 Personal Privacy (PP)] She has more than 15 years' experience of Federal pre-award and post-award grants management, including subrecipient payment process development and maintenance, as well as sub-recipient monitoring. [Ex. 6 Personal Privacy (PP)] has also worked as the Associated Vice President of Finance/Controller and interim Chief Financial Officer for Clark Atlanta University as well as the Manager of Accounting Policy and Compliance for AT&T. She is a member of the Boys and Girls Club of Metropolitan Atlanta Board of Directors, has served on the Dekalb Brilliance Academy Advisory Board and the YMCA of the USA- African American Resource Network Steering Committee, as well as served on the Board of Directors and Finance Committee for It's the Journey, Inc. and the Cam Newton Foundation Advisory Board.

Under [Ex. 6 Personal Privacy (PP)] leadership, the CDC Foundation's Finance and Accounting team has vast experience in all aspects of accounting and finance including general accounting, accounts payable, accounts receivable, treasury, financial reporting, regulatory compliance, enterprise risk management, and auditing for both Fortune 500 and nonprofit entities. [Ex. 6 Personal Privacy (PP)], the Senior Director of Accounting and Reporting, is a licensed CPA with 18 years of experience, including five years in Federal pre-award and post-award grants management. She is responsible for federal accounting and accounts payable. [Ex. 6 Personal Privacy (PP)], Senior Director of Finance, has 30 years of experience in accounts payable, accounts receivable, financial reporting, treasury, and financial planning and analysis. Her team is responsible for the

organization's federal budgeting and analysis, including the tracking of Federal project spending and CBO financial risk analysis.

The CDC Foundation also has an existing Federal Grants and Vendor Management department responsible for managing all aspects of the grant lifecycle from pre-award through closeout. This includes coordinating all federal reporting requirements and ensuring that the terms and conditions of the federal award are met. Additionally, this department oversees procurement activities, completes required due diligence and third-party risk management, and conducts comprehensive compliance monitoring. **Ex. 6 Personal Privacy (PP)** brings more than 20 years of experience managing federal funding and oversees a team of a Procurement Manager, a Risk Manager, and Compliance Monitors that bring a depth and breadth of experience to the organization. This proven model will be scaled and adapted, as budgeted, to meet the specific needs of the EJ TCGM project.

Ex. 6 Personal Privacy (PP) brings more than 25 years working at the intersection of health care delivery and management, public policy, and public health fields. In her role, she partners with the CDC Foundation's other senior leaders to develop and drive strategic efforts with an explicit focus on addressing systemic racism and other structural inequities and their impact on vulnerable populations' health, wellbeing, and resiliency. **Ex. 6 Personal Privacy (PP)** joined the Foundation from FSG, one of the world's leading social impact consulting firms, where she served as co-CEO, partnering with community, social sector, public sector, health care, public health, and philanthropy leaders, including in place-based collaborations. **Ex. 6 Personal Privacy (PP)** experience in federal and state government includes roles as the medical director and interim commissioner of the Massachusetts Department of Public Health, a policy analyst in the Office of Inspector General for the U.S. Department of Health and Human Services and as a W.T. Grant Health Policy Fellow in the office of the Massachusetts Speaker of the House. Her clinical experience includes serving as the director of Inpatient Pediatrics at Boston Medical Center, an urban safety net hospital. She has published extensively in peer-reviewed literature on health equity and the implication of social policies on child and family wellbeing. She has also served on numerous national and state public health advisory committees.

4.c. Expenditure of Awarded Grant Funds

The CDC Foundation has 28 years of experience successfully managing all aspects of federal funding. Specifically, the CDC Foundation has managed federal funding to CBOs supporting them across a variety of public health issues including COVID-19, HIV, veteran suicide, and more. Since 2020, we have managed over \$100 million in subawards to over 400 CBOs. To date, we have distributed all 2,300 unique due payments to CBOs, totaling over \$93 million.

The CDC Foundation will provide grant administration and oversight for the project, working closely with CDC, EPA and the Participatory Governance Council to coordinate the program as well as provide administrative and financial activities including:

- Convening meetings between program partners
- Preparing agreements with all partner organizations

- Hiring consultants and contractors, as needed
- Administering and tracking project budgets and activities
- Processing program invoices and arranging payment to personnel and contractors
- Serving as a key collaborator between organizations and across subject matters
- Providing timely reporting on project progress to donors and key partners
- Communicating with partners and networks to share project updates and results
- Assuring compliance with generally accepted accounting and business practices
- Maintaining appropriate oversight and monitoring of CBO awardee activities to ensure alignment with the goals and objectives of the program
- Ensuring that all expenditures comply with federal requirements under 2 CFR Part 200

If awarded, the CDC Foundation will provide timely administration and management oversight to ensure that the project objectives, goals, outputs and outcomes, are met as intended. In addition, the Foundation will complete all financial and programmatic reporting requirements and ensure the drawdown of authorized expenditures will occur on a timely basis.

The CDC Foundation has an established process for expediting payments to CBOs. Upon subrecipient selection and agreement execution, the Finance team creates a purchase order for the total award amount within NetSuite. For cost reimbursable agreements, the Finance team schedules payments against the established purchase order once invoices and required supplemental documentation are provided. To ensure timely payments to project subrecipients, payments will be made immediately upon receipt of satisfactory documentation. Should certain CBOs need up-front payments due to limited capacity, payments can be scheduled at agreement execution once the purchase order has been generated.

Past Performance

5.a. List of Federally Funded and/or Non-federally funded Assistance Agreements and Reporting History

Strengthening Workforce Capacity of Jurisdictions and Community-Based Organizations to Address COVID-19 Response Needs—August 1, 2022–July 31, 2023

Summary: \$62,977,737 from CDC allows the CDC Foundation to prioritize continued support for jurisdictional workforce within communities across the country by retaining a selection of field staff in response to continued public health needs. Our aim is to document and address barriers that continue to limit jurisdictional capacity to maintain adequate workforce needs independently. Among jurisdictions with alternative options available, we will facilitate a responsible transition of field staff to more sustainable workforce mechanisms through partnerships among jurisdictions, state and federal agencies, and community-based organizations. By actively supporting partnership building needs and leading discussions to identify alternative workforce mechanisms, we aim to increase engagement across sectors to recognize and help support continued workforce needs. Additionally, we propose to further evaluate the successes of this workforce program along with both the barriers and opportunities still faced in building public health workforce capacity, building a foundation of data, stories and lessons learned to help inform future workforce pipeline solutions. Lastly, the CDC Foundation proposes to sustain the impact of the public health workforce by establishing

an alumni engagement network and associated website to continue to serve as a space for staff to convene online beyond their employment. The CDC Foundation is currently on track to meet all deliverables and complete this project.

Partnering for Vaccine Equity (P4VE) program—April 30, 2021–April 29, 2022

Summary: \$25,600,000 from CDC allowed the CDC Foundation to serve as a national grantmaker providing grants of \$50K–\$100K to CBOs for COVID-19 health communication and community engagement. They also partnered with social media organizations to address vaccine misinformation and myths. As a result, 100 CBOs in 34 states across the United States vaccinated 64,000+ community members against COVID-19; equipped and trained 22,300+ messengers; and developed 500+ new partnerships with other CBOs, vaccine providers and medical clinics, trained 14,795 influential messengers, hosted or supported 3,689 events, reached 25.4 million people through all campaigns to promote vaccinations, supported 1,112 campaigns to promote vaccinations, established 677 vaccination sites in partnership with vaccine providers, administered 103,549 total COVID vaccines with 42,897 in target communities, administered 6,271 total influenza vaccines with 4,341 in target communities. Additionally, 187,467 individuals were directly impacted by all project activities, 2,802,824 individuals were reached by communication efforts, 78,106 COVID-19 vaccines were administered, 119,814 kits and PPE were distributed, 341 partnerships were formed with community organizations, and 118 jurisdictions were engaged. Interim and final reports were provided to the donor in a timely fashion. The CDC Foundation completed this project successfully. This project is planned for five years.

Local Community COVID Vaccine Partnerships—March 1, 2021–December 1, 2021

Summary: \$250,000 from Anthem Foundation allowed the CDC Foundation to provide grants up to \$33,000 to seven CBOs. Grant activities included COVID-19 education and outreach based on the needs of the local community to increase vaccine confidence and acceptance. As a result, by partnering with community health departments and organizations, grantees administered 8,457 COVID-19 vaccinations and reached more than 229,711 people with COVID-19 education and outreach materials to build vaccine confidence and dispel COVID-19 misinformation. The target audience was communities disproportionately impacted by the COVID-19 pandemic across the United States, including migrant farm workers, border communities, individuals experiencing homelessness and specific racial ethnic groups, like Latino, Native Hawaiian and Pacific Islander and African American populations. Both an interim and final report were provided to the donor in a timely fashion. The CDC Foundation completed this project successfully.

*References provided within the Table of Contents supplemental document

BUDGET INFORMATION - Non-Construction Programs

OMB Number: 4040-0006
Expiration Date: 02/28/2025

SECTION A - BUDGET SUMMARY

Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1. National Grantmaker Program	66.615	\$	\$	\$ 50,000,000.00	\$	\$ 50,000,000.00
2.						
3.						
4.						
5. Totals		\$	\$	\$ 50,000,000.00	\$	\$ 50,000,000.00

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SECTION B - BUDGET CATEGORIES

6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY				Total (5)
	(1)	(2)	(3)	(4)	
	National Grantmaker Program				
a. Personnel	\$ 6,029,489.17	\$	\$	\$	\$ 6,029,489.17
b. Fringe Benefits	1,427,721.69				1,427,721.69
c. Travel	2,641,980.00				2,641,980.00
d. Equipment					
e. Supplies	180,242.00				180,242.00
f. Contractual	8,765,868.01				8,765,868.01
g. Construction					
h. Other	27,365,043.96				27,365,043.96
i. Total Direct Charges (sum of 6a-6h)	46,410,344.83				\$ 46,410,344.83
j. Indirect Charges	3,589,655.17				\$ 3,589,655.17
k. TOTALS (sum of 6i and 6j)	\$ 50,000,000.00	\$	\$	\$	\$ 50,000,000.00
7. Program Income	\$	\$	\$	\$	\$

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SECTION C - NON-FEDERAL RESOURCES						
(a) Grant Program		(b) Applicant	(c) State	(d) Other Sources	(e)TOTALS	
8.	National Grantmaker Program	\$	\$	\$	\$	
9.						
10.						
11.						
12. TOTAL (sum of lines 8-11)		\$	\$	\$	\$	
SECTION D - FORECASTED CASH NEEDS						
		Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal		\$ 16,666,666.67	\$ 4,166,666.67	\$ 4,166,666.67	\$ 4,166,666.67	\$ 4,166,666.66
14. Non-Federal		\$				
15. TOTAL (sum of lines 13 and 14)		\$ 16,666,666.67	\$ 4,166,666.67	\$ 4,166,666.67	\$ 4,166,666.67	\$ 4,166,666.66
SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT						
(a) Grant Program		FUTURE FUNDING PERIODS (YEARS)				
		(b)First	(c) Second	(d) Third	(e) Fourth	
16.	National Grantmaker Program	\$ 16,666,666.67	\$ 16,666,666.67	\$	\$	
17.						
18.						
19.						
20. TOTAL (sum of lines 16 - 19)		\$ 16,666,666.67	\$ 16,666,666.67	\$	\$	
SECTION F - OTHER BUDGET INFORMATION						
21. Direct Charges:		46410344.82	22. Indirect Charges:		3589655.17	
23. Remarks:		The CDC Foundation has applied our HHS NICRA rate of 16 percent for indirect charges. Our NICRA agreement has been attached for review.				

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Manifest for Grant Application # GRANT13927380

Grant Application XML file (total 1):

1. GrantApplication.xml. (size 29731 bytes)

Forms Included in Zip File(total 6):

1. Form ProjectNarrativeAttachments_1_2-V1.2.pdf (size 16047 bytes)
2. Form SF424A-V1.0.pdf (size 22947 bytes)
3. Form EPA4700_4_5_0-V5.0.pdf (size 40465 bytes)
4. Form OtherNarrativeAttachments_1_2-V1.2.pdf (size 15931 bytes)
5. Form SF424_4_0-V4.0.pdf (size 23872 bytes)
6. Form EPA_KeyContacts_2_0-V2.0.pdf (size 37364 bytes)

Attachments Included in Zip File (total 12):

1. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1244-APPENDIX A Partnership Map.pdf application/pdf (size 118067 bytes)
2. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1241-APPENDIX G EPA EJ TCGM Letters of Support.pdf application/pdf (size 1973831 bytes)
3. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1236-APPENDIX D EPA National Grantmaker Budget Summary Sheet.pdf application/pdf (size 213267 bytes)
4. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1238-APPENDIX H ResumesCVs.pdf application/pdf (size 744388 bytes)
5. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1242-Indirect Cost Rate.pdf application/pdf (size 227185 bytes)
6. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1237-APPENDIX E EPA EJ TCGM Budget Narrative.pdf application/pdf (size 417013 bytes)
7. ProjectNarrativeAttachments_1_2 ProjectNarrativeAttachments_1_2-Attachments-1235-Table of Contents.pdf application/pdf (size 108907 bytes)
8. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1243-EPA_Preaward Compliance Review Report.pdf application/pdf (size 1229077 bytes)
9. ProjectNarrativeAttachments_1_2 ProjectNarrativeAttachments_1_2-Attachments-1234-EPA TC National Grantmaker Workplan.pdf application/pdf (size 316420 bytes)
10. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1240-APPENDIX B Gantt Chart of Activities.pdf application/pdf (size 441794 bytes)
11. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1245-APPENDIX C Sample Subgrant Project Proposal Guidance Sheet.pdf application/pdf (size 283622 bytes)
12. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1239-APPENDIX F Logic Model.pdf application/pdf (size 229600 bytes)

Request for Proposal Information

RFP: Environmental Justice Thriving Communities Grantmaking Program

CDC Foundation Contact

Name

Title

Email

If you have questions or require any accommodation based on disability, language or digital access needs, please reach out to the CDC Foundation Contact. We also welcome any feedback about the RFP's clarity and process.

A. OPPORTUNITY OVERVIEW

The CDC Foundation seeks subrecipients to participate in the CDC Foundation's Environmental Justice Thriving Communities Grantmaking Program (EJTGM). This program is an initiative of the Environmental Protection Agency (EPA) to support small, resource-constrained community-based nonprofit organizations (CBOs) to support underserved communities and marginalized populations. These grants are intended to support environmental justice work that aligns with three phases, outlined below. Subgrants may address a wide range of environmental issues and consist of a variety of project types including (but not limited to) the following:

- Air quality & asthma
- Fence line air quality monitoring
- Monitoring of effluent discharges from industrial facilities
- Water quality & sampling
- Small cleanup projects
- Improving food access to reduce vehicle miles traveled
- Stormwater issues and green infrastructure
- Lead and asbestos contamination
- Pesticides and other toxic substances
- Healthy homes that are energy/water use efficient and not subject to indoor air pollution
- Illegal dumping activities, such as education, outreach, and small-scale clean-ups
- Emergency preparedness and disaster resiliency
- Environmental job training for occupations that reduce greenhouse gases and other air pollutants
- Environmental justice training for youth

In addition to funding support, the CDC Foundation intends to provide robust technical assistance in evaluation and implementation, creating ample opportunities for learning and networking with and from peers in the same cohort via webinars, peer networking calls, and individualized technical assistance.

B. SCOPE OF WORK

The purpose of this request for proposal (RFP) is to identify subrecipients to participate in the EJTCGM program. Applications may address person-level (health behaviors, health knowledge), built environment-level (air, water, shelter, environment, temperature), or community-level (readiness, culture).

Phase I (Assessment): Phase I subgrants are intended for CBOs to gather information, assess the environmental and public health concerns, and understand the problem as a first step to addressing the environmental justice needs and work. Generally, these grants will be up to \$150,000 and will have a one-year implementation period. Example activities that would be supported during this phase include but are not limited to, sampling, testing, monitoring, surveys and studies and public education.

Phase II (Planning): Phase II subgrants are intended for CBOs that already understand the environmental issue and are ready to formulate a community-wide plan to address those issues. During Phase II subrecipients will be expected to engage and build key partnerships with community stakeholders, as well as developing the community-wide plan to address those issues. This may also include conducting training activities for community organizations and community members to bring awareness of the environmental justice issues. These grants will be up to \$250,000 each and will have a 1-2 year implementation period.

Phase III (Project Development): Phase III subgrants are for CBOs that have both a developed local understanding of the environmental or public health issue and have already formulated a plan or are ready to develop the technical aspects of the project. This work will include both ensuring the community-wide plan is feasible and implementing that plan. Examples of this work may include getting permits in place to implement an environmental project, developing blueprints for construction or cleanup projects, among other options. The Phase III grant periods are up to two years and will receive \$350,000.

Applicants may apply for phases individually or may opt to apply for a two-year project for both phases one and two (maximum implementation time will be two years, with up to \$400,000 to the organization). The CDC Foundation may opt to only fund one phase if two are proposed.

Deliverables/Expectations:

- Scheduled meetings with CDC Foundation team
- Bi-monthly progress reports
- Periodic detailed financial reports on expenditures
- Final narrative report on findings and recommendations

C. HOW TO APPLY

Submit via Smartsheet Form:

Please click the following link to complete the RFP.

RFP Link: [CLICK TO SUBMIT APPLICATION](#)

For those that are unable to submit via Smartsheet, there are alternative options for submission. Please reach out to the CDC Foundation Point of Contact to request accommodation such as a fillable work document.

Budget Guidance

Budgets will be evaluated based on allowability and feasibility. Project fees will be paid in a combination of fixed price fees and cost reimbursable fees, based on the identified project plan and organizational needs and capacity.

D. TIMELINE

Applications for this opportunity will be accepted on a rolling basis. Based on implementation timelines, RFP and implementation dates are identified below.

Phase*	RFP Open Period	Last day to start implementation	Last day to complete program implementation
Phase I	May 2024	January 2025	January 2026
Phase II	June 2024	November 2024 (for 2-year projects) November 2025 (for 1-year projects)	November 2026
Phase III	July 2024	November 2024	November 2026

*For phase descriptions, see Overview.

The CDC Foundation will review applications on an ongoing basis, frequently updating a Frequently Asked Questions (FAQ) document that will be housed online.

E. REVIEW CRITERIA

All proposals received will be reviewed and taken into consideration. Highest scoring applications will consider changes in knowledge, behavior and conditions. The following Review Criteria will be utilized:

Phase I:

Category (Weight)	Considerations	Total Weight Percentage by Category
Proposal Scope (40pts) *References will be considered	<ul style="list-style-type: none"> • Identification of need in community • Reasonable project plan focused on assessment 	40%
Community Engagement and Partnership Building (20pts) *References will be considered	<ul style="list-style-type: none"> • Experience engaging with community members in areas related to public health or environment • Experience building partnerships with other relevant organizations in the community or regionally 	20%
Budget (20pts)	<ul style="list-style-type: none"> • Cost-effectiveness • Detailed budget justification • Realistic and reasonable 	20%
Submission of proposal (20pts)	<ul style="list-style-type: none"> • Communication • Visuals • Organization • Interest and enthusiasm for position 	20%
Total		100%

Phase II:

Category (Weight)	Considerations	Total Weight Percentage by Category
Proposal Scope (40pts) *References will be considered	<ul style="list-style-type: none"> • Identification of need in community, including existing supporting data or assessments • Reasonable project plan to identify a community-wide plan addressing the issues • Demonstrated experience managing grants of this scale 	40%
Community Engagement and Partnership Building (20pts) *References will be considered	<ul style="list-style-type: none"> • Experience engaging with community members in areas related to public health or environment • Experience building partnerships with other relevant organizations in the community or regionally • Plan for community engagement (e.g., other organizations, community-level buy-in, or local government) 	20%
Budget (20pts)	<ul style="list-style-type: none"> • Cost-effectiveness • Detailed budget justification • Realistic and reasonable 	20%
Submission of proposal (20pts)	<ul style="list-style-type: none"> • Communication • Visuals • Organization • Interest and enthusiasm for position 	20%
Total		100%

Phase III:

Category (Weight)	Considerations	Total Weight Percentage by Category
Proposal Scope (40pts) *References will be considered	<ul style="list-style-type: none"> • Identification of need in community, including existing supporting data or assessments and developed community-wide plan to address issues • Reasonable project plan to identify a community-wide plan addressing the issues • Demonstrated experience managing grants of this scale 	40%
Community Engagement and Partnership Building (20pts) *References will be considered	<ul style="list-style-type: none"> • Experience engaging with community members in areas related to public health or environment • Experience building partnerships with other relevant organizations in the community or regionally • Plan for community engagement (e.g., other organizations, community-level buy-in, or local government) • Demonstrated community buy-in from multiple sectors and willingness to formalize partnerships (e.g., letters of support) 	20%
Budget (20pts)	<ul style="list-style-type: none"> • Cost-effectiveness • Detailed budget justification • Realistic and reasonable 	20%
Submission of proposal (20pts)	<ul style="list-style-type: none"> • Communication • Visuals • Organization • Interest and enthusiasm for position 	20%
Total		100%

F. ELIGIBILITY CRITERIA AND APPLICATION CHECKLIST

Eligible Subrecipients are as follows:

- Nonprofit organizations
- Community-based and grassroots nonprofit organizations
- Philanthropic and civic organizations with nonprofit status
- Tribal governments (both federally recognized and state-recognized) and intertribal consortia (i.e., a partnership between two or more tribes that work together to achieve a common objective.)
- Native American Organizations (includes Indian groups, cooperatives, nonprofit corporations, partnerships, and associations that have the authority to enter into legally binding agreements)
- US Territories
- Freely Associated States (FAS) – including local governmental entities and local nonprofit organizations in the Federated States of Micronesia, the Republic of the Marshall Islands, and Palau

Ineligible Subrecipients include:

- Individuals
- For profit businesses
- State governments

Application Checklist:

- ✓ EIN Number (link to guidance document)
- ✓ Tax Forms

Year 1 Activities (February 1, 2024 - January 31, 2025)												
Performance Period: February 1, 2024 - January 1, 2027												
	February	March	April	May	June	July	August	September	October	November	December	January
Kickoff call with EPA and regional grantmakers to discuss program												
Establish meeting cadence with regional grantmakers												
Design national evaluation and tracking system												
Coordinate national outreach and RFA dissemination plan												
Implement national outreach and communications campaign												
In-person visits to communities, as needed												
Develop & disseminate RFA FAQ documents, webinars, tutorials etc.												
Coordinate with national and regional TCTACs												
Coordinate with Brownfields Technical Assistance Centers and EPA Environmental Finance Centers												
Develop data collection templates and processes for evaluation												
Hire contractor and develop resource hub												
Develop Phase I process, guidance and RFA announcement												
Phase I RFA released												
Monthly office hours to answer questions about phase I RFA												
Phase I RFA review and acceptance of applications on rolling basis												
Ongoing project management of Phase I awards												
Develop Phase II process, guidance and RFA announcement												
Phase II RFA released												
Monthly office hours to answer questions about phase II RFA												
Phase II RFA review and acceptance of applications on rolling basis												
Ongoing project management of Phase II awards												
Develop Phase III process, guidance and RFA announcement												
Phase III RFA released												
Monthly office hours to answer questions about phase III RFA												
Phase III RFA review and acceptance of applications on rolling basis												
Ongoing project management of Phase III awards												
Develop noncompetitive award process, guidance and RFA announcement												
Noncompetitive Awards released												
Monthly office hours for noncompetitive awards												
Noncompetitive award application review and acceptance on rolling basis												

	Planning Phase and Project Management
	Phase I (February 2024-January 2026)
	Phase II (April 2024-November 2026)
	Phase III (March 2024 - November 2026)
	Noncompetitive Awards (November 2024-November 2026)
	Post Project Phase and Closeout

Year 2 Activities (February 1, 2025 - January 31, 2026)												
Performance Period: February 1, 2024 - January 1, 2027												
	February	March	April	May	June	July	August	September	October	November	December	January
Implement national outreach and communications plan												
In-person visits to communities, as needed												
Develop & dissemination RFA FAQ documents, webinars, tutorials etc.												
Ongoing coordination with Brownfields Technical Assistance Centers, Brownfields Technical Assistance Centers and EPA Environmental Finance Centers, and EPA Environmental Finance Centers												
Ongoing project management of Phase I awards												
Phase I projects closeout												
Phase II RFA review and acceptance of applications on rolling basis												
Monthly office hours to answer questions about phase II RFA												
Ongoing project management of Phase II awards												
Ongoing project management of Phase III awards												
Monthly office hours to answer questions about noncompetitive awards												
Noncompetitive award application review and acceptance on rolling basis												
Ongoing project management of noncompetitive awards												

	Planning Phase and Project Management
	Phase I (February 2024-January 2026)
	Phase II (April 2024-November 2026)
	Phase III (March 2024 - November 2026)
	Noncompetitive Awards (November 2024-November 2026)
	Post Project Phase and Closeout

Year 3 Activities (February 1, 2026 - January 31, 2027)												
Performance Period: (February 1, 2026 - January 31, 2027)												
	February	March	April	May	June	July	August	September	October	November	December	January
Implement national outreach and communications plan												
In-person visits to communities, as needed												
Ongoing coordination with Brownfields Technical Assistance Centers, Brownfields Technical Assistance Centers and EPA Environmental Finance Centers, and EPA Environmental Finance Centers												
Ongoing project management of Phase II awards												
Project close activities for Phase II awards												
Ongoing project management of Phase III awards												
Project close activities for Phase III awards												
Ongoing project management of noncompetitive awards												
Project close activities for noncompetitive awards												
Final evaluation activities												
Internal project close activities												

	Planning Phase and Project Management
	Phase I (February 2024-January 2026)
	Phase II (April 2024-November 2026)
	Phase III (March 2024 - November 2026)
	Noncompetitive Awards (November 2024-November 2026)
	Post Project Phase and Closeout



Preaward Compliance Review Report for All Applicants and Recipients Requesting EPA Financial Assistance

Note: Read Instructions before completing form.

I. A. Applicant/Recipient (Name, Address, City, State, Zip Code)

Name: Ntl Foundation for Cntrs for Disease Control and Prevention
Address: 600 Peachtree Street NE Suite 1000
City: Atlanta
State: GA: Georgia Zip Code: 30308

B. Unique Entity Identifier (UEI): F8TEFAQNZQH8

C. Applicant/Recipient Point of Contact

Name: Lauren Herren
Phone: Ex. 6 Personal Privacy (PP)
Email: lherren@cdcfoundation.org
Title: Director of Public Partnerships

II. Is the applicant currently receiving EPA Assistance? ☐ Yes ☒ No

III. List all pending civil rights lawsuits and administrative complaints filed under federal law against the applicant/recipient that allege discrimination based on race, color, national origin, sex, age, or disability. (Do not include employment complaints not covered by 40 C.F.R. Parts 5 and 7.)

N/A

IV. List all civil rights lawsuits and administrative complaints decided against the applicant/recipient within the last year that alleged discrimination based on race, color, national origin, sex, age, or disability and enclose a copy of all decisions. Please describe all corrective actions taken. (Do not include employment complaints not covered by 40 C.F.R. Parts 5 and 7.)

N/A

V. List all civil rights compliance reviews of the applicant/recipient conducted under federal nondiscrimination laws by any federal agency within the last two years and enclose a copy of the review and any decisions, orders, or agreements based on the review. Please describe any corrective action taken. (40 C.F.R. § 7.80(c)(3))

N/A

VI. Is the applicant requesting EPA assistance for new construction? If no, proceed to VII; if yes, answer (a) and/or (b) below.

☐ Yes ☒ No

a. If the grant is for new construction, will all new facilities or alterations to existing facilities be designed and constructed to be readily accessible to and usable by persons with disabilities? If yes, proceed to VII; if no, proceed to VI(b).

☐ Yes ☒ No

b. If the grant is for new construction and the new facilities or alterations to existing facilities will not be readily accessible to and usable by persons with disabilities, explain how a regulatory exception (40 C.F.R. 7.70) applies.

N/A

- VII. Does the applicant/recipient provide initial and continuing notice that it does not discriminate on the basis of race, color, national origin, sex, age, or disability in its program or activities? (40 C.F.R 5.140 and 7.95) ☒ Yes ☐ No
- a. Do the methods of notice accommodate those with impaired vision or hearing? ☒ Yes ☐ No
- b. Is the notice posted in a prominent place in the applicant's/recipient's website, in the offices or facilities or, for education programs and activities, in appropriate periodicals and other written communications? ☒ Yes ☐ No
- c. Does the notice identify a designated civil rights coordinator? ☐ Yes ☒ No
- VIII. Does the applicant/recipient maintain demographic data on the race, color, national origin, sex, age, or disability status of the population it serves? (40 C.F.R. 7.85(a)) ☒ Yes ☐ No
- IX. Does the applicant/recipient have a policy/procedure for providing meaningful access to services for persons with limited English proficiency? (Title VI, 40 C.F.R. Part 7, *Lau v Nichols* 414 U.S. (1974)) ☒ Yes ☐ No
- X. If the applicant is an education program or activity, or has 15 or more employees, has it designated an employee to coordinate its compliance with 40 C.F.R. Parts 5 and 7? Provide the name, title, position, mailing address, e-mail address, fax number, and telephone number of the designated coordinator.

Davida Collins, Director of Human Resources; 600 Peachtree Street NE Suite 1000, Atlanta, GA 30308;
dcollins@cdcfoundation.org; (T) (F)

- XI. If the applicant is an education program or activity, or has 15 or more employees, has it adopted grievance procedures that assure the prompt and fair resolution of complaints that allege a violation of 40 C.F.R. Parts 5 and 7? Provide a legal citation or applicant's/recipient's website address for, or a copy of, the procedures.

Yes. The CDC Foundation's Harassment policy is attached.

For the Applicant/Recipient

I certify that the statements I have made on this form and all attachments thereto are true, accurate and complete. I acknowledge that any knowingly false or misleading statement may be punishable by fine or imprisonment or both under applicable law. I assure that I will fully comply with all applicable civil rights statutes and EPA regulations.

A. Signature of Authorized Official

Lauren Herren

B. Title of Authorized Official

President and CEO

C. Date

06/30/2023

For the U.S. Environmental Protection Agency

I have reviewed the information provided by the applicant/recipient and hereby certify that the applicant/recipient has submitted all preaward compliance information required by 40 C.F.R. Parts 5 and 7; that based on the information submitted, this application satisfies the preaward provisions of 40 C.F.R. Parts 5 and 7; and that the applicant has given assurance that it will fully comply with all applicable civil rights statutes and EPA regulations.

A. *Signature of Authorized EPA Official

B. Title of Authorized Official

C. Date

General. Recipients of Federal financial assistance from the U.S. Environmental Protection Agency must comply with the following statutes and regulations.

Title VI of the Civil Rights Acts of 1964 provides that no person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance. The Act goes on to explain that the statute shall not be construed to authorize action with respect to any employment practice of any employer, employment agency, or labor organization (except where the primary objective of the Federal financial assistance is to provide employment). Section 13 of the 1972 Amendments to the Federal Water Pollution Control Act provides that no person in the United States shall on the ground of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under the Federal Water Pollution Control Act, as amended. Employment discrimination on the basis of sex is prohibited in all such programs or activities. Section 504 of the Rehabilitation Act of 1973 provides that no otherwise qualified individual with a disability in the United States shall solely by reason of disability be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance. Employment discrimination on the basis of disability is prohibited in all such programs or activities. The Age Discrimination Act of 1975 provides that no person on the basis of age shall be excluded from participation under any program or activity receiving Federal financial assistance. Employment discrimination is not covered. Age discrimination in employment is prohibited by the Age Discrimination in Employment Act administered by the Equal Employment Opportunity Commission. Title IX of the Education Amendments of 1972 provides that no person in the United States on the basis of sex shall be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance. Employment discrimination on the basis of sex is prohibited in all such education programs or activities. Note: an education program or activity is not limited to only those conducted by a formal institution. 40 C.F.R. Part 5 implements Title IX of the Education Amendments of 1972. 40 C.F.R. Part 7 implements Title VI of the Civil Rights Act of 1964, Section 13 of the 1972 Amendments to the Federal Water Pollution Control Act, and Section 504 of The Rehabilitation Act of 1973.

Items "Applicant" means any entity that files an application or unsolicited proposal or otherwise requests EPA assistance. 40 C.F.R. §§ 5.105, 7.25.

"Recipient" means any State or its political subdivision, any instrumentality of a State or its political subdivision, any public or private agency, institution, organizations, or other entity, or any person to which Federal financial assistance is extended directly or through another recipient, including any successor, assignee, or transferee of a recipient, but excluding the ultimate beneficiary of the assistance. 40 C.F.R. §§ 5.105, 7.25.

"Civil rights lawsuits and administrative complaints" means any lawsuit or administrative complaint alleging discrimination on the basis of race, color, national origin, sex, age, or disability pending or decided against the applicant and/or entity which actually benefits from the grant, but excluding employment complaints not covered by 40 C.F.R. Parts 5 and 7. For example, if a city is the named applicant but the grant will actually benefit the Department of Sewage, civil rights lawsuits involving both the city and the Department of Sewage should be listed. "Civil rights compliance review" means: any federal agency-initiated investigation of a particular aspect of the applicant's and/or recipient's programs or activities to determine compliance with the federal non-discrimination laws. Submit this form with the original and required copies of applications, requests for extensions, requests for increase of funds, etc. Updates of information are all that are required after the initial application submission. If any item is not relevant to the project for which assistance is requested, write "NA" for "Not Applicable." In the event applicant is uncertain about how to answer any questions, EPA program officials should be contacted for clarification.

**Preaward Compliance Review Report for
All Applicants and Recipients Requesting EPA Financial Assistance**

Note: Read Instructions before completing form.

This collection of information is approved by OMB under the Paperwork Reduction Act, 44 U.S.C. 3501 et seq. (OMB Control No. 2030-0020). Responses to this collection of information are required to obtain an assistance agreement (40 CFR Part 30, 40 CFR Part 31, and 40 CFR Part 33 for awards made prior to December 26, 2014, and 2 CFR 200, 2 CFR 1500, and 40 CFR Part 33 for awards made after December 26, 2014). An agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a currently valid OMB control number. The public reporting and recordkeeping burden for this collection of information is estimated to be 0.5 hours per response. Send comments on the Agency's need for this information, the accuracy of the provided burden estimates and any suggested methods for minimizing respondent burden to the Regulatory Support Division Director, U.S. Environmental Protection Agency (2821T), 1200 Pennsylvania Ave., NW, Washington, D.C. 20460. Include the OMB control number in any correspondence. Do not send the completed form to this address.

I. A. Applicant/Recipient (Name, Address, City, State, Zip Code)

Name: National Centers for Disease Control and Prevention, Inc.
Address: 600 Peachtree Street NE Suite 1000
City: Atlanta
State: Georgia Zip Code: 30308

B. Unique Entity Identifier (UEI): F8TEFAQNZQH8**C. Applicant/Recipient Point of Contact**

Name: Lauren Herren Phone: Ex. 6 - Personal Privacy (PP) Email: lherren@cdcfoundation.org
Title: Director of Public Partnerships

II. Is the applicant currently receiving EPA Assistance? ☐ Yes ☒ No**III. List all pending civil rights lawsuits and administrative complaints filed under federal law against the applicant/recipient that allege discrimination based on race, color, national origin, sex, age, or disability. (Do not include employment complaints, unless covered by 40 C.F.R. Parts 5 and 7.)**

N/A

IV. List all civil rights lawsuits and administrative complaints decided against the applicant/recipient within the last year that alleged discrimination under federal law based on race, color, national origin, sex, age, or disability and enclose a copy of all decisions. Please describe all corrective actions taken. (Do not include employment complaints, unless covered by 40 C.F.R. Parts 5 and 7.)

N/A

V. List all civil rights compliance reviews of the applicant/recipient conducted under federal nondiscrimination laws by any federal agency within the last two years and enclose a copy of the review and any decisions, orders, or agreements based on the review. Please describe any corrective action taken. (40 C.F.R. § 7.80(c)(3))

N/A

VI. Is the applicant requesting EPA assistance for new construction? If no, proceed to VII; if yes, answer (a) and/or (b) below.☐ Yes ☒ No**a. If the grant is for new construction, will all new facilities or alterations to existing facilities be designed and constructed to be readily accessible to and usable by persons with disabilities? If yes, proceed to VII; if no, proceed to VI(b).**☐ Yes ☒ No**b. If the grant is for new construction and the new facilities or alterations to existing facilities will not be readily accessible to and usable by persons with disabilities, explain how a regulatory exception (40 C.F.R. 7.70) applies.**

N/A

VII. Does the applicant/recipient provide initial and continuing notice that it does not discriminate on the basis of race, color, national origin, sex, age, or disability in its program or activities? (40 C.F.R. 5.140 and 7.95)☒ Yes ☐ No**a. Do the methods of notice accommodate those with impaired vision or hearing?**☒ Yes ☐ No**b. Is the notice posted in a prominent place on the applicant's/recipient's website, in the offices or facilities or, for education programs and activities, in appropriate periodicals and other written communications?**☒ Yes ☐ No**c. Does the notice identify a designated civil rights coordinator?**☐ Yes ☒ No

- VIII. Does the applicant/recipient maintain demographic data on the race, color, national origin, sex, age, or disability status of the population it serves? (40 C.F.R. 7.85(a)) ☒ Yes ☐ No
- IX. Does the applicant/recipient have a policy/procedure for providing meaningful access to services for persons with limited English proficiency? (Title VI, 40 C.F.R. Part 7, *Lau v Nichols* 414 U.S. 563 (1974)) ☒ Yes ☐ No
- X. If the applicant is an education program or activity, or has 15 or more employees, has it designated an employee to coordinate its compliance with 40 C.F.R. Parts 5 and 7? Provide the name, title, position, mailing address, e-mail address, fax number, and telephone number of the designated coordinator.

David Collins, Director of Human Resources; **Ex. 6 Personal Privacy (PP)** Atlanta, GA 30308; dcollins@cdcfoundation.org; (T) **Ex. 6 Personal Privacy (PP)** (F) **Ex. 6 Personal Privacy (PP)**

- XI. If the applicant is an education program or activity, or has 15 or more employees, has it adopted grievance procedures that assure the prompt and fair resolution of complaints that allege a violation of 40 C.F.R. Parts 5 and 7? Provide a legal citation or applicant's/recipient's website address for, or a copy of, the procedures.

Yes. The CDC Foundation's Harassment policy is included below.

For the Applicant/Recipient

I certify that the statements I have made on this form and all attachments thereto are true, accurate and complete. I acknowledge that any knowingly false or misleading statement may be punishable by fine or imprisonment or both under applicable law. I assure that I will fully comply with all applicable civil rights statutes and EPA regulations.

A. Signature of Authorized Official

DocuSigned by:
Monique S. Patrick
C2FAD2D397AC4F1...

B. Title of Authorized Official

Chief Operating Officer

C. Date

6/28/2023 | 11:24:24 AM

For the U.S. Environmental Protection Agency

I have reviewed the information provided by the applicant/recipient and hereby certify that the applicant/recipient has submitted all preaward compliance information required by 40 C.F.R. Parts 5 and 7; that based on the information submitted, this application satisfies the preaward provisions of 40 C.F.R. Parts 5 and 7; and that the applicant has given assurance that it will fully comply with all applicable civil rights statutes and EPA regulations.

A. Signature of Authorized EPA Official

B. Title of Authorized Official

C. Date

Instructions for EPA FORM 4700-4 (Rev. 04/2021)

General. Recipients of Federal financial assistance from the U.S. Environmental Protection Agency must comply with the following statutes and regulations.

Title VI of the Civil Rights Acts of 1964 provides that no person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance. The Act goes on to explain that the statute shall not be construed to authorize action with respect to any employment practice of any employer, employment agency, or labor organization (except where the primary objective of the Federal financial assistance is to provide employment). Section 13 of the 1972 Amendments to the Federal Water Pollution Control Act provides that no person in the United States shall on the ground of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under the Federal Water Pollution Control Act, as amended. Employment discrimination on the basis of sex is prohibited in all such programs or activities. Section 504 of the Rehabilitation Act of 1973 provides that no otherwise qualified individual with a disability in the United States shall solely by reason of disability be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance. Employment discrimination on the basis of disability is prohibited in all such programs or activities. The Age Discrimination Act of 1975 provides that no person on the basis of age shall be excluded from participation under any program or activity receiving Federal financial assistance. Employment discrimination is not covered. Age discrimination in employment is prohibited by the Age Discrimination in Employment Act administered by the Equal Employment Opportunity Commission. Title IX of the Education Amendments of 1972 provides that no person in the United States on the basis of sex shall be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance. Employment discrimination on the basis of sex is prohibited in all such education programs or activities. Note: an education program or activity is not limited to only those conducted by a formal institution. 40 C.F.R. Part 5 implements Title IX of the Education Amendments of 1972. 40 C.F.R. Part 7 implements Title VI of the Civil Rights Act of 1964, Section 13 of the 1972 Amendments to the Federal Water Pollution Control Act, and Section 504 of The Rehabilitation Act of 1973.

Items "Applicant" means any entity that files an application or unsolicited proposal or otherwise requests EPA assistance. 40 C.F.R. §§ 5.105, 7.25.

"Recipient" means any State or its political subdivision, any instrumentality of a State or its political subdivision, any public or private agency, institution, organizations, or other entity, or any person to which Federal financial assistance is extended directly or through another recipient, including any successor, assignee, or transferee of a recipient, but excluding the ultimate beneficiary of the assistance. 40 C.F.R. §§ 5.105, 7.25.

"Civil rights lawsuits and administrative complaints" means any lawsuit or administrative complaint alleging discrimination on the basis of race, color, national origin, sex, age, or disability pending or decided against the applicant and/or entity which actually benefits from the grant, but excluding employment complaints not covered by 40 C.F.R. Parts 5 and 7. For example, if a city is the named applicant but the grant will actually benefit the Department of Sewage, civil rights lawsuits involving both the city and the Department of Sewage should be listed. "Civil rights compliance review" means: any federal agency-initiated investigation of a particular aspect of the applicant's and/or recipient's programs or activities to determine compliance with the federal non-discrimination laws. Submit this form with the original and required copies of applications, requests for extensions, requests for increase of funds, etc. Updates of information are all that are required after the initial application submission. If any item is not relevant to the project for which assistance is requested, write "NA" for "Not Applicable." In the event applicant is uncertain about how to answer any questions, EPA program officials should be contacted for clarification.

1.3 POLICY AGAINST DISCRIMINATION, HARASSMENT AND RETALIATION

We are committed to creating a respectful, courteous work environment free of discrimination and harassment of any kind. The CDC Foundation is committed to taking all reasonable steps to prevent and address any discrimination and harassment. We will not tolerate harassment or discrimination by any employee, contractor, vendor, donor, partner, customer or visitor on the basis of actual or perceived race, color, creed, religion, national origin, ancestry, citizenship status, age, sex or gender (including pregnancy, childbirth, lactation and related medical conditions), gender identity or gender expression (including transgender status), sexual orientation, marital status, military service and veteran status, physical or mental disability, protected medical condition as defined by applicable state or local law, genetic information, or any other characteristic protected by applicable federal, state, or local laws and ordinances (referred to as “protected characteristics”). The CDC Foundation also prohibits retaliation as defined below.

The CDC Foundation is committed to a workplace free of discrimination, harassment and retaliation. These behaviors are unacceptable in the workplace and in any work-related settings such as business trips and CDC Foundation sponsored social functions, regardless of whether the conduct is engaged in by a supervisor, co-worker, client, customer, vendor or other third party. In addition to being a violation of this policy, discrimination, harassment or retaliation based on any protected characteristic as defined by applicable federal, state, or local laws and

ordinances also is unlawful. For example, sexual harassment and retaliation against an individual because the individual filed a complaint of sexual harassment or because an individual aided, assisted or testified in an investigation or proceeding involving a complaint of sexual harassment as defined by applicable federal, state, or local laws and ordinances are unlawful.

Definition of Discrimination

Discrimination under this policy generally means treating differently or denying or granting a benefit to an individual because of the individual's actual or perceived protected characteristic.

Definition of Harassment

Harassment generally is defined in this policy as unwelcome verbal, visual or physical conduct that denigrates or shows hostility or aversion towards an individual based on or because of any actual or perceived protected characteristic or when: 1) it has the purpose or effect of creating an intimidating, hostile or offensive working environment; 2) it has the purpose or effect of unreasonably interfering with an individual's work performance or 3) it otherwise adversely affects an individual's employment.

Harassment can be verbal (e.g., slurs, jokes, insults, epithets, gestures or teasing), visual (e.g., offensive posters, symbols, cartoons, drawings, computer displays, text messages, social media posts, or emails) or physical conduct (including physically threatening another or blocking someone's way). Such conduct violates this policy, even if it does not rise to the level of a violation of applicable federal, state, or local laws and ordinances. Because it is difficult to define harassment, employees are expected to behave at all times in a manner consistent with the intended purpose of this policy.

Definition of Sexual Harassment

Sexual harassment can include all of the above actions, as well as other unwelcome conduct, such as unwelcome or unsolicited sexual advances, requests for sexual favors, and other verbal, visual, or physical conduct of a sexual nature when:

- Submission to such conduct or those advances or requests is made either explicitly or implicitly a term or condition of an individual's employment;
- Submission to or rejection of such conduct or advances or requests by an individual is used as the basis for employment decisions affecting an individual or
- Such conduct or advances or requests have the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

Examples of conduct that violates this policy include:

- unwelcome flirtations, leering, whistling, touching, pinching, assault, brushing up against someone's body, blocking normal movement

- requests for sexual favors or demands for sexual favors in exchange for favorable treatment
- obscene or vulgar gestures, posters, or comments
- sexual jokes or comments about a person's body, sexual prowess, or sexual deficiencies
- propositions, or suggestive or insulting comments of a sexual nature
- derogatory cartoons, posters, and drawings
- sexually explicit e-mails or voicemails
- uninvited touching of a sexual nature
- unwelcome sexually related comments
- comments, inquiries, or gossip about one's own or someone else's sex life or sexual activities
- conduct or comments consistently targeted at only one gender, even if the content is not sexual
- teasing or other conduct directed toward a person because of the person's gender

Sexual or other forms of harassment of an employee by any CDC Foundation employee, supervisor or manager will not be tolerated. Moreover, sexual harassment by a non-employee (vendor or supplier, etc.) is also prohibited and will not be tolerated. Any claim of sexual harassment should be reported immediately.

Definition of Retaliation

Retaliation means adverse conduct taken because an individual reported an actual or perceived violation of this policy, opposed practices prohibited by this policy, or participated in the reporting and investigation process described below. "Adverse conduct" includes but is not limited to: any action that would discourage or keep an individual from reporting discrimination, harassment or retaliation; shunning and avoiding an individual who reports discrimination, harassment or retaliation; express or implied threats or intimidation intended to prevent an individual from reporting discrimination, harassment or retaliation; and denying employment benefits because an applicant or employee reported discrimination, harassment or retaliation or participated in the reporting and investigation of discrimination, harassment or retaliation.

Reporting Procedure

The following steps have been put into place to ensure the work environment at the CDC Foundation is respectful, professional, and free of discrimination, harassment and retaliation. The CDC Foundation encourages all employees and volunteers to immediately report any incidents of conduct believed to be a violation of this policy so complaints can be investigated and responded to quickly. Reports should be made to any of the following individuals: Immediate Supervisor, Human Resources Director or General Counsel. Written complaints can be submitted internally using the form provided with this policy. If the employee makes a

complaint under this policy and has not received an initial response within five (5) business days, the employee should contact the President immediately.

Every supervisor who learns of any employee's concern about conduct in violation of this policy or our Equal Employment Opportunity Policy, whether in a formal complaint or informally, or who otherwise is aware of conduct in violation of this policy, or our Equal Employment Opportunity Policy must immediately report the issues raised or conduct to the Human Resources Director or General Counsel.

Investigation

All complaints will be promptly, fairly, and thoroughly investigated to ensure due process for all parties. To the extent possible, the CDC Foundation will endeavor to keep the reporting employee's concerns confidential. However, complete confidentiality may not be possible in all circumstances. Employees are required to cooperate in all investigations conducted pursuant to this policy. The investigation will be objective and comprehensive. All employees are expected to cooperate fully in any investigation.

During the investigation, the CDC Foundation generally will interview the complainant and the accused, conduct further interviews as necessary and review any relevant documents or other information. When the investigation ends, a determination will be made and the results will be shared with the complainant, the alleged harasser and other officials or CDC Foundation leadership, as appropriate.

The CDC Foundation will take corrective measures against any person who it finds to have engaged in conduct in violation of this policy, if the CDC Foundation determines such measures are necessary. These measures may include, but are not limited to, counseling, suspension, or immediate termination. Anyone, regardless of position or title, whom the CDC Foundation determines has engaged in conduct that violates this policy will be subject to discipline, up to and including termination. This includes individuals engaging in discrimination, harassment or retaliation, as well as supervisors who fail to report violations of this policy, or knowingly allow prohibited conduct to continue. Individuals who engage in conduct that rises to the level of a violation of law can be held personally liable for such conduct.

The CDC Foundation cannot remedy claimed discrimination, harassment or retaliation unless employees bring these claims to the attention of management. Employees should immediately report any conduct they believe violates this policy.

Other Attachment File(s)

* Mandatory Other Attachment Filename: 1236-APPENDIX D EPA National Grantmaker Budget Sum

Add Mandatory Other Attachment

Delete Mandatory Other Attachment

View Mandatory Other Attachment

To add more "Other Attachment" attachments, please use the attachment buttons below.

Add Optional Other Attachment

Delete Optional Other Attachment

View Optional Other Attachment

CDC Foundation Environmental Justice Thriving Communities Grantmaking Program

BUDGET NARRATIVE

Budget Period: 02/01/2024 to 01/31/2027 (36 months)

Total Budget Amount: \$50,000,000

Salaries and Wages –\$6,029,489

In the below table, we provide the information required by the Budget Preparation Guidelines (Rev. 3/25/2013) as issued by Office of Grants Services (OGS) for all proposed employees:

The scope of responsibility for each position is described below:

Position	Name	FTE	Term (In Months)	Base	Total
Compliance Monitor		1	33	\$80,000.00	\$227,272.00
Compliance Monitor		1	33	\$80,000.00	\$227,272.00
Senior Communications Officer		1	36	\$100,000.00	\$309,090.00
Communications Officer		1	33	\$90,000.00	\$278,181.00
Senior Communications Officer		1	33	\$100,000.00	\$284,090.00
Program Director		1	36	\$150,000.00	\$463,635.00
Sr Program Mgr (1 per 15-20 CBOs)		1	36	\$125,000.00	\$386,362.50
Program Mgr (1 per 15-20 CBOs)		1	36	\$100,000.00	\$309,090.00
Program Mgr (1 per 15-20 CBOs)		1	36	\$100,000.00	\$309,090.00
Program Mgr (1 per 15-20 CBOs)		1	33	\$100,000.00	\$284,090.00
Program Mgr (1 per 15-20 CBOs)		1	33	\$100,000.00	\$284,090.00
Program Mgr (1 per 15-20 CBOs)		1	33	\$100,000.00	\$284,090.00
Program Services Coordinator		1	36	\$85,000.00	\$262,726.50
Senior Data Analyst		0.5	36	\$110,000.00	\$101,999.70
Program and Evaluation Specialist		1	36	\$90,000.00	\$278,181.00
Federal Grants Manager		1	36	\$85,000.00	\$262,726.50
Accounts Payable Clerk		1	33	\$55,000.00	\$156,249.50
Financial Compliance Analyst		1	33	\$85,000.00	\$241,476.50
Federal Budget Analyst		1	36	\$85,000.00	\$262,726.50
Federal Budget Analyst		1	36	\$85,000.00	\$262,726.50
IT Generalist		0.5	33	\$90,000.00	\$127,840.50
Climate and Health Lead		1	32	\$130,000.00	\$358,483.67

	TOTAL	6,029,489
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The scope of responsibility for each position is described below:

Compliance Monitor (TBD): The Federal Compliance Officer will ensure project performance is consistent with CDC Foundation and industry standards, keeps with accepted business practices and adheres to established policies and procedures. Her duties will include performing periodic project reviews, identifying and escalating potential compliance problems requiring review by leadership, developing risk management strategies to avoid non-compliance and filing compliance reports with regulatory bodies in accordance with applicable laws and regulations, OMB Uniform Guidance including Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards, as well as the terms of NOFO and project award.

Senior Communications Officer (TBD): The Senior Communications Officer leads and maintains strong relationships with internal and external stakeholders, including the CDC Foundation Programs, Internal Operations, and Communications departments and partners to develop project communication plans and ensure coordination of communication and CBO efforts across the Foundation. Develops and disseminates content across multiple media platforms including the CDC Foundation website and blog, project resource hub website, webinars, social media networks, email communications and publications.

Communications Officer (TBD): The Communications Officer builds and maintains strong relationships with internal and external stakeholders, including the CDC Foundation Programs, Internal Operations, and Communications departments and partners to develop project communication plans and ensure coordination of communication and CBO efforts across the Foundation. Develops and disseminates content across multiple media platforms including the CDC Foundation website and blog, project resource hub website, webinars, social media networks, email communications and publications.

Communications Specialist (TBD): The Communications Specialist works with partners to develop effective and cost-efficient opportunities for message planning, message development, and message delivery. Develops content for posting on various digital media outlets, ensuring consistency across communication channels, and working within federal requirements and guidelines. Leads the development and dissemination of clearly written, well-designed communication materials in a variety of formats, such as web content, blogs, posters, training materials, etc. Provides support for the clearance of developed materials as needed and briefings to management and partners.

Program Director (TBD): In coordination with other CDC Foundation leadership, responsible for leading issues management. Supervise Programs staff and provide oversight of the project monitoring and evaluation activities, required reporting and compliance. Engages with EPA leadership, prime partners and community-based organizations (CBOs) to facilitate the implementation of the program. This leadership position would be dedicated to overseeing the implementation of the program.

Senior Program Manager (TBD): The Senior Program Manager serves as the co-strategic project lead with the Program Director and manages implementation of program; serves as primary point of contact for EPA Project Officer and other project stakeholders; and reviews progress reports to EPA.

Program Manager (TBD): The Program Managers will serve as the CDC Foundation primary point of contact for up to 20 CBO subrecipients from selection to project close.

Program Services Coordinator (TBD): The Program Services coordinator will support and facilitate the internal operating procedures of recruitment, onboarding and offboarding; manage the tracking of resources/assets such as materials and equipment assigned to staff; and manage the Program Services Coordinators in managing staff requests for procurement and travel.

Senior Data Analyst (TBD): The Senior Data Analyst will provide data management support for data collection, social network analysis and stakeholder mapping, and data analysis from outreach through project close. Will be responsible for receiving data, processing, and cleaning data, and ensuring that data is available for ongoing reporting to EPA and final report.

Program and Evaluation Specialist: Program and Evaluation Specialist will support the impact and evaluation of the overall project including the development of a logic model, tracking to ensure that the project is on task in regards to outcomes, supporting the development of reports and writing up evaluation of impact.

Federal Grants Manager (TBD): Assure that the project is implemented in accordance with applicable laws and regulations, OMB Uniform Guidance including Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards as well as the terms of NOFO and project award. The Federal Grants Manager will also assure project performance is consistent with CDC Foundation and industry standards, keeps with accepted business practices and adheres to established policies and procedures. His/her duties will include performing periodic project reviews, identifying, and escalating potential compliance problems requiring review by leadership, developing risk management strategies to avoid non-compliance and filing compliance reports with regulatory bodies.

Accounts Payable Clerk (TBD): The AP Clerk will assist with accounting records and ledgers for all payments made to subrecipients within five-day requirements. The AP Clerk will record and keep documentation of all payment records.

Financial Compliance Analyst (TBD): The Financial Compliance Analyst will ensure the CDC Foundation complies with the Federal Finance laws and regulations, as well as continuously monitor rules and regulations for any changes. The analyst will monitor practices and policies in association with the project to maintain compliance and offer suggestions for how to make necessary modifications.

Federal Budget Analyst (TBD): A Federal Budget Analyst will apply federal budget guidelines in the formulation, analysis, execution, and review of the project budget along with entry and allocation of project related expenses. They will have knowledge of accounting, finance, federal operations and financial management.

IT Generalist (TBD): The IT Generalist will ensure that all equipment is active and working properly. In addition, the IT Generalist will be the point of contact for CBOs that need technical assistance throughout the grant project period. The IT Generalist will also support the development of the National Grantmaker Tracking system and all projects concepts that deal with technology.

Climate and Health Lead (TBD): The Climate and Health Lead will advise and coordinate the development of the National Grantmaker program, including strategies and activities in collaboration with the Program Director, EPA Project Officer, and CDC Foundation Program team. This involves collaborating with other Regional Grantmakers and all TCTACs to integrate climate and health strategies into the program design; identifying underserved and overburdened communities as it relates to environmental justice and climate health to ensure disproportionately affected communities receive equal opportunity; providing technical assistance to subrecipients throughout program implementation; provide leadership and

oversight to Programs team; advise on data collection and reporting as it relates to climate science and health.

Fringe Benefits – \$1,427,722

Consistent with updated standards at the CDC Foundation practice, fringe benefits have been calculated to account for all various line items including, tax withholding, retirement vesting/matching, and fixed cost benefits such as health, life, vision, etc.

Position	Name	Units	Rate	Fringe Base	Total
Compliance Monitor		1	25%	\$227,272.00	\$56,090.40
Compliance Monitor		1	25%	\$227,272.00	\$56,090.40
Senior Communications Officer		1	24%	\$309,090.00	\$74,235.39
Communications Officer		1	24%	\$278,181.00	\$66,461.77
Senior Communications Officer		1	23%	\$284,090.00	\$65,602.25
Program Director		1	22%	\$463,635.00	\$101,512.58
Sr Program Mgr (1 per 15-20 CBOs)		1	23%	\$386,362.50	\$87,873.98
Program Mgr (1 per 15-20 CBOs)		1	24%	\$309,090.00	\$74,235.39
Program Mgr (1 per 15-20 CBOs)		1	24%	\$309,090.00	\$74,235.39
Program Mgr (1 per 15-20 CBOs)		1	23%	\$284,090.00	\$65,602.25
Program Mgr (1 per 15-20 CBOs)		1	23%	\$284,090.00	\$65,602.25
Program Mgr (1 per 15-20 CBOs)		1	23%	\$284,090.00	\$65,602.25
Program Services Coordinator		1	24%	\$262,726.50	\$63,862.84
Senior Data Analyst		0.50	23%	\$169,999.50	\$39,845.41
Program and Evaluation Specialist		1	25%	\$278,181.00	\$68,779.95
Federal Grants Manager		1	24%	\$262,726.50	\$63,862.84
Accounts Payable Clerk		1	28%	\$156,249.50	\$44,200.59
Financial Compliance Analyst		1	24%	\$241,476.50	\$58,468.36
Federal Budget Analyst		1	24%	\$262,726.50	\$63,862.84
Federal Budget Analyst		1	24%	\$262,726.50	\$63,862.84
IT Generalist		0.5	24%	\$127,840.50	\$30,423.16
Climate and Health Lead		1	24%	\$358,483.67	\$77,408.58
				TOTAL	\$1,427,722

In accordance with the CDC Foundation's Negotiated Indirect Cost Rate Agreement (NICRA), fringe benefits will be specifically identified to each employee and charged, individually, under the resulting cooperative agreement as direct costs.

Consultant Costs - \$864,000

Below is a summary of proposed consultants, including estimated amounts for each:

Consultant Name	Total Consultant Amount
Participatory Governance Council	54,000.00
Participatory Governance Council	54,000.00
Participatory Governance Council	54,000.00
Participatory Governance Council	54,000.00
Participatory Governance Council	54,000.00
Senior Advisor (TBD)	297,000.00
Senior Federal Technical Advisor (TBD)	297,000.00
TOTAL	\$864,000

CONSULTANT 1-4	
1. Name of Consultant: Name of the consultant and description of qualifications	Participatory Governance Council Members (up to 5)
2. Organizational Affiliation: <i>Identify the organization affiliation of the consultant, if applicable</i>	TBD
3. Nature of Services to be Rendered: <i>Describe the services that will be provided, including specific tasks and deliverables.</i>	The Participatory Governance Council members will serve as an advisory board from program design and outreach through implementation. The selected members will also be invited to serve as reviewers, as needed, assuming they do not have conflicts of interest with any interested applicants.
4. Relevance of Service to the Project: Describe how the consultant's services relate to the accomplishments of the specific program objectives.	The Participatory Governance Council members will use their lived experience within overburdened and underserved communities as a basis for their expertise and advisement. This design will ensure the CDC Foundation's approach has diversity, equity and inclusion embedded in all aspects of the program.
5. Number of Days of Consultation: <i>Specify the total number of days of consultation. Used as basis for fee.</i>	The Participatory Governance Council will be in position for the entire period of performance (36 months), for a total of 1,095 days.
6. Expected Rate of Compensation: <i>Specify the rate of compensation for the consultant (e.g., rate per hour, rate per day). Include a</i>	The Participatory Governance Council members will work approximately 10 hours per month at a rate of \$150/hour for an expected total of \$1,500 per month or \$54,000 for the full period of performance (36 months).

<i>budget showing other costs, (e.g., travel, per diem, supplies, and other related expenses) and list a subtotal</i>	10 hours/month at \$150/hour = \$1,500/month \$1,500/month for 36 months = \$54,000
7. Method of Accountability: <i>Describe how the progress and performance of the consultant will be monitored. Identify who is responsible for supervising the consultant agreement.</i>	The Participatory Governance Council will meet with the Program Director and Executive Leadership team on a monthly basis to discuss program progress. The Program Director will manage the consultant agreement.
Total	\$54,000

CONSULTANT 5	
1. Name of Consultant: Name of the consultant and description of qualifications	Senior Advisor (TBD)
2. Organizational Affiliation: <i>Identify the organization affiliation of the consultant, if applicable</i>	TBD
3. Nature of Services to be Rendered: <i>Describe the services that will be provided, including specific tasks and deliverables.</i>	The Senior Advisor will provide guidance and recommendations to the Program Team and Executive Leadership on the project design and concept. In addition, the Senior Advisor would serve as a thought partner with the Program Director and support project concepts, partnership development and help stand up any advisory committees. In addition, the Senior Advisor will provide guidance to Regional Grantmakers as needed.
4. Relevance of Service to the Project: <i>Describe how the consultant's services relate to the accomplishments of the specific program objectives.</i>	The Senior Advisor will support the overall programmatic objectives of ensuring that the CDC Foundation implements and evaluates each phase throughout the duration of the project. In addition, the Senior Advisor will help establish the national evaluation and tracking framework. As well as ensure that the hardest to reach organizations are served by the end of the grant period.
5. Number of Days of Consultation: <i>Specify the total number of days of consultation. Used as basis for fee.</i>	The Senior Advisor will be in position for the entire period of performance (36 months), for a total of 1,095 days.

6. Expected Rate of Compensation: <i>Specify the rate of compensation for the consultant (e.g., rate per hour, rate per day). Include a budget showing other costs, (e.g., travel, per diem, supplies, and other related expenses) and list a subtotal</i>	<p>The Senior Advisor will work approximately 55 hours per month at a rate of \$150/hour for an expected total of \$8,250 per month or \$297,000 for the full period of performance (36 months).</p> <p>55 hours/month at \$100/hour = \$8,250/month \$8,250/month for 36 months = \$297,000</p>
7. Method of Accountability: <i>Describe how the progress and performance of the consultant will be monitored. Identify who is responsible for supervising the consultant agreement.</i>	<p>The Senior Advisor will meet with the Program Director and Executive Leadership team on a monthly basis to discuss program progress. The Program Director will manage the consultant agreement.</p>
Total	\$297,000

CONSULTANT 6

1. Name of Consultant: <i>Name of the consultant and description of qualifications</i>	Senior Federal Technical Advisor (TBD)
2. Organizational Affiliation: <i>Identify the organization affiliation of the consultant, if applicable</i>	TBD
3. Nature of Services to be Rendered: <i>Describe the services that will be provided, including specific tasks and deliverables.</i>	<p>The Senior Federal Technical Advisor will provide guidance and recommendations to the Program Team on the project design and concept. In addition, the Senior Federal Technical Advisor would serve as a thought partner with the Program Director and support partnership development to community-based organizations. In addition, the Senior Federal Technical Advisor will provide guidance to Regional Grantmakers as needed.</p>
4. Relevance of Service to the Project: <i>Describe how the consultant's services relate to the accomplishments of the specific program objectives.</i>	<p>The Senior Federal Technical Advisor will provide technical leadership, guidance and direction on the design, development and ensure the success of each community-based organizations on understanding federal guidance throughout the performance period.</p>

5. Number of Days of Consultation: <i>Specify the total number of days of consultation. Used as basis for fee</i>	The Senior Federal Technical Advisor will be in position for the entire period of performance (36 months), for a total of 1,095 days.
6. Expected Rate of Compensation: <i>Specify the rate of compensation for the consultant (e.g., rate per hour, rate per day). Include a budget showing other costs, (e.g., travel, per diem, supplies, and other related expenses) and list a subtotal</i>	<p>The Senior Technical Advisor will work approximately 55 hours per month at a rate of \$150/hour for an expected total of \$8,250 per month or \$297,000 for the full period of performance (36 months).</p> <p>55 hours/month at \$100/hour = \$8,250/month \$8,250/month for 36 months = \$297,000</p>
7. Method of Accountability: <i>Describe how the progress and performance of the consultant will be monitored. Identify who is responsible for supervising the consultant agreement.</i>	The Senior Technical Federal Advisor will meet with the Program Director and Executive Leadership team on a monthly basis to discuss program progress. The Program Director will manage the consultant agreement.
Total	\$297,000

Equipment - \$0

Supplies - \$180,242

Supply expenses, if any, are outlined below.

Item	Unit Cost	# of Units	Period in Months (as applicable)	Total
Software - Adobe Acrobat Pro	284	21	36	\$5,964.00
Monthly Cell Phone Service	50	21	36	\$1,050.00
Cell Phone	499	10	36	\$4,990.00
Cell Phone Shipping	15	10	36	\$150.00
Cell Phone Case	30	10	36	\$300.00
Laptop	1892	22	36	\$41,624.00
Laptop Shipping	26	22	36	\$572.00
Monitor Shipping	36	22	36	\$792.00
General Office Supplies	100	22	36	\$2,200.00
Shipping Materials	250	50	36	\$12,500.00
Printing costs for program	100	51	36	\$5,100.00

Budget Narrative

Hot spots for grantees and shipping	100	50	36	\$5,000.00
National tracking software	2000	50	33	\$100,000.00
			TOTAL	\$180,242

Justification for supplies requested:

- Laptop, Monitors, Cell Phones, and Monthly Cell Phone Service for Program Team personnel
- Adobe Acrobat Pro (Software) for Program Team personnel
- General Office Supplies for Program Team personnel
- Shipping Materials for paper copies of outreach materials, application materials, reports, and other deliverables at request of subrecipients
- Printing costs for paper copies of outreach materials, application materials, reports, and other deliverables at request of subrecipients
- Hotspots and associated shipping costs for applicants and subrecipients who may have limited access to or unreliable internet
- National Tracking Software – This includes licenses for CDC Foundation, Regional Grantmakers, EPA Team and others as needed when building out the national grant maker and evaluation tracker.

Travel - \$2,641,980

Destination	# of Trips	# of Travelers	Est. Airfare	Est. Lodging	Est. M&IE	Est. Ground Trans.	Registration	Est. Total
CDC Foundation travel	155	5	\$542,500	\$379,750	\$520,800	\$116,250	-	\$1,559,300
Regional Summits (2 individuals per subrecipient)	2	250	\$350,000	\$245,000	\$336,000	\$75,000	-	\$1,006,000
Conferences	6	6	\$25,200	\$18,900	\$8,100	\$2,880	\$21,600	\$76,680
							TOTAL	\$2,641,980

Estimated Lodging Breakdown			Estimated M&IE Breakdown		
Unit Price	Units	Total	Per Day	# of Days	Total
\$98	5	\$379,750	\$96	7	\$520,800

Budget Narrative

\$98	5	\$245,000	\$96	7	\$336,00
\$175	3	\$18,900	\$75	3	\$8,100

Travel Justification:

- **CDC Foundation Program Travel:** Travel for members of the Program Team to visit hard-to-reach, remote and rural areas, to ensure that they receive equal notice of opportunity. Additionally, travel may be used for technical assistance site visits to remote and rural areas, as needed.
- **Regional Summits:** Travel for two members of each subrecipient team to attend the regional summits for collaboration on lessons learned, best practices, and networking
- **Conferences:** Travel for CDC Foundation Program team to attend conferences related to the project.

Other - \$27,365,044

Item	# Needed	Unit Cost	Total Amount
Background Checks	24	50	1,200.00
Publication Submission Fees	5	2000	10,000.00
Journal Access Fees	50	250	12,500.00
AWS Domain Hub	1	30,000	30,000.00
Job Advertisement Cost	5	210	1,050.00
Promotional Materials			160,293.96
Non-competitive subgrants	\$75,000	12	\$900,000
Phase I competitive subgrants	\$150,000	45	\$6,750,000
Phase II competitive subgrants	\$250,000	50	\$12,500,000
Phase III competitive subgrants	\$350,000	20	\$7,000,000
		TOTAL	\$27,365,044

Justification for requested items:

- **Background Check:** Background checks will be conducted for new hires (up to 24), at a rate of \$50 per background check.
- **Publication submission fee:** Papers/articles submitted to journals for publication, at an estimated rate of \$2,650 per submission.
- **Journal Access Fees:** To access literature and best practices for program implementation and dissemination; Assuming access fees of \$250/journal for 50 journals

- AWS Domain Hub: Costs to design and maintain the resource hub for all CBO subrecipients throughout project period
- Job Advertisement Costs: costs associated with paid job boards to post Program Team roles, such as the Climate and Health Lead
- Non-competitive grants: Funds for up to 12 non-competitive grants for selected applicants who are classified as severely capacity strained
- Promotional Material: Promotional materials for outreach to community-based organizations, grant makers, and other organizations as needed to support the project
- Phase I competitive subgrants: Up to 45 competitive bid subgrants for Phase I projects selected using criteria outlined in the evaluation table with the Project Narrative
- Phase II competitive subgrants: Up to 50 competitive bid subgrants for Phase II projects selected using criteria outlined in the evaluation table with the Project Narrative
- Phase III competitive subgrants: Up to 20 competitive bid subgrants for Phase III projects selected using criteria outlined in the evaluation table with the Project Narrative

Contractual - \$7,901,868

Below is a summary of proposed subcontracts, including estimated amounts for each:

Contractual Costs	Total Amount
Web Design and Launch	2,200,000.00
Web Content Manager	1,500,000.00
Translation Services	180,000.00
Accessibility Remediation and Advisement Firm	180,000.00
EH Technical Consulting	800,000.00
Graphic Design Consulting	500,000.00
Partnership organizations	1,966,000.00
Staffing Consultant	38,400.00
Communications Consulting	537,468.01.00
TOTAL	\$7,901,868

Subcontractor 1	
1. Name of Contractor: <i>Include whether contract is an individual or an</i>	TBD – Web Design and Launch

<i>organization</i>	
2. Method of Selection: <i>State whether the contract is sole source or competitive bid. If an organization is the sole source for the contract, include an explanation.</i>	Competitive Bid
3. Period of Performance: <i>Start and end dates</i>	May 2024-January 2027
4. Scope of Work: <i>Describe specific services/tasks to be performed by the contractor and relate them to the accomplishment of the program objectives. Deliverables should be clearly defined.</i>	<p>The Contractor will develop a searchable repository platform to house a multi-lingual inventory of communication materials and tools that subrecipients can use for ongoing resources, technical assistance, and grant applications.</p> <p>Platform Design and Management Design and build an online Hub where National EJ TCGM subrecipients (and potentially the general public) can easily search for and download relevant materials, tools, and studies to support program activities. Establish a continuous improvement process to solicit feedback from Resource Hun partners regarding usability of the site to refine the search function, materials coding, organization, and distribution of materials. Create and track website metrics, such as number of visits to the sites and number of files uploaded and downloaded to site.</p> <p>Training and Program Management Design processes for and provide training to subrecipients on navigating and utilizing the Resource Hub. Design process for and provide training to partners on how to submit materials for inclusion on the Resource Hub.</p>
5. Method of Accountability: <i>Describe how the contractor will be monitored during and on close of the contract period and who will be providing the monitoring.</i>	<p>The Program Director will oversee the technical work and deliverables while the Federal Budget Analyst will oversee the financial management and monitoring of the subaward. These CDC Foundation staff will have frequent and regular calls, at least once monthly during the initial project start. The subcontractor will submit monthly reports that include metrics related to the website.</p>

6. Itemized Budget and Justification: <i>Provide an itemized budget with appropriate justification. If applicable, include any indirect cost paid under the contract and the indirect cost rate used.</i>	Budget will be determined after reviewing proposal submissions from applicants. An estimated \$2,200,000 is available for this work. Should the full amount not be required for this work, CDC Foundation will request a redirection of funds to support more CBOs.
Total	\$2,200,000

Subcontractor 2	
1. Name of Contractor: <i>Include whether contract is an individual or an organization</i>	TBD - Web Content Manager
2. Method of Selection: <i>State whether the contract is sole source or competitive bid. If an organization is the sole source for the contract, include an explanation.</i>	Competitive Bid
3. Period of Performance: <i>Start and end dates</i>	May 2024-January 2027
4. Scope of Work: <i>Describe specific services/tasks to be performed by the contractor and relate them to the accomplishment of the program objectives. Deliverables should be clearly defined.</i>	<p>Materials Evaluation and Management</p> <p>Determine a process for the collection, evaluation, codification, organization, and distribution of materials from and to subrecipients on a regular basis and in a timely manner. Manage the process throughout the first year.</p> <p>Determine screening and evaluation criteria to be used to determine what materials submitted by partners will be hosted on the Resource Hub; criteria to include standards ensuring appropriate levels of health literacy, use of plain language, lack of vulgarity, alignment to health equity principles, 508 compliance, etc.</p> <p>Translate materials into relevant languages for use by Learning Community partners.</p> <p>Develop new materials, as needs are identified. Materials could include: promotional campaign, press, webinar production, video production, project website, social media, written materials of all kinds. Disseminate materials through capacity building webinars that will help strengthen and connect CBOs.</p> <p>Inventory and assess Resource Hub to identify and develop process to fill gaps in materials available to support Learning</p>

	<p>Community partners through both internal and external sources; assessment to include assurance of sufficient materials to support diverse communities, populations, and languages served by Learning Community partners.</p> <p>Track and report on the number and types of materials received, reviewed, and hosted on the Resource Hub in regular intervals.</p>
<p>5. Method of Accountability: <i>Describe how the contractor will be monitored during and on close of the contract period and who will be providing the monitoring.</i></p>	<p>The Program Director will oversee the technical work and deliverables while the Federal Budget Analyst will oversee the financial management and monitoring of the subaward. These CDC Foundation staff will have frequent and regular calls, at least once monthly during the initial project start. The subcontractor will submit monthly reports that include metrics related to the website.</p>
<p>6. Itemized Budget and Justification: <i>Provide an itemized budget with appropriate justification. If applicable, include any indirect cost paid under the contract and the indirect cost rate used.</i></p>	<p>Budget will be determined after reviewing proposal submissions from applicants. An estimated \$1,500,000 is available for this work. Should the full amount not be required for this work, CDC Foundation will request a redirection of funds to support more CBOs.</p>
Total	\$1,500,000

Subcontractor 3	
<p>1. Name of Contractor: <i>Include whether contract is an individual or an organization</i></p>	TBD – Translation Services
<p>2. Method of Selection: <i>State whether the contract is sole source or competitive bid. If an organization is the sole source for the contract, include an explanation.</i></p>	Competitive Bid
<p>3. Period of Performance: <i>Start and end dates</i></p>	May 2024-January 2027
<p>4. Scope of Work: <i>Describe specific services/tasks to be performed by the</i></p>	<p>The contractor will provide translation services for communication materials, web content, application materials, trainings/webinars, etc. to ensure that applicant and subrecipients with limited English have equal access.</p>

<p><i>contractor and relate them to the accomplishment of the program objectives. Deliverables should be clearly defined.</i></p>	
<p>5. Method of Accountability: <i>Describe how the contractor will be monitored during and on close of the contract period and who will be providing the monitoring.</i></p>	<p>The Program Director will oversee the technical work and deliverables while the Federal Budget Analyst will oversee the financial management and monitoring of the subaward. These CDC Foundation staff will have frequent and regular calls, at least once monthly during the initial project start. The subcontractor will submit monthly reports that include metrics related to the website.</p>
<p>6. Itemized Budget and Justification: <i>Provide an itemized budget with appropriate justification. If applicable, include any indirect cost paid under the contract and the indirect cost rate used.</i></p>	<p>Budget will be determined after reviewing proposal submissions from applicants. An estimated \$180,000 is available for this work. Should the full amount not be required for this work, CDC Foundation will request a redirection of funds to support more CBOs.</p>
<p>Total</p>	<p>\$180,000</p>

Subcontractor 4	
<p>1. Name of Contractor: <i>Include whether contract is an individual or an organization</i></p>	<p>Accessibility Remediation and Advisement Firm</p>
<p>2. Method of Selection: <i>State whether the contract is sole source or competitive bid. If an organization is the sole source for the contract, include an explanation.</i></p>	<p>Competitive Bid</p>
<p>3. Period of Performance: <i>Start and end dates</i></p>	<p>May 2024-January 2027</p>
<p>4. Scope of Work: <i>Describe specific services/tasks to be performed by the contractor and relate</i></p>	<p>The contractor will advise on adequate approaches to accessibility remediation for all program materials, web content, application materials, trainings/webinars, etc. to ensure that applicant and subrecipients with additional accessibility needs have equal opportunity.</p>

<p><i>them to the accomplishment of the program objectives. Deliverables should be clearly defined.</i></p>	
<p>5. Method of Accountability: <i>Describe how the contractor will be monitored during and on close of the contract period and who will be providing the monitoring.</i></p>	<p>The Program Director will oversee the technical work and deliverables while the Federal Budget Analyst will oversee the financial management and monitoring of the subaward. These CDC Foundation staff will have frequent and regular calls, at least once monthly during the initial project start. The subcontractor will submit monthly reports that include metrics related to the website.</p>
<p>6. Itemized Budget and Justification: <i>Provide an itemized budget with appropriate justification. If applicable, include any indirect cost paid under the contract and the indirect cost rate used.</i></p>	<p>Budget will be determined after reviewing proposal submissions from applicants. An estimated \$180,000 is available for this work. Should the full amount not be required for this work, CDC Foundation will request a redirection of funds to support more CBOs.</p>
Total	\$180,000

Subcontractor 5	
<p>1. Name of Contractor: <i>Include whether contract is an individual or an organization</i></p>	Environmental Health Technical Consultant - TBD
<p>2. Method of Selection: <i>State whether the contract is sole source or competitive bid. If an organization is the sole source for the contract, include an explanation.</i></p>	Competitive Bid
<p>3. Period of Performance: <i>Start and end dates</i></p>	May 2024-January 2027
<p>4. Scope of Work: <i>Describe specific services/tasks to be performed by the contractor and relate them to the</i></p>	This contractor will provide guidance, reviews plans, and host webinars in coordination with the Environmental Health team.

<p><i>accomplishment of the program objectives. Deliverables should be clearly defined.</i></p>	
<p>5. Method of Accountability: <i>Describe how the contractor will be monitored during and on close of the contract period and who will be providing the monitoring.</i></p>	<p>The Program Director will oversee the technical work and deliverables while the Federal Budget Analyst will oversee the financial management and monitoring of the subaward. These CDC Foundation staff will have frequent and regular calls, at least once monthly during the initial project start. The subcontractor will submit monthly reports that include metrics related to the website.</p>
<p>6. Itemized Budget and Justification: <i>Provide an itemized budget with appropriate justification. If applicable, include any indirect cost paid under the contract and the indirect cost rate used.</i></p>	<p>Budget will be determined after reviewing proposal submissions from applicants. An estimated \$800,000 is available for this work. Should the full amount not be required for this work, CDC Foundation will request a redirection of funds to support more CBOs.</p>
Total	\$800,000

Subcontractor 5	
<p>1. Name of Contractor: <i>Include whether contract is an individual or an organization</i></p>	Graphic Design Consultant - TBD
<p>2. Method of Selection: <i>State whether the contract is sole source or competitive bid. If an organization is the sole source for the contract, include an explanation.</i></p>	Competitive Bid
<p>3. Period of Performance: <i>Start and end dates</i></p>	May 2024-January 2027
<p>4. Scope of Work: <i>Describe specific services/tasks to be performed by the contractor and relate them to the accomplishment of the</i></p>	<p>The graphic design contractor will aid in the development of communications materials, resource hub graphics, graphics needed for reporting, etc. Project deliverables will vary based on need.</p>

<i>program objectives. Deliverables should be clearly defined.</i>	
5. Method of Accountability: <i>Describe how the contractor will be monitored during and on close of the contract period and who will be providing the monitoring.</i>	The Program Director will oversee the technical work and deliverables while the Federal Budget Analyst will oversee the financial management and monitoring of the subaward. These CDC Foundation staff will have frequent and regular calls, at least once monthly during the initial project start. The subcontractor will submit monthly reports that include metrics related to the website.
6. Itemized Budget and Justification: <i>Provide an itemized budget with appropriate justification. If applicable, include any indirect cost paid under the contract and the indirect cost rate used.</i>	Budget will be determined after reviewing proposal submissions from applicants. An estimated \$500,000 is available for this work. Should the full amount not be required for this work, CDC Foundation will request a redirection of funds to support more CBOs.
Total	\$500,000

Subcontractor 6	
1. Name of Contractor: <i>Include whether contract is an individual or an organization</i>	Partnership Organizations
2. Method of Selection: <i>State whether the contract is sole source or competitive bid. If an organization is the sole source for the contract, include an explanation.</i>	Competitive Bid
3. Period of Performance: <i>Start and end dates</i>	May 2024-January 2027
4. Scope of Work: <i>Describe specific services/tasks to be performed by the contractor and relate them to the accomplishment of the</i>	Organizations that will support the CDC Foundation with subject matter expertise throughout the grant process. In addition, these organizations will help CDC Foundation with supporting community-based organizations and Regional Grantmakers.

<i>program objectives. Deliverables should be clearly defined.</i>	
5. Method of Accountability: <i>Describe how the contractor will be monitored during and on close of the contract period and who will be providing the monitoring.</i>	The Program Director will oversee the technical work and deliverables while the Federal Budget Analyst will oversee the financial management and monitoring of the subaward. These CDC Foundation staff will have frequent and regular calls, at least once monthly during the initial project start. The subcontractors will submit monthly reports that include metrics related to the website.
6. Itemized Budget and Justification: <i>Provide an itemized budget with appropriate justification. If applicable, include any indirect cost paid under the contract and the indirect cost rate used.</i>	Budget will be determined after reviewing proposal submissions from applicants. An estimated \$1,966,000 is available for this work and will be given to multiple organizations. Should the full amount not be required for this work, CDC Foundation will request a redirection of funds to support more CBOs.
Total	\$1,966,000

Subcontractor 7	
1. Name of Contractor: <i>Include whether contract is an individual or an organization</i>	Staffing Consultant
2. Method of Selection: <i>State whether the contract is sole source or competitive bid. If an organization is the sole source for the contract, include an explanation.</i>	Competitive Bid
3. Period of Performance: <i>Start and end dates</i>	Feb 2024-May 2024
4. Scope of Work: <i>Describe specific services/tasks to be performed by the contractor and relate them to the accomplishment of the program objectives.</i>	The Contractor will support the recruiting, interviewing and hiring of employees needed to implement the project.

<i>Deliverables should be clearly defined.</i>	
5. Method of Accountability: <i>Describe how the contractor will be monitored during and on close of the contract period and who will be providing the monitoring.</i>	The Program Director will oversee the Staffing Consultant deliverables. The CDC Foundation staff will have frequent and regular calls, at least once monthly during the initial project start. The subcontractor will submit monthly reports that include metrics related to the hiring.
6. Itemized Budget and Justification: <i>Provide an itemized budget with appropriate justification. If applicable, include any indirect cost paid under the contract and the indirect cost rate used.</i>	An estimated \$38,400 is available for this work, based on \$80.00 an hour for 40 hours a week for 12 weeks. Should the full amount not be required for this work, CDC Foundation will request a redirection of funds to support more CBOs.
Total	\$38,400.00

Subcontractor 8	
1. Name of Contractor: <i>Include whether contract is an individual or an organization</i>	Communication Consulting
2. Method of Selection: <i>State whether the contract is sole source or competitive bid. If an organization is the sole source for the contract, include an explanation.</i>	Competitive Bid
3. Period of Performance: <i>Start and end dates</i>	Feb 2024-January 2027
4. Scope of Work: <i>Describe specific services/tasks to be performed by the contractor and relate them to the accomplishment of the program objectives. Deliverables should be</i>	The Contractor will support photography, videography, editing and writing blogs/reports for the CDC Foundation. In addition, this contract will ensure that there are images/videos to share with the community-based organizations and grant makers for their use as well.

<i>clearly defined.</i>	
5. Method of Accountability: <i>Describe how the contractor will be monitored during and on close of the contract period and who will be providing the monitoring.</i>	The Communication Department and the Program Director will oversee the Staffing Consultant deliverables. The CDC Foundation staff will have frequent and regular calls, at least once monthly during the initial project start. The subcontractor will submit monthly reports that include metrics related to the hiring.
6. Itemized Budget and Justification: <i>Provide an itemized budget with appropriate justification. If applicable, include any indirect cost paid under the contract and the indirect cost rate used.</i>	Budget will be determined after reviewing proposal submissions from applicants. An estimated \$537,468 is available for this work and may be given to multiple individuals/companies. Should the full amount not be required for this work, CDC Foundation will request a redirection of funds to support more CBOs.
Total	\$537,468

Direct Costs - \$46,410,345

Budget Category	Amount Requested
Salaries and Wages (Employees)	\$ 6,029,489.17
Fringe Benefits	\$ 1,427,721.69
Consultants	\$ 864,000.00
Equipment	\$ 0
Supplies	\$ 180,242.00
Travel	\$ 2,641,980.00
Construction	\$ 0
Other	\$ 27,365,043.96
Contractual	\$ 7,901,686.01
Total Direct Cost	\$46,410,345

The CDC Foundation's NICRA, dated 03/28/2022, set forth a predetermined rate of 16% for an effective period spanning 07/01/2021 to 06/30/2023. In accordance with our agreement, indirect costs were calculated at 16% of total direct costs excluding capital expenditures (buildings, individual items of equipment; alterations and renovations), that portion of each subaward in excess of \$25,000 and flow-through funds.

Budget Narrative

Allowable Direct Cost Base	Indirect Cost Rate	Indirect Cost Total
\$22,435,344.82	16%	\$3,589,655.17

Total Budget - \$50,000,000

As required by the OGS Budget Preparation Guidelines (Rev. 3/25/2013), the table below represents a listing of totals for each budget category previously described.

Budget Category	Amount Requested
Salaries and Wages (Employees)	\$ 6,029,489.17
Fringe Benefits	\$ 1,427,721.69
Consultants	\$ 864,000.00
Equipment	\$ 0
Supplies	\$ 180,242.00
Travel	\$ 2,641,980.00
Construction	\$ 0
Other	\$ 27,365,043.96
Contractual	\$ 7,901,686.01
Indirect Costs	\$3,589,655.17
Total Budget Amount	\$50,000,000

**EPA Environmental Justice Thriving Communities National Grantmaker
Budget Summary Sheet**

Personnel	\$2,009,829.72
Fringe Benefits	\$475,907.23
Travel	\$880,660.00
Equipment	-
Supplies	\$60,080.67
Contractual	\$2,921,956.00
Other (including subawards)	\$9,121,681.32
Indirect Charges	\$1,196,551.72
YEAR 1 TOTAL: \$16,666,666.67	

Personnel	\$2,009,829.72
Fringe Benefits	\$475,907.23
Travel	\$880,660.00
Equipment	-
Supplies	\$60,080.67
Contractual	\$2,921,956.00
Other (including subawards)	\$9,121,681.32
Indirect Charges	\$1,196,551.72
YEAR 2 TOTAL: \$16,666,666.67	

Personnel	\$2,009,829.72
Fringe Benefits	\$475,907.23
Travel	\$880,660.00
Equipment	-
Supplies	\$60,080.67
Contractual	\$2,921,956.00
Other (including subawards)	\$9,121,681.32
Indirect Charges	\$1,196,551.72
YEAR 3 TOTAL: \$16,666,666.67	

Personnel	\$6,029,489.17
Fringe Benefits	\$ 1,427,721.69
Travel	\$2,641,980.00
Equipment	-
Supplies	\$180,242.00
Contractual	\$8,765,868.01
Other (including subawards)	\$27,365,043.96
Indirect Charges	\$3,589,655.17
OVERALL COMBINED BUDGE TOTAL: \$50,000,000	

**Descriptions of each budget category are provided within Appendix E: Budget Narrative*

Project Narrative File(s)

*** Mandatory Project Narrative File Filename:**

1234-EPA TC National Grantmaker Workplan.pdf

Add Mandatory Project Narrative File

Delete Mandatory Project Narrative File

View Mandatory Project Narrative File

To add more Project Narrative File attachments, please use the attachment buttons below.

Add Optional Project Narrative File

Delete Optional Project Narrative File

View Optional Project Narrative File

May 16, 2023

Dr. Judy Monroe
President and CEO
600 Peachtree Street NE
Suite 1000
Atlanta, Georgia 30308

RE: Letter of Support for CDC Foundation's application to EPA's
Environmental Justice Thriving Communities Grantmaking Program

Dear Dr. Monroe:

It is with great enthusiasm I write this letter of support for the CDC Foundation's proposal as the National Grantmaker to the US Environmental Protection Agency for the Environmental Justice Thriving Communities Grantmaking Program.

The World Institute on Disability (WID) was established in 1983 as one of the first global disability rights organizations founded and continually led by people with disabilities.

WID advances the inclusion, rights, and justice of people with disabilities with the design and delivery of whole community solutions. We believe in the power of people with disabilities to lead, and that lived experience is critical in creating effective policies, systems, tools, products, and services.

Our mission, on a global scale, is to continuously advance the rights and opportunities of more than one billion people with disabilities.

To build a more inclusive global society, WID helps assure that products and services are more accessible, promotes equity policies, provides consulting services, offers training, and tools, and supports emergency, disaster, health equity and climate justice efforts.

Our guiding principles:

- Disability-Led
- Accelerating Inclusion

- Pan-Disability Movement Solidarity
- Advancing Human Rights and Supporting Disability Justice Across the Lifespan
- Intersectional and Cross-Cultural Competency
- Ethics, Integrity and Accountability

We have previously partnered with the CDC Foundation as a grantee to improve COVID-19 vaccination outcomes as an indicator of systemic health equity disparities for individuals with disabilities in disasters.

Our experience with CDC Foundation as a grantor has been one of collaborative innovation. CDC Foundation provided the structure, tools, information and professional partnership that was essential to complete a multi-faceted and multi-dimensional project that resulted in quantitative information gathering, training application, nationally applicable information and useful resources for multiple populations and communities.

Our experience with the CDC Foundation has allowed us to go on to develop additional public information resources, raise awareness to the complexities of environmental justice and health equity, and to reach the disability community with practical guidance and training to become force multipliers for sustainable resilience at all levels of community.

Our organization highly values our partnership with the CDC Foundation, and we are excited about the opportunity to expand on our previous partnerships and would be interested in applying to the Foundation's health equity work focusing on one of the world's greatest issues – climate and health. We wish you the best of luck in your proposal and look forward to working with you.

Please do not hesitate to contact me, Marcie Roth, marcie@wid.org and Dawn Skaggs, dawn@wid.org with any questions.

Sincerely,



Executive Director and CEO



May 15, 2023

Dr. Judy Monroe
President and CEO
600 Peachtree Street NE
Suite 1000
Atlanta, Georgia 30308

RE: Letter of Support for CDC Foundation's application to EPA's Environmental Justice Thriving Communities Grantmaking Program

Dear Dr. Monroe,

It is with great enthusiasm that I write this letter of support for the CDC Foundation's proposal as the National Grantmaker to the US Environmental Protection Agency for the Environmental Justice Thriving Communities Grantmaking Program.

The Objective Zero Foundation is a non-profit community-based organization serving the military and veteran community, providing access to mental health resources and connection to support. We use an upstream approach to suicide prevention leveraging technology to connect service members, veterans, their families, and caregivers to a network of peer support via text, voice, or video chat and to curated tools, training, and resources that aids in wellness. Technology allows us to reach an underserved and vulnerable population- service members and veterans, to include those in rural and remote areas.

We have previously partnered with the CDC Foundation as part of the Veteran Suicide Prevention Evaluation (VSPE) project over three funding cycles. The CDC Foundation provided support to help us build the capacity for program evaluation to not only better support the military and veteran community, but also communicate our impact. Our organization learned how to build and implement program evaluation using the CDC's framework and build a communications plan to support our efforts.

Our experience with the CDC Foundation as a grantor has been nothing short of amazing and sets the bar high. The communication, support, and expertise of the CDC Foundation is unlike any other grantor we've worked with over the last seven years. They invest in their people and the organizations they fund and go above and beyond expectations.

As a result of partnering with the CDC Foundation, we have been able to conduct program evaluations on our own, grow our team, clearly communicate our impact with our internal and external stakeholders, provide better programs and services for the military and veteran community, and play a part in reducing suicide in our community. We've seen an increase in the number of people using our services and volunteering. Objective Zero has experienced a significant increase in funding as a result of participating in the VSPE program which has amplified our impact.

Our organization values our partnership with the CDC Foundation and we are excited about the opportunity to expand on our previous partnerships and would be interested in applying to the Foundation's health equity work focusing on one of the world's greatest issues – climate and health. We wish you the best of luck in your proposal and look forward to working with you.

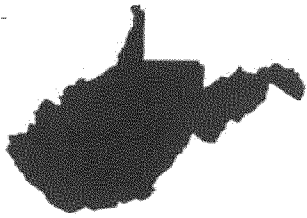
Please do not hesitate to contact me Betsey Mercado, betsey@objectivezero.org, with any questions.



OBJECTIVE ZERO

Sincerely,

Betsey Mercado
Executive Director
Objective Zero Foundation



McDowell County Commission on Aging, Inc.

725 Stewart Street • Welch, WV 24801 • (304) 436-6588 • Fax Ex. 6 - Personal Privacy (PP)

Dr. Judy Monroe
President and CEO
600 Peachtree Street NE
Suite 1000
Atlanta, Georgia 30308

RE: Letter of Support for CDC Foundation's application to EPA's Environmental Justice Thriving Communities Grantmaking Program

Dr. Monroe:

It is with great enthusiasm I write this letter of support for the CDC Foundation's proposal as the National Grantmaker to the US Environmental Protection Agency for the Environmental Justice Thriving Communities Grantmaking Program.

The McDowell County Commission on Aging, Inc. is a non-profit community-based organization serving rural, low SES, minority communities in West Virginia and providing nutrition, health education, in-home care and transportation services. We serve almost 600 seniors a day. Many of our seniors have no nearby relatives because they have left the coalfields for other employment.

We have previously partnered with the CDC Foundation as a partner on COVID response and vaccination projects.

Our experience with CDC Foundation as a grantor has been outstanding! I have never worked with an organization that respected the local organization and, most importantly, the seniors being served like the CDC Foundation staff. I felt supported during every project phase and feel like I made friends to help further our impact on the local level.

Our experience with the CDC Foundation has allowed us to secure over \$500,000 in additional funding and over \$6,000,000 in pending funding applications. But, most importantly, I feel like I have a national network of experts I can still contact for guidance.

Our organization values our partnership with the CDC Foundation and we are excited about the opportunity to expand on our previous partnerships and would be interested in applying to the Foundation's health equity work focusing on one of the world's greatest issues – climate and health. We wish you the best of luck in your proposal and look forward to working with you.

Please do not hesitate to contact me, at 304-436-6588 or donald@mcdowellcoa.org with any questions.

Sincerely,

Dr. Donald Reed
Executive Director
McDowell County Commission on Aging



Comunidades Organizando el Poder y la Acción Latina (COPAL)

May 10th, 2023

Dr. Judy Monroe
President and CEO
600 Peachtree Street NE
Suite 1000, Atlanta, Georgia 30308

RE: Letter of Support for CDC Foundation's application to EPA's Environmental Justice Thriving Communities Grantmaking Program

Dear EPA's Environmental Justice Thriving Communities Grantmaking Program:

It is with great enthusiasm I write this letter of support for the CDC Foundation's proposal as the National Grantmaker to the US Environmental Protection Agency for the Environmental Justice Thriving Communities Grantmaking Program.

Comunidades Organizando el Poder y la Accion Latina (COPAL) is a non-profit community-based organization working to build collective power, transform systems, and create opportunities for Latin Americans to have a dignified life in Minnesota. COPAL provides services and organizing communities around issues that impact us most: Environmental Justice, Economic Empowerment, Health & Wellness, Civic Participation, and Communications. We are a statewide organization with primary locations in Minneapolis, Mankato, and Rochester.

We have partnered with the CDC Foundation through the Partnering 4 Vaccine Equity since 2022, with a renewed contract through 2024. Our partnership with the CDC Foundation has allowed us to launch our Promotoras de Salud program, wherein we enlist trusted community leaders to become health promoters in their communities. The beginning of April saw our first cohort of Promotoras graduate from training and join COPAL staff in the field, connecting with their neighbors around community health issues. The CDC Foundation's support has been essential for the successful launch of this program.

Our organization values our partnership with the CDC Foundation and we are excited about the opportunity to expand on our previous partnerships and would be interested in applying to the Foundation's health equity work focusing on one of the world's greatest issues – climate and health. As an organization that has focused on the overlap of Environmental Justice and Community Health since our founding in 2018, COPAL is excited by the potential to continue partnership with the CDC Foundation on this upcoming opportunity. We wish you the best of luck in your proposal and look forward to working with you.

Please do not hesitate to contact me, Francisco Segovia at franciscos@copalmn.org with any questions.

Sincerely,

Francisco Segovia

Francisco Segovia | Executive Director | C. Ex. 6 - Personal Privacy (PP)

www.COPALMN.ORG



Ex. 6 Personal Privacy (PP)
Ex. 6 - Personal Privacy (PP)



info@copalmn.org



3702 E Lake St. Minneapolis,
Minnesota, Estados Unidos
55406

May 16, 2023

Dr. Judy Monroe
President and CEO
CDC Foundation
600 Peachtree Street NE
Suite 1000
Atlanta, Georgia 30308

RE: Letter of Support for CDC Foundation's application to EPA's Environmental Justice Thriving Communities Grantmaking Program

Dear Dr. Monroe:

It is with great enthusiasm I write this letter of support for the CDC Foundation's proposal as the National Grantmaker to the US Environmental Protection Agency for the Environmental Justice Thriving Communities Grantmaking Program.

I serve as the Director of the UW Center for Environmental Health Equity (UW CEHE) -- a new Thriving Communities Technical Assistance Center (TCTAC) funded by the US EPA and DOE to provide technical assistance to tribal and community organizations in Region 10 states to strengthen their capacity to address environmental justice issues for their communities. An important aspect of the technical assistance activities we provide is outreach related to grant opportunities eligible to tribes and community groups in our region.

It's our understanding that EPA Grantmakers will be required to coordinate with regional and/or national TCTACs. From the perspective of a Region 10 TCTAC, one of the important ways to coordinate is to plan to outreach to tribal and community organizations in our region to make them aware of, and to facilitate applications from them for the Phase I, II, and III Grantmakers' projects.

It was great to learn of the CDC Foundations' many previous projects based in Region 10, including

- Alaska Native Tribal Health Consortium's Mini Pass Project to provide portable sanitation to help combat COVID-19
- Idaho Immunization Coalition's to address vaccine hesitancy in Latinx communities
- Ride Connection program to improve transportation options for vulnerable population groups in Oregon and Washington

ADDRESS

Ex. 6 Personal Privacy (PP)

CONTACT

Ex. 6 Personal Privacy (PP)

deohs.washington.edu

-
- Project Access NOW (PANOW's) work with Black/African American and Latinx communities in Oregon to reduce barriers to COVID-19 vaccination
 - Pacific Islander Health Board (PIHB) of Washington's engagement with communities through in-person, virtual, and digital methods to educate, and improve access to PPE, vaccination, and mental health and awareness services
 - Somali Health Board in Washington's mobilization of health clinics and testing sites in South King County
 - Afghan Health Initiative's work with refugees to provide culturally and linguistically appropriate services to address social determinants of health and mental health needs
 - Ethiopian Community in Seattle (ECS') Promotion of Vaccine Equity – an equity focused program to address vaccine hesitancy in the Ethiopian and East African Community in Seattle, WA

In addition to the above initiatives, the CDC Foundation has supported the work of Dr. Laura Evans in UW Medicine, who leads the Severe Acute Respiratory Infections-Emergency Preparedness (SARI-PREP) -- a novel multi-sector partnership between academic researchers, a professional society, clinical sites, and a non-profit funding partner focused on public health and spans the overlap between health care delivery, health outcomes and public health. This consortium serves the community and is "at the ready" to efficiently engage as new infectious diseases arise allows for timely discovery, dissemination and broader reach of findings. This approach promises to continue to provide effective early signals and real time-information to help address and reduce the impact of outbreaks of severe respiratory disease such as COVID-19.

Each of these Region 10-focused projects illustrate the reach and importance of the CDC Foundation as an experienced and effective grant-maker. We would be pleased to work with under the Thriving Communities Network to support environmental justice work of groups in our region and nationwide.

We wish you the success in your proposal and look forward to working with you.

Please do not hesitate to contact me, Edmund Seto at Ex. 6 - Personal Privacy (PP) with any questions.

Sincerely,



Edmund Seto
Associate Professor
Deputy Director, UW EDGE Center (NIEHS P30 Core)
Director, UW Center for Environmental Health Equity (Region 10 TCTAC)

May 23, 2023

Dr. Judy Monroe
President and CEO
600 Peachtree Street NE
Suite 1000
Atlanta, Georgia 30308

RE: Letter of Support for CDC Foundation's application to EPA's Environmental Justice Thriving Communities Grantmaking Program

Dear Grant Program Administrator

It is with great enthusiasm I write this letter of support for the CDC Foundation's proposal as the National Grantmaker to the US Environmental Protection Agency for the Environmental Justice Thriving Communities Grantmaking Program.

Heart to Heart International (HHI) is a non-profit community-based organization that seeks to improve healthcare access in the U.S. and around the world by ensuring quality care is provided equitably in medically under-resourced communities and in disaster situations. Since its inception in 1992, HHI has delivered medical aid and supplies worth \$2 billion to more than 130 countries, including within the United States. HHI responds to natural disasters both domestically and internationally by supplying medical relief and mobilizing volunteers. The organization is a 4-star Charity Navigator charity, a BBB Accredited charity and is on the "Philanthropy 400." To learn more, visit <http://hearttoheart.org/>

HHI previously partnered with the CDC foundation in response to the COVID crises. HHI submitted a proposal to perform COVID testing on asymptomatic essential workers that were exempted from the stay home orders during the early days of COVID. In April 2020, HHI was awarded \$592,652.00 under CDC foundation project number 1085 to hold mobile COVID testing events in marginalized communities targeting essential workers providing essential services during the stay home orders.

Key Accomplishments: Between May and November of 2020, HHI program performed 5,018 SARS-CoV-2 tests. These tests were performed on 4,857 unique individuals. Overall, we collected 305 SARS-CoV-2 positive specimens or 6.1% of the 5,018 tests. Testing was performed at 24 testing sites in Kansas City, Kansas and 33 testing sites in Kansas City, Missouri.

When COVID vaccines became available, in July 2021 HHI submitted a proposal to CDC foundation requesting funding to provide COVID vaccines to the communities served during the COVID testing initiative. HHI was asked to change its grant focus to rural counties in Missouri specifically, Buchanan, Caldwell, Ray, and Carroll counties and was awarded \$100,000 from the CDC Foundation's Local Community COVID Vaccine Partnerships grant. HHI offered services and partnership to the following counties in Missouri: Buchanan, Caldwell, Ray, Carroll, Scott, and Dunklin. We hosted vaccine clinics in the following Missouri Cities: St. Joseph, Goppert, Odessa, Sikeston, Carrollton, and Concordia and achieved the projected goal of administering 350 COVID vaccines in the targeted areas.

Lastly, HHI received an invitation to apply for a data visualization cohort. The grant was an opportunity for our small CBO to acquire software and technical skills towards improving data visualization skills critical to storing and tabulating impact reports and dashboards effectively highlighting project outcomes. HHI was accepted into the cohort in February of 2022. Through the grant HHI acquired two licenses and participated in workshops to learn the skills needed to be proficient in the data visualization tool.

HHI experience with CDC Foundation as a grantor has been very positive. CDC Foundation project partnership meetings were held on schedule and provided valuable assistance throughout the project cycle. During the COVID testing initiative HHI was given an opportunity to present the success, made possible through CDC foundations grant opportunity, during CDC Foundations "Crush COVID" fundraising initiative. During the COVID vaccine administration phase, as COVID spread, HHI was asked to pivot to rural areas in order to increase vaccine uptake in the counties with lowest vaccination rates. The effort to reach rural counties in Missouri faced stiff resistance due to misinformation and beliefs against COVID vaccines. HHI in communicating its findings during project check in meetings was provided support by, Elizabeth Guthrie from CDC Foundation Technical Support team member. Her valuable support provided HHI with additional contacts and partners in the target counties. These additional contacts helped open doors in the hard-to-reach areas allow HHI to complete targeted objectives of administrating vaccines into arms.

HHI's experience with the CDC Foundation has allowed us to build a community health workforce that is responding to health care access issues within our community beyond the COVID crises response. Heart to Heart International was able to leverage the body of work accomplished through CDC foundation funds to seek and obtain a 1-million-dollar HRSA grant. Through this Grant HHI was able to increase the total COVID testing provided to the community from a total of 5,018 tests, previously mentioned, to over 16,000 tests and the 350 vaccines into arms to over 12 thousand.


Our organization values our partnership with the CDC Foundation, and we are excited about the opportunity to expand on our previous partnerships and would be interested in applying to the Foundation's health equity work focusing on one of the world's greatest issues – climate and health. We wish you the best of luck in your proposal and look forward to working with you.

Please do not hesitate to contact me, at Ex. 6 - Personal Privacy (PP) or at tena.tiruneh@hearttoheart.org with any questions.

Sincerely,



Tena Tiruneh



Heart to Heart
INTERNATIONAL

Tenagashaw (Tena) Tiruneh
Community Health Program Director

P Ex. 6 - Personal Privacy (PP) M Ex. 6 - Personal Privacy (PP)

E tena.tiruneh@hearttoheart.org

    
hearttoheart.org



May 11, 2023

Environmental Protection Agency
Office of Environmental Justice and External Civil Rights
Attn: Jacob Burney, Division Director
1200 Pennsylvania Ave, N.W.
Washington, DC 20460

RE: Letter of Support for CDC Foundation's Application Submitted under EPA's Environmental Justice Thriving Communities Grantmaking Program, Opportunity #EPA-R-OEJECR-OCS-23-03

Dear Director Burney,

Please accept this letter on behalf of the Alaska Native Tribal Health Consortium (ANTHC) expressing our organization's support for the CDC Foundation's proposal to serve as a National Grantmaker through the U.S. Environmental Protection Agency (EPA) Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM), opportunity #EPA-R-OEJECR-OCS-23-03.

The ANTHC, located in Anchorage, AK, is the largest and most comprehensive Native-owned health services organization in the U.S., serving nearly 160,000 Alaska Native people and representing 229 federally-recognized Tribes statewide. Under federal law, all Alaska Native people in Alaska are simultaneously the owners and the customers of the Consortium; their interests are represented through their Tribal governments and regional nonprofit organizations, whose representatives comprise the ANTHC Board of Directors.

The unique nature of Alaska Native Tribal self-governance derives its authority from Public Law [PL] 93-638, the Indian Self-Determination and Education Assistance Act, and the resulting government-to-government relationship between Tribal Health Organizations (THOs) and state and federal government systems specified in [PL] 105-83. The Consortium is responsible for and provides health programs, functions, services, and activities through funding allocations received from the Alaska Area Office of the Indian Health Service (IHS). Exercising our Tribal self-governance authority, ANTHC receives a yearly lump sum from IHS to manage the Alaska Native Medical Center (ANMC) hospital and support community health activities around the state.

As part of our organization's four-division operating structure, the Division of Environmental Health and Engineering (DEHE) is responsible for providing public health infrastructure support. DEHE carries out construction projects, programs, and facility improvements for water, sanitation, and energy infrastructure in Alaska Native communities. Division personnel plan, design, and construct public health facilities, health clinics, and safe water and sanitary waste disposal systems.

Alaska Native Tribal Health Consortium
4000 Ambassador Drive, Anchorage, Alaska 99508
Main: (907) 729-1900 | Fax: Ex. 6 - Personal Privacy (PP) | anthc.org

May 11, 2023
Page 2 of 2
Letter of Support

DEHE also provides environmental health support for rural communities, institutional support at ANTHC and ANMC, village water and sewer operations support and technical assistance, and healthcare facility consultation services.

ANTHC began its relationship with the CDC Foundation during the initial months of the COVID-19 pandemic in 2020. The CDC Foundation has served as the primary funder for DEHE's ongoing Alaska Native Water Delivery Project, and to date has contributed \$3,240,000 for the installation of improved sanitation infrastructure in rural Alaska Native homes. This infrastructure consists of the Miniature Portable Alternative Sanitation System (Mini-PASS), an ANTHC-engineered, patented system which includes either a toilet and hand washing station or a hand washing station only (no toilet).

Mini-PASS was designed to increase access to clean running water and improve human waste management in order to prevent the spread of communicable diseases. A total of 186 home installations have been completed in communities that do not have piped water and sewer systems during phases one and two of the project, and the third and final phase aims to complete installations in an additional 19 Alaska Native homes by October 31, 2023.

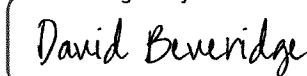
Throughout the project, CDC Foundation has been an extremely engaged and supportive funding partner, and the Alaska Native Water Delivery Project has created new opportunities to advance research focused on water access, health disparities, and the impacts of the COVID-19 pandemic on residents living in remote Alaska Native villages. Our organization places a high value on our partnership with the CDC Foundation, and ANTHC looks forward to future opportunities to strengthen this relationship and work collaboratively to address health equity issues impacting the Alaska Native people we serve.

If CDC Foundation receives funding through the EPA's EJ TCGM, ANTHC would be very interested in developing future proposals and working with CDC Foundation to pursue further health equity work focusing on climate and health. ANTHC supports CDC Foundation's application, and strongly encourages the EPA to fund their proposal.

Please direct any questions related to ANTHC's partnership with CDC Foundation on prior projects, as well as questions or concerns regarding this letter of support, to Ted Irvin, Funding Coordinator for DEHE Programs, at teirvin@anthc.org, or by phone to Ex. 6 - Personal Privacy (PP)

Sincerely,

DocuSigned by:



FB38A7941998400
David Beveridge

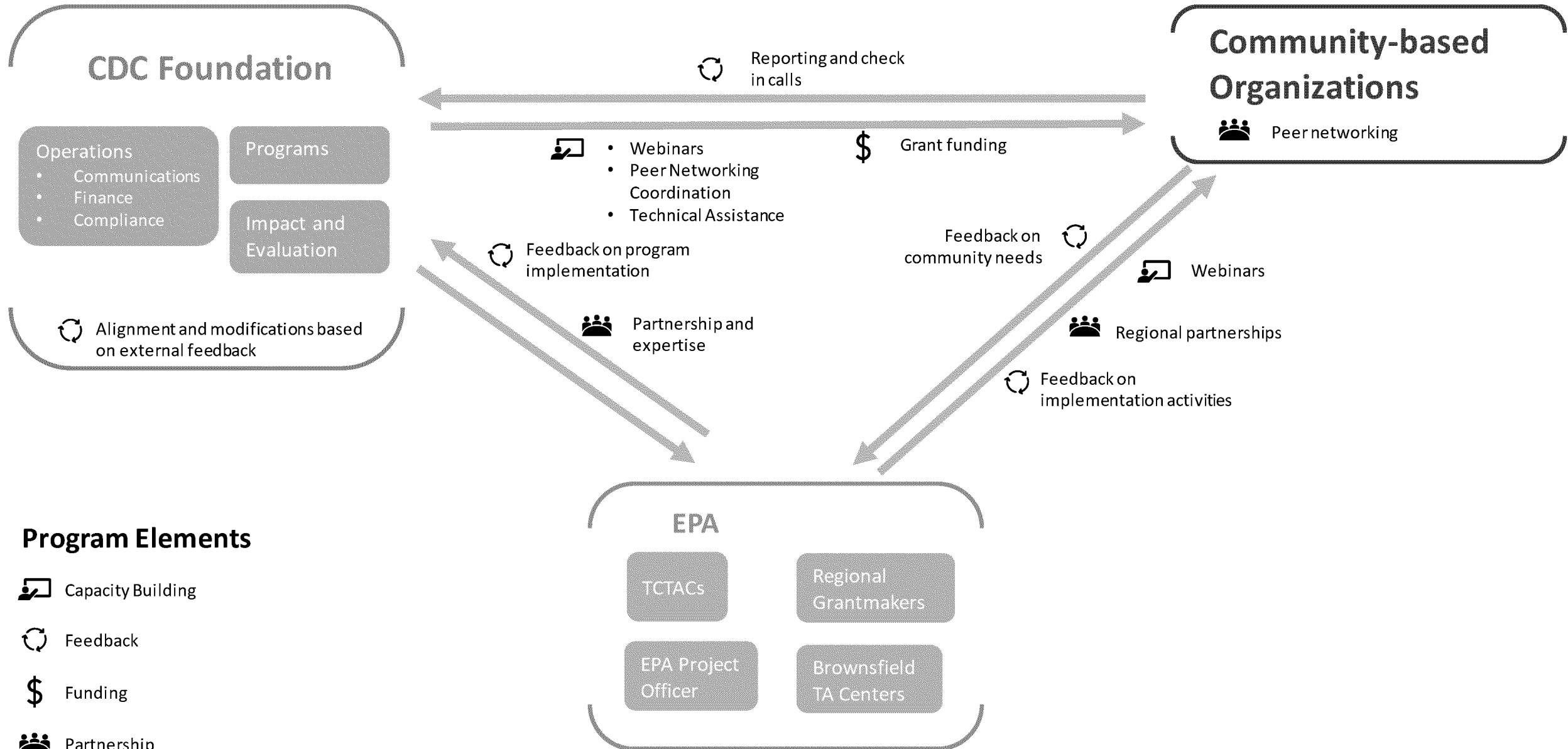
V.P. of Environmental Health, Engineering and Facilities Services

Alaska Native Tribal Health Consortium

4000 Ambassador Drive, Anchorage, Alaska 99508

Main: (907) 729-1900 | Fax: Ex. 6 - Personal Privacy (PP) | anthc.org

Partner Map



Application for Federal Assistance SF-424

* 1. Type of Submission:

- ☐ Preapplication
☒ Application
☐ Changed/Corrected Application

* 2. Type of Application:

- ☒ New
☐ Continuation
☐ Revision

* If Revision, select appropriate letter(s):

* Other (Specify):

* 3. Date Received:

06/30/2023

4. Applicant Identifier:

CDC Foundation

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

State Use Only:

6. Date Received by State:

7. State Application Identifier:

8. APPLICANT INFORMATION:

* a. Legal Name:

Natl Foundation for Cntrs for Disease Control and Prevention

* b. Employer/Taxpayer Identification Number (EIN/TIN):

58-2106707

* c. UEI:

F8TEFAQNZQH8

d. Address:

* Street1:

600 Peachtree Street NE

Street2:

Suite 1000

* City:

Atlanta

County/Parish:

Fulton

* State:

GA: Georgia

Province:

* Country:

USA: UNITED STATES

* Zip / Postal Code:

30308-2219

e. Organizational Unit:

Department Name:

Division Name:

f. Name and contact information of person to be contacted on matters involving this application:

Prefix:

* First Name:

Lauren

Middle Name:

* Last Name:

Herren

Suffix:

Title:

Director of Public Partnerships

Organizational Affiliation:

CDC Foundation

* Telephone Number:

Ex. 6 - Personal Privacy (PP)

Fax Number:

* Email:

lherren@cdcfoundation.org

Application for Federal Assistance SF-424

* 9. Type of Applicant 1: Select Applicant Type:

M: Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education)

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

* 10. Name of Federal Agency:

Environmental Protection Agency

11. Catalog of Federal Domestic Assistance Number:

66.615

CFDA Title:

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

* 12. Funding Opportunity Number:

EPA-R-OEJECR-OCS-23-03

* Title:

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

13. Competition Identification Number:

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

Add Attachment

Delete Attachment

View Attachment

* 15. Descriptive Title of Applicant's Project:

CDC Foundation's Environmental Justice Thriving Communities Grantmaking Program

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424**16. Congressional Districts Of:*** a. Applicant * b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

Add Attachment

Delete Attachment

View Attachment

17. Proposed Project:* a. Start Date: * b. End Date: **18. Estimated Funding (\$):**

* a. Federal	<input type="text" value="50,000,000.00"/>
* b. Applicant	<input type="text" value="0.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="50,000,000.00"/>

*** 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- ☐ a. This application was made available to the State under the Executive Order 12372 Process for review on .
- ☐ b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- ☒ c. Program is not covered by E.O. 12372.

*** 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**☐ Yes ☒ No

If "Yes", provide explanation and attach

Add Attachment

Delete Attachment

View Attachment

21. *By signing this application, I certify (1) to the statements contained in the list of certifications and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 18, Section 1001)**

☒ ** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: * First Name:

Middle Name:

* Last Name:

Suffix:

* Title: * Telephone Number: Fax Number: * Email: * Signature of Authorized Representative: * Date Signed:



EPA KEY CONTACTS FORM

OMB Number: 2030-0020
Expiration Date: 06/30/2024

Authorized Representative: *Original awards and amendments will be sent to this individual for review and acceptance, unless otherwise indicated.*

Name:	Prefix:	<input type="text"/>	First Name:	<input type="text" value="Beverly"/>	Middle Name:	<input type="text"/>
	Last Name:	<input type="text" value="Coberly"/>			Suffix:	<input type="text"/>
Title:	<input type="text"/>					
Complete Address:						
Street1:	<input type="text" value="1200 Main St"/>					
Street2:	<input type="text" value="Ste 3800"/>					
City:	<input type="text" value="Kansas City"/>	State:	<input type="text" value="MO: Missouri"/>			
Zip / Postal Code:	<input type="text" value="64105-2122"/>	Country:	<input type="text" value="USA: UNITED STATES"/>			
Phone Number:	<input type="text" value="Ex. 6 Personal Privacy (PP)"/>			Fax Number:	<input type="text"/>	
E-mail Address:	<input type="text" value="beverlycoberly@extension.org"/>					

Payee: *Individual authorized to accept payments.*

Name:	Prefix:	<input type="text"/>	First Name:	<input type="text" value="Arielle"/>	Middle Name:	<input type="text"/>
	Last Name:	<input type="text" value="Smith"/>			Suffix:	<input type="text" value="CPA"/>
Title:	<input type="text" value="Comptroller"/>					
Complete Address:						
Street1:	<input type="text" value="1200 Main St"/>					
Street2:	<input type="text" value="Ste 3800"/>					
City:	<input type="text" value="Kansas City"/>	State:	<input type="text" value="MO: Missouri"/>			
Zip / Postal Code:	<input type="text" value="64105-2122"/>	Country:	<input type="text" value="USA: UNITED STATES"/>			
Phone Number:	<input type="text" value="Ex. 6 - Personal Privacy (PP)"/>			Fax Number:	<input type="text"/>	
E-mail Address:	<input type="text" value="ariellesmith@extension.org"/>					

Administrative Contact: *Individual from Sponsored Programs Office to contact concerning administrative matters (i.e., indirect cost rate computation, rebudgeting requests etc).*

Name:	Prefix:	<input type="text"/>	First Name:	<input type="text" value="Brenna"/>	Middle Name:	<input type="text"/>
	Last Name:	<input type="text" value="Kotar"/>			Suffix:	<input type="text"/>
Title:	<input type="text" value="Contracts and Operations Manager"/>					
Complete Address:						
Street1:	<input type="text" value="1200 Main St"/>					
Street2:	<input type="text" value="Ste 3800"/>					
City:	<input type="text" value="Kansas City"/>	State:	<input type="text" value="MO: Missouri"/>			
Zip / Postal Code:	<input type="text" value="64105-2122"/>	Country:	<input type="text" value="USA: UNITED STATES"/>			
Phone Number:	<input type="text" value="Ex. 6 - Personal Privacy (PP)"/>			Fax Number:	<input type="text"/>	
E-mail Address:	<input type="text" value="brennakotar@extension.org"/>					

EPA KEY CONTACTS FORM

Project Manager: *Individual responsible for the technical completion of the proposed work.*

Name: **Prefix:** **First Name:** **Middle Name:**
Last Name: **Suffix:**
Title:

Complete Address:

Street1:
Street2:
City: **State:**
Zip / Postal Code: **Country:**

Phone Number: **Fax Number:**

E-mail Address:

Other Attachment File(s)

* Mandatory Other Attachment Filename:

Add Mandatory Other Attachment

Delete Mandatory Other Attachment

View Mandatory Other Attachment

To add more "Other Attachment" attachments, please use the attachment buttons below.

Add Optional Other Attachment

Delete Optional Other Attachment

View Optional Other Attachment



May 25, 2023

Jacob Burney
Marisa Valdez
EPA Office of Environmental Justice and External Civil Rights
1200 Pennsylvania Ave, N.W
Washington, DC, 20460

RE: Environmental Justice Thriving Communities Grantmaking Program
EPA-R-OEJECS-23-03

Dear Mr. Burney and Ms. Valdez,

The National Community Action Partnership (NCAP) is pleased to offer our commitment to partner with the Extension Foundation in support of their EPA Environmental Justice Thriving Communities Grantmaking Program (Funding Opportunity Number EPA-R-OEJECS-23-03) application to serve as the National Grantmaker to coordinate and support the activities of ten regional Grantmakers under this opportunity. As a committed and mission-aligned partner, NCAP is excited to partner with the Extension Foundation in these important efforts to support local community-based organizations (CBOs), such as Community Action Agencies (CAAs), to more easily apply for and access environmental justice grants.

As the national membership association for America's 1,000 Community Action Agencies, NCAP is deeply familiar with the barriers community-based organizations face in accessing critical federal resources to advance environmental and economic justice. We find this to be especially true in communities that have been traditionally underserved including those in Justice40 areas and urban, rural, frontier, tribal, and capacity strained areas. CAAs serve 99% of America's counties through locally driven solutions to support economic mobility and connect communities and people with low incomes to opportunity. NCAP is the national center of training, innovation, and thought leadership for the CAA Network and is a trusted convener, trainer, and resource for local agencies and state and regional associations. NCAP is staffed by professionals with over 150 years of experience in Community Action and skilled in administering strategies that connect traditionally underserved people and communities to opportunity at the local, state, and national levels.

We are ready to extend our expertise and resources to support the Extension Foundation, as the National Grantmaker, through the broad promotion and dissemination of grant opportunities and resources to the America's Community Action network. We commit to facilitating intentional connections between Community Action Agencies (CAAs) in identified priority communities and the Extension Foundation and Thriving Communities Technical Assistance Centers (TCTACs). NCAP will participate in and promote opportunities to engage in Extension Foundation grantmaking activities. Specifically, NCAP will serve in a collaborative pass-through relationship to offer consultation and thought partnership to the Extension Foundation outreach and engagement strategies, RFA development, evaluation criteria and implementation, national reporting efforts, and to ensure diversity, equity, and belonging, as well as customer voice, are centered in all strategies. To effectively carry out our commitments in the partnership, NCAP will commit half of an FTE to help disseminate funding opportunities to CAAs and their partner CBO networks; identify CAAs and other partner community-based organizations and connect them with TCTACs; and distribute tools and resources developed under this opportunity to the Community Action Network. By leveraging NCAP's dissemination power, opportunities and resources

NATIONAL OFFICE
1020 19th Street, NW
Suite 700
Washington, DC 20036
PHONE: 202.265.7546
FAX: [REDACTED]
info@communityactionpartnership.com
www.communityactionpartnership.com

CHIEF EXECUTIVE OFFICER
Denise L. Harlow, CCAP

EXECUTIVE BOARD
Dalitso Sulamoyo, PhD, CCAP
Board Chair
Urbana, IL

Rick Baker, CCAP
1st Vice Chair
Hazard, KY

Elizabeth "Biz" Steinberg
2nd Vice Chair
San Luis Obispo, CA

Bryan Duncan, CCAP
3rd Vice Chair
Statesville, NC

Peter Kilde, CCAP
Secretary
Glenwood City, WI

Dreama Padgett, CCAP
Treasurer
Oceana, WV

under this project will reach 99% of America's counties – and because CAAs are not only service providers but also community coordinators, resources will reach an exponentially larger pool of CBOs and tribal organizations.

NCAP wholeheartedly supports the Extension Foundation's application to serve as the National Grantmaker under the Environmental Justice Thriving Communities Grantmaking Program, and firmly believes that by working together, we can do significant work to advance environmental justice in underserved communities. NCAP is committed to collaborating closely with the Extension Foundation to provide the necessary support outlined above, leveraging our resources, and utilizing our expertise to help advance this important work. Please do not hesitate to reach out to discuss any additional details or requirements. I can be reached at धारlow@communityactionpartnership.com or

Ex. 5 Personal Privacy (PP)

Ex. 5 Personal Privacy (PP)

Sincerely,



Denise Harlow, CCAP
Chief Executive Officer



Alabama A&M University
Alcorn State University (MS)
Central State University (OH)
Delaware State University
Florida A&M University
Fort Valley State University (GA)
Kentucky State University
Langston University (OK)
Lincoln University (MO)
North Carolina A&T
State University
Prairie View A&M
University (TX)
South Carolina State University
Southern University
and A&M College (LA)
Tennessee State University
Tuskegee University (AL)
University of Arkansas
at Pine Bluff
University of Maryland
Eastern Shore
Virginia State University
West Virginia State University

In accordance with Federal law and U.S. Department of Agriculture's policy, 1890 Cooperative Extension Programs are prohibited from discriminating on the basis of race, color, national origin, sex, age, religion, political beliefs or disability.

Association of Extension Administrators

June 27, 2023

Dear Extension Foundation and Environmental Protection Agency,

This letter confirms that the Association of Extension Administrators (AEA), is pleased to work with the Extension Foundation as a project partner organization for Extension Foundation's National Grantmaker Proposal for the upcoming submission to **EPA Environmental Justice Thriving Communities Grantmaking Program (EJ-TCGM)**.

The Association of Extension Administrators (AEA) will work in partnership with EXF staff on the marketing and outreach for the EJ-TCGM). This will include being a liaison with the 1890s and identifying single or multi-institutional groups interested in submitting proposals. Further, AEA will provide input on a specific marketing and outreach plan for the 1890s about the grant opportunity; assist in identifying system-wide events and other communication mediums where the grant opportunities can be messaged to the HBCU audience and their respective communities; work in partnership with EXF to create a series of short how-to videos about the grant opportunity; support and market outreach in partnership with other federal agencies including other regional EPA offices, HBCU liaisons, and national, relevant organizations, and climate program partners, including the USDA Climate Hubs and the USGS Climate Adaptation Science Centers (CASCs). Lastly, AEA will serve as an 1890s representative on the advisory body and provide input on the grantmaking program.

Represented by Dr. Albert Essel, the Association of 1890 Extension Administrators, Inc. (AEA) is the official representative body of Cooperative Extension administrators of the nineteen historically black land-grant universities that constitute the 1890 land-grant system. These universities are located in 18 states, mainly in the Southern region and border states, and overlap with five of EPA's regions (Regions 3,4,5,6, and 7). 1890 Cooperative Extension System assists diverse audiences, with emphasis on those who have limited social and economic resources, to improve the quality of life and vitality of individuals and communities through transformational engagement and outreach education. 1890 Extension System aspires to be the premier provider of transformational university engagement and outreach education to underserved and diverse audiences, which promotes sustainable economies, environments, communities, and families.

AEA looks forward to collaborating with Extension Foundation's leadership team and its partners on increasing funding for environmental justice projects in the communities it serves.

Sincerely,

Albert E. Essel

Albert E. Essel, Ph.D.
Executive Administrator

June 13, 2023

Dear Ms. Emmons,

This letter confirms that the Desert Research Institute (DRI) will be pleased to participate in the Extension Foundation National Grantmaker Proposal as a project partner organization for the upcoming submission to **EPA Environmental Justice Thriving Communities Grantmaking Program (EJ-TCGM)**

Partner Organization (DRI) Statement of Work

Outreach underserved communities: Project partner, Desert Research Institute (DRI), will conduct outreach, education, and technical assistance activities in support of the Extension Foundation (EXF), as National Grantmaker for EPA's EJ-TCGM program. Dr. Maureen McCarthy, DRI Research Professor and Project Director for the USDA/NIFA funded Native Climate project and the Native Climate Working Group (NCWG), will lead project partner activities at DRI. This includes working with Cooperative Extension Services (CES) at 1862, 1890, and 1994 Land-Grant Universities (LGU). Outreach and education activities for grant subrecipients from Native American, Alaskan Native, and Pacific Islander communities will be conducted with Federally-Recognized Tribal Extension Programs (FRTEP) agents from 1862 Land-Grant Universities (LGU) and with Tribal Extension faculty from 1994 Tribal College & Universities (TCUs). Outreach and education activities with Black and other underserved communities will be with Extension Administrators at the 1890 Historically Black Colleges & Universities.

The DRI EXF-NGMP project partner team will;

- Lead virtual listening sessions and talking circles for Native community members to share urgent environmental challenges coupled with facilitated discussions to match these needs to EJ-TCGM grant opportunities. These will be conducted during regularly scheduled meetings by Tribal Extension groups including monthly calls of the Native Climate Working Group (NCWG) and USDA/NIFAs Tribal Program Stakeholder Group. Discussions will be recorded and posted on the Native Climate project website with links shared on social media after each session.
- Lead in-person workshops, webinars, and virtual workshops conducted in partnership with the First American Land-grant Consortium (FALCON) for 1994 Tribal Extension faculty and staff to familiarize them with EXF national grant opportunities and train them on the streamlined application and reporting process available through the EXF National Grantmaker Program (EXF-NGMP).
- Lead in-person and virtual workshops conducted with participants of the Native Climate Working Group (NCWG) with targeted training for FRTEP agents, to familiarize them with EJ-TCGM grant opportunities and train them on the streamlined application and reporting process available through the Extension Foundation National Grantmaker Program.
- Develop of a CBO-eligible resource list for each Tribal reservation and Alaskan Native and Pacific Islander communities served by EXF-NGMP to jumpstart community access to subrecipient grants.
- Partner with the Association of Extension Administrators (AEA) of the 1890 LGUs to conduct outreach activities with the 1890 HBCU Extension Programs including sharing

environmental challenges, lessons learned, and EJ-TCGMP grant ideas among Native American, Black, and other minority communities. Conduct joint 1890/1994 CES webinars and workshops with USDA/NIFA 1994 TCU and 1890 HBCU National Program Leaders.

- Create of a series of short how-to videos developed and posted on the Native Climate website and YouTube channel and shared on social media for use by CES partners to share with eligible CBOs in their areas to increase grant applicant pools.
- Develop and conduct (virtual and in-person) outreach in partnership with with other federal agencies including other regional EPA offices and FEMA Regional Tribal liaisons, and national Tribal and Indigenous organizations including the Institute for Tribal and Environmental Professionals (ITEP). The Native Climate project will also coordinate outreach with climate program partners, including the USDA Climate Hubs and the USGS Climate Adaptation Science Centers (CASCs)

We are prepared to establish the necessary agreements upon notification of the award. In the event this project is funded, please send the award documents to this office, issued to our legal name, as follows:


Board of Regents of the Nevada System of Higher Education
on behalf of the Desert Research Institute
2215 Raggio Parkway
Reno, NV 89512
Attn: Elizabeth Large, Business Manager

For questions of a technical or program nature, please contact the Principal Investigator. For contractual or business questions, please contact me (email: Elizabeth.Large@dri.edu or phone:

Ex. 6 Personal Privacy (PP)

Ex. 6 Personal Privacy (PP)

Sincerely,



Elizabeth Large
Business Manager

2215 Raggio Parkway, Reno, Nevada 89512-1095 ● 755 E. Flamingo Road, Las Vegas, Nevada 89119-7363
Phone (775) 673-7300 Fax Ex. 6 - Personal Privacy (PP) Phone (702) 895-0400 Fax Ex. 6 - Personal Privacy (PP)

June 26, 2023

Dear Environmental Protection Agency,

I am writing to support the Extension Foundation's proposal *Building Thriving Communities: A National Network-Based Grantmaking Program*. Their place-based approach is a crucial element in ensuring these critical investments are delivered to the places where they are needed most.

Geos Institute is pleased to serve as an in-kind partner and leverage our Climate Ready America network, which is in development starting in the southeast, as well as our ClimateWise and Climate Ready Communities programs. Through these efforts, we will assist the Extension Foundation in outreaching to and engaging with local governments, particularly those in under-resourced communities that struggle to track and engage with federal funding programs designed to help them address climate change.

Our network includes organizations in all fifty states committed to developing the Climate Ready America system to assist small to mid-sized and under-resourced communities in building short- and long-term climate resilience. We are pleased to see the Extension Foundation's ground-level approach and will support their efforts if they are selected to help implement this funding program.

Sincerely,



Tonya Graham

First Americans Land-grant Consortium (FALCON)

"The Original Land Keepers"



June 24, 2023

Dear Extension Foundation and EPA Review Committee,

This letter confirms that the First American Land Grant Consortium (FALCON) is pleased to work with the Desert Research Institute (DRI), a project partner organization to the Extension Foundation National Grantmaker Proposal for the upcoming submission to **EPA Environmental Justice Thriving Communities Grantmaking Program (EJ-TCGM)**.

Project partner, Desert Research Institute (DRI), will conduct outreach, education, and technical assistance activities in support of the Extension Foundation (EXF), as National Grantmaker for EPA's EJ-TCGM program. Dr. Maureen McCarthy, DRI Research Professor and Project Director for the USDA/NIFA funded Native Climate project and the Native Climate Working Group (NCWG), will lead project partner activities at DRI. Dr. McCarthy and Dr. John Philipps (FALCON, Executive Director) will lead in-person workshops, webinars, and virtual workshops conducted for 1994 Tribal Extension faculty and staff to familiarize them with EXF national grant opportunities, train them on the streamlined application and reporting process available through the EXF National Grantmaker Program (EXF-NGMP), and provide regular communications and technical assistance to FALCON partners on EXF-NGM opportunities.

FALCON is a non-profit, professional association that represents faculty, researchers, extension educators and administrators at the 1994 Land Grant Institutions. It fosters partnerships, promotes professional development and serves as a support network for 1994 members. FALCON hosts an annual conference that brings together the 1994s for information sharing, training and networking. It also maintains an email list that reaches all 1994 faculty, extension staff, researchers and administrators.

FALCON strongly supports funding of this proposal and we look forward to collaborating with the project team and its partners on ways to enhance environmental justice across the land grant system. If you have any questions, please don't hesitate to contact me at jphillips@aihec.org.

Sincerely,

John Phillipps, Ph.D.
Executive Director
First Americans Land-Grant Consortium (FALCON)

Ex. 6 Personal Privacy (PP)

Ex. 6 - Personal Privacy (PP)

U/1eo3L2xxK6+wgeMT7tyx5o2x8=

Environmental Protection Agency

66.615

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

EPA-R-OEJECR-OCS-23-03

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

2023-02-23

2023-06-30

Building Thriving Communities: A National Network-Based Grantmaking Program

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EXF elects to apply a 10% de minimis on MTDC

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1235-EXF_Letters of Commitment.pdf
application/pdf
bn05pIPXcj/tXrXMxIIViPJSn00=

1236-EXF_Resumes.pdf
application/pdf
GYf/ASE2DXwsFd6ngFCX/sPedeM=

1237-EXF_Subgrant Project Proposal Guidance Sheet.pdf
application/pdf
jlm4h34RUX7kVjGa0wPER7zvMjM=

Application
New
2023-06-30
Extension Foundation
20-4781422

DNZBHAA5N4G3
1200 Main Street
Suite 3800
Kansas City
MO: Missouri
64105-2122
USA: UNITED STATES

Brenna
Kotar

Contracts and Operations Manager
Extension Foundation

[Ex. 6 - Personal Privacy (PP)]

brennakotar@extension.org

M: Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education)
Environmental Protection Agency
66.615

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)
EPA-R-OEJECR-OCS-23-03

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)
Building Thriving Communities: A National Network-Based Grantmaking Program
MO-005

MO-005

2024-02-01

2027-02-01

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c. Program is not covered by E.O. 12372.

N: No

Y: Yes

Beverly

Coberly

Chief Executive Officer, Interim

[Ex. 6 - Personal Privacy (PP)]

beverlycoberly@extension.org

Brenna D Kotar

2023-06-30

Beverly
Coberly

1200 Main St
Ste 3800
Kansas City
MO: Missouri
64105-2122
USA: UNITED STATES

Ex. 6 - Personal Privacy (PP)

beverlycoberly@extension.org

Arielle
Smith
CPA

Comptroller
1200 Main St
Ste 3800
Kansas City
MO: Missouri
64105-2122
USA: UNITED STATES

Ex. 6 - Personal Privacy (PP)

ariellesmith@extension.org

Brenna
Kotar

Contracts and Operations Manager
1200 Main St
Ste 3800
Kansas City
MO: Missouri
64105-2122
USA: UNITED STATES

Ex. 6 - Personal Privacy (PP)

brennakotar@extension.org

Jason
Weigle
Ph.D.

Co-Project Manager
1200 Main St
Ste 3800
Kansas City
MO: Missouri
64105-2122
USA: UNITED STATES

Ex. 6 - Personal Privacy (PP)

jasonweigle@extension.org

Extension Foundation
1200 Main Street, Suite 3800
Kansas City
MO: Missouri
64105-2122

DNZBHAA5N4G3

Beverly Coberly

Ex. 6 - Personal Privacy (PP)

beverlycoberly@extension.org

Chief Executive Officer, Interim

N: No

N/A

N/A

N/A

N: No

Y: Yes

Y: Yes

Y: Yes

N: No

Y: Yes

Y: Yes

Ashley Griffin

Interim Chief Operating Officer

1200 Main Street, Suite 3800

Kansas City, MO 64105-2122

Ex. 6 - Personal Privacy (PP)

EXF Employee Handbook:

The Extension Foundation values the diversity and creativity of its employees and employment candidates. The Extension Foundation values diversity in all of its operations and recognizes the strength it brings to the organization, its employees and members. The Extension Foundation is committed to providing equal opportunity to all employment candidates and employees in all employment and employee-related efforts.

It is therefore the Extension Foundation's policy to provide equal employment opportunity to qualified individuals without regard to age, color, disability, marital status, national origin, citizenship status, race, religion, sex/gender, sexual orientation, gender identity, change of sex and/or transgender status, veteran status, or any other legally protected category. This policy extends to all areas of employment.

EXF encourages all persons to come forward with information about allegations of discrimination.

Brenna D Kotar

Chief Executive Officer, Interim

2023-06-30

1238-EXF_Grantomaking Workplan.pdf

application/pdf

hNfygQzLdS29N8WuMkDZGjfw5g=

1239-EXF_Optional Attachments - Appendices.pdf

application/pdf

gtAik3106eLIYmgawbweNzj9SZg=

U/1eo3L2xxK6+wgeMT7tyx5o2x8=

2023-06-30T15:29:31.000-04:00

Brenna D Kotar

GRANT13927904

Manifest for Grant Application # GRANT13927904

Grant Application XML file (total 1):

1. GrantApplication.xml. (size 26814 bytes)

Forms Included in Zip File(total 6):

1. Form ProjectNarrativeAttachments_1_2-V1.2.pdf (size 16039 bytes)
2. Form SF424A-V1.0.pdf (size 23140 bytes)
3. Form EPA4700_4_5_0-V5.0.pdf (size 40876 bytes)
4. Form OtherNarrativeAttachments_1_2-V1.2.pdf (size 15925 bytes)
5. Form SF424_4_0-V4.0.pdf (size 23808 bytes)
6. Form EPA_KeyContacts_2_0-V2.0.pdf (size 37313 bytes)

Attachments Included in Zip File (total 6):

1. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1237-EXF_Subgrant Project Proposal Guidance Sheet.pdf application/pdf (size 204350 bytes)
2. ProjectNarrativeAttachments_1_2 ProjectNarrativeAttachments_1_2-Attachments-1238-EXF_Grantsmaking Workplan.pdf application/pdf (size 868842 bytes)
3. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1236-EXF_Resumes.pdf application/pdf (size 904255 bytes)
4. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1235-EXF_Letters of Commitment.pdf application/pdf (size 1656855 bytes)
5. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1234-EXF_Itemized Budget Sheet.pdf application/pdf (size 160899 bytes)
6. ProjectNarrativeAttachments_1_2 ProjectNarrativeAttachments_1_2-Attachments-1239-EXF_Optional Attachments - Appendices.pdf application/pdf (size 8181065 bytes)

National Network-Based Grantmaking Program - Itemized Budget Sheet

6.A. and 6.B. Personnel & Fringe

Position / Name	Components/Info	YEAR 1	YEAR 2	YEAR 3	Total
Extension Foundation CEO, Beverly Coberly, Ph.D.	Level of Effort (0.10 FTE)	\$21,170.82	\$21,805.94	\$22,460.12	\$65,436.89
	Yearly Salary & Benefits (14%)	\$2,963.91	\$6,977.90	\$7,187.24	\$17,129.06
National Grantmaking Co-Project Manager, Jason Weigle, Ph.D.	Level of Effort (1.0 FTE)	\$114,000.00	\$117,420.00	\$120,942.60	\$352,362.60
	Yearly Salary & Benefits (14%)	\$15,960.00	\$37,574.40	\$38,701.63	\$92,236.03
National Grantmaking Partnership Coordinator, Megan Hirschman	Level of Effort (0.50 FTE)	\$57,661.68	\$59,391.53	\$61,173.28	\$178,226.49
	Yearly Salary & Benefits (28%)	\$16,145.27	\$19,005.29	\$19,575.45	\$54,726.01
Administrative Associate, TBH	Level of Effort (2.0 FTE)	\$120,000.00	\$123,600.00	\$127,308.00	\$370,908.00
	Yearly Salary & Benefits (32%)	\$38,400.00	\$39,552.00	\$40,738.56	\$118,690.56
Associate Community Engagement Lead, Ashley Griffin	Level of Effort (1.0 FTE)	\$135,493.32	\$139,558.12	\$143,744.86	\$418,796.30
	Yearly Salary & Benefits (14%)	\$18,969.06	\$44,658.60	\$45,998.36	\$109,626.02
Field Engagement Lead, TBH	Level of Effort (1.0 FTE)	\$67,200.00	\$69,216.00	\$71,292.48	\$207,708.48
	Yearly Salary & Benefits (32%)	\$21,504.00	\$22,149.12	\$22,813.59	\$66,466.71
Regional Liaisons, TBH	Level of Effort (11.0 FTE)	\$712,800.00	\$734,184.00	\$756,209.52	\$2,203,193.52
	Yearly Salary & Benefits (32%)	\$228,096.00	\$234,938.88	\$241,987.05	\$705,021.93
Communications & Outreach Specialist, Melanie Pugsley	Level of Effort (0.75 FTE)	\$45,000.00	\$46,350.00	\$47,740.50	\$139,090.50
	Yearly Salary & Benefits (32%)	\$14,400.00	\$14,832.00	\$15,276.96	\$44,508.96
Web Designer, TBH	Level of Effort (0.5 FTE)	\$54,000.00	\$55,620.00	\$57,288.60	\$166,908.60
	Yearly Salary & Benefits (32%)	\$17,280.00	\$17,798.40	\$18,332.35	\$53,410.75
Graphic Designer, Ellen Krugel	Level of Effort (0.5 FTE)	\$37,800.00	\$38,934.00	\$40,102.02	\$116,836.02
	Yearly Salary & Benefits (32%)	\$12,096.00	\$12,458.88	\$12,832.65	\$37,387.53
Software Support Technician, TBH	Level of Effort (0.5 FTE)	\$29,100.00	\$29,973.00	\$30,872.19	\$89,945.19
	Yearly Salary & Benefits (32%)	\$9,312.00	\$9,591.36	\$9,879.10	\$28,782.46
Associate Outreach & Accessibility Lead, Molly Immendorf	Level of Effort (0.5 FTE)	\$59,414.28	\$61,196.71	\$63,032.61	\$183,643.60
	Yearly Salary & Benefits (15%)	\$8,912.14	\$19,582.95	\$20,170.44	\$48,665.52
Instructional Designer, TBH	Level of Effort (0.5 FTE)	\$85,500.00	\$88,065.00	\$90,706.95	\$264,271.95
	Yearly Salary & Benefits (32%)	\$27,360.00	\$28,180.80	\$29,026.22	\$84,567.02
National Review Panel Coordinator, Regan Emmons	Level of Effort (1.0 FTE)	\$69,999.96	\$72,099.96	\$74,262.96	\$216,362.88
	Yearly Salary & Benefits (32%)	\$22,399.99	\$23,071.99	\$23,764.15	\$69,236.12
Monitoring, Evaluation, & Learning Lead, Julie Halverston	Level of Effort (1.0 FTE)	\$76,992.00	\$79,301.76	\$81,680.81	\$237,974.57
	Yearly Salary & Benefits (14%)	\$10,778.88	\$25,376.56	\$26,137.86	\$62,293.30
Monitoring, Evaluation, & Learning	Level of Effort (2.0 FTE)	\$180,000.00	\$185,400.00	\$190,962.00	\$556,362.00

National Network-Based Grantmaking Program - Itemized Budget Sheet

Specialists, TBH	Yearly Salary & Benefits (32%)	\$57,600.00	\$59,328.00	\$61,107.84	\$178,035.84
Comptroller, Arielle Smith, CPA	Level of Effort (0.50 FTE)	\$62,307.72	\$64,176.95	\$66,102.26	\$192,586.93
	Yearly Salary & Benefits (35%)	\$21,807.70	\$20,536.62	\$21,152.72	\$63,497.05
Contracts Manager, Brenna Kotar	Level of Effort (1.0 FTE)	\$87,500.04	\$90,125.04	\$92,828.79	\$270,453.87
	Yearly Salary & Benefits (16%)	\$14,000.01	\$28,840.01	\$29,705.21	\$72,545.23
Contracts Assistant, TBH	Level of Effort (0.50 FTE)	\$27,000.00	\$27,810.00	\$28,644.30	\$83,454.30
	Yearly Salary & Benefits (32%)	\$8,640.00	\$8,899.20	\$9,166.18	\$26,705.38
Community Project Coordinator Lead, Tira Adelman	Level of Effort (1.0 FTE)	\$93,642.48	\$96,451.75	\$99,345.31	\$289,439.54
	Yearly Salary & Benefits (32%)	\$29,965.59	\$30,864.56	\$31,790.50	\$92,620.65
Assistant Community Project Coordinators, TBH	Level of Effort (2.0 FTE)	\$144,000.00	\$148,320.00	\$152,769.60	\$445,089.60
	Yearly Salary & Benefits (32%)	\$46,080.00	\$47,462.40	\$48,886.27	\$142,428.67
Bookkeeper, A/P & A/R Lead, Barbara Adams	Level of Effort (1.0 FTE)	\$60,000.00	\$61,800.00	\$63,654.00	\$185,454.00
	Yearly Salary & Benefits (35%)	\$21,000.00	\$19,776.00	\$20,369.28	\$61,145.28
Accounts Payable & Accounts Receivable Clerk, TBD	Level of Effort (2.0 FTE)	\$90,000.00	\$92,700.00	\$95,481.00	\$278,181.00
	Yearly Salary & Benefits (32%)	\$28,800.00	\$29,664.00	\$30,553.92	\$89,017.92
Grants Specialist Lead, Post Award, Kim Santoro	Level of Effort (1.0 FTE)	\$80,000.16	\$82,400.16	\$84,872.17	\$247,272.49
	Yearly Salary & Benefits (33%)	\$26,400.05	\$26,368.05	\$27,159.09	\$79,927.20
Grants Specialist, TBH	Level of Effort (2.0 FTE)	\$120,000.00	\$123,600.00	\$127,308.00	\$370,908.00
	Yearly Salary & Benefits (32%)	\$38,400.00	\$39,552.00	\$40,738.56	\$118,690.56
Total Salary		\$2,630,582.46	\$2,709,499.93	\$2,790,784.93	\$8,130,867.33
Total Fringe Benefits		\$757,270.61	\$867,039.98	\$893,051.18	\$2,517,361.77
Total Personnel		\$3,387,853.07	\$3,576,539.91	\$3,683,836.11	\$10,648,229.10

All time commitments are for 12 months. All salaries in Years 2 & 3 reflect a 3% annual COLA.

Extension Foundation CEO, Beverly Coberly, Ph.D. (10% FTE); Will serve on the EXF Grantmaker Leadership Team and National Advisory Body and provide oversight and guidance for the entire project; will be responsible for making major project decisions, providing oversight of overall operations, and setting the project's strategic direction with Project Managers.

National Grantmaking Co-Project Manager, Jason Weigle, Ph.D. (100% FTE); Will identify project goals, objectives, and scope with the National Advisory Body and will create/manage the project plan that outlines the tasks, timelines, and resources required.; will communicate with the project team and stakeholders, manage risks and issues, and monitor progress to ensure that the project stays on track. Will serve on Leadership Team and will manage teams.

National Network-Based Grantmaking Program - Itemized Budget Sheet

National Grantmaking Partnership Coordinator, Megan Hirschman (50% FTE); Will host and facilitate monthly progress check-in meetings with project partners to maintain communication amongst the network and to share learnings and best practices; will also work closely with the leadership team to identify new partners that may be needed to enhance project effectiveness (geographic, topical, cultural and other partner prospects). Will report to Co-Project Manager, Jason Weigle.

Administrative Associate, TBH (100% FTE); 2 positions will serve as the primary contacts and provide customer service to prospective applicants seeking information about the NGP; will support the Leadership Team by scheduling meetings, assisting with staff recruitment, coordinating travel arrangements, and facilitating face-to-face meetings. Will report to Will report to Co-Project Manager, Jason Weigle.

Associate Community Engagement Lead, Ashley Griffin (100% FTE). Will provide oversight for the Community Engagement staff leading all communications and outreach efforts. The team will manage the customer relationship management system, and create digital and print outreach that will include a multi-phase, multi-lingual, multi-modal communications and outreach program executed in conjunction with our partners. Will report to Co-Project Manager, Jason Weigle.

Field Engagement Lead, TBH (100% FTE), Will oversee and support the entire Liaison Team, supervises and oversees tasks of regional liaisons field, provides training programs, and ensures everyone works as effectively as possible in the field. Will report to the Associate Community Engagement Lead.

Regional Liaison (RL), TBH (100% FTE), 1 RL will be assigned per EPA Region and an additional liaison in Alaska (for a total of 11); Will be the primary outreach arm coordinating efforts with RGMs, TCTACs and community groups; responsible for a variety of activities, including opportunity identification, outreach and communication, grant application assistance and management, partnership development, network building, reporting, evaluation, and acting as the first point of contact for coordination with RGMs. will be experienced community organizers - not sure this is needed. Will report to the Associate Community Engagement Lead and will coordinate regularly with members of the Core Project Team and the Project Director.

Communications & Outreach Specialist, Melanie Pugsley (75% FTE), Will lead the Technology Deployment team. Will provide assistance and support to Administration in the planning, design, development, and management of strategic communication projects and initiatives. Monitors and documents the nature and extent of various community relations activities. Coordinates with the technology and communications team (Web, Graphic and Software). Will report to the Associate Community Engagement Lead.

Web Designer, TBH, (50% FTE); Will work closely with software and marketing teams to ensure websites are coded correctly and align with the National Grantmaker brand identity and provide maximum ease of use and accessibility; will monitor user feedback and perform routine updates to website as needed; may be responsible for writing copy for homepages or individual webpages. Will report to Communications & Outreach Specialist.

Graphic Designer, TBH, (25% FTE); will support regular report creation and design with RGMs and the NGM teams; will have a mastery of industry-standard software to create logos, design reports, and complete other graphic projects as needed. Will report to Communications & Outreach Specialist.

Software Support Technician, TBH, (100% FTE); Will be responsible for resolving software application issues, immediately diagnosing malfunctions and system failures, identifying maintenance techniques to prevent the reoccurrence of downtimes and delays, and writing resolution reports for reference. Will report to Communications & Outreach Specialist.

National Network-Based Grantmaking Program - Itemized Budget Sheet

Associate Outreach and Accessibility Lead, Molly Immendorf, (50% FTE); Will recommend suitable training programs to enhance the knowledge of staff, partners, and advisory body members, and review panel members regarding the vital aspects of diversity, equity, inclusion, and access; will ensure the progress of our participatory governance approach in collaboration with partners. Will report to the Project Manager.

Evaluation, Monitoring, & Learning Lead, Julie Halverson, (100% FTE); Will oversee the development and implementation of the National Evaluation Plan and corresponding analyses and oversee the EM&L team; responsible for continuous quality improvement cycles and outcomes evaluation; will collaborate with the Leadership Team, Advisory Body, Regional Grantmakers, and Field Engagement Team to implement the Evaluation plan and feedback loops. Will report to the Project Manager.

Evaluation, Monitoring, & Learning Specialists, TBH, (100% FTE, 2 positions), Will support implementation of the National Evaluation Plan. This includes quantitative and qualitative data collection, analyses, and report writing. They will also support subrecipients and/or Regional Grantmakers with data collection technical assistance as needed. Will report to EM&L Lead.

Instructional Designer, TBH, (50% FTE), Will create proposal guidance documents that are accessible and appropriate for a diversity of prospective applicants; will develop course content to facilitate effective knowledge acquisition; will collaborate with subject matter experts, apply instructional design theories and methods, and utilize multimedia tools to enhance the learning process. Will report to the Associate Outreach and Accessibility Lead.

National Review Panel Coordinator, Regan Emmons, (100% FTE), Will work with Core Project Team to recruit Review Panel members. Facilitates the Review Panel process to ensure that grant application reviews occur as required. Responsible for notifying panelists when grants are ready for review and that the proper information is provided. Routes panelist questions through appropriate channels. Ensures all review panel tasks are completed and proper documentation generated. Assists Panelist with expense reporting and other administrative needs. Will report to the Associate Outreach and Accessibility Lead.

Comptroller, Arielle Smith, CPA, (50% FTE), Will lead the NGM financial team and oversee the significant day-to-day fiscal management of this subaward, both overall and on a per-project basis and prepare all financial reports for this award.

Contracts Manager, Brenna Kotar (100% FTE), Will develop and prepare contracts and subawards for the award. Negotiate and track verbiage change requests to contracts with vendors, institutions and CBOs. Manage the contract process from draft development to contract execution. Will report to the Comptroller as part of the NGM financial team.

Contracts Assistant, TBH. (50% FTE), Assist the Contracts Manager to develop and prepare contracts and subawards for the award. Negotiate and track verbiage change requests to contracts with vendors and institutions. Manage the contract process from draft development to contract execution. Will report to the Contracts Specialist on the NGM financial team.

Community Project Coordinator Lead, Tira Adelman, (100% FTE), Will lead the Community Project Coordinator team at 100% FTE. During the pre-assessment phase, they will help connect applicants to the broader network of resources such as TCTACs, Liaisons, and RGMs as appropriate, will also serve as the custodians of awarded grants, working with subrecipients to assist them in managing grants, submitting invoices, capturing impact data, and connecting subrecipients to the broader Technical Assistance Network as needed. Will report to the Project Specialist as part of the financial management team. Will report to the Comptroller.

National Network-Based Grantmaking Program - Itemized Budget Sheet

Assistant Community Project Coordinators, TBH, 2 positions (100% FTE), Will support applicants in pre-assessing their project's scope and applicability to EXF's and RGM programs, will assist the Community Project Coordinator Lead in helping connect applicants to the broader network of resources such as TCTACs, Liaisons, and RGMs as appropriate. Coordinators will also serve as the custodians of awarded grants, working with subrecipients to assist them in managing grants, submitting invoices, capturing impact data, and connecting subrecipients to the broader Technical Assistance Network as needed.

Bookkeeper, Accounts Payable & Accounts Receivable Lead, Barbara Adams, (100% FTE), Will lead the A/P and A/R team and assist with the significant day-to-day fiscal management of this award, both overall and on a per-project basis; Record all financial transactions for the award while maintaining accurate records; and Create financial reports and manage accounts payable and accounts receivable for this award. Will report to the Comptroller.

Accounts Payable & Accounts Receivable Clerk, TBH, (100% FTE) at 2 positions, Will maintain bookkeeping databases and spreadsheets, updating information as needed; Communicate with previous clients and customers to request payment and arrange payment plans; Collect payment from customers and accurately record it into the system; Create reports and balance sheets that document overall profits and losses; Update client accounts based on payment or contact information. Will report to the A/P and A/R team lead.

Grants Specialist Lead, Post Award, Kim Santoro, (100% FTE), Will lead the Grants Specialist team and assist with the day-to-day fiscal management of subrecipients, both overall and on a per-project basis. She will work with the subrecipients to ensure compliance with grant regulations and requirements, as well as to manage the financial aspects of the subrecipients. Review and approve subawardee expenditures to ensure they are allowable and allocable under the grant terms. Provide guidance and support to subaward recipients on grant management and compliance issues. Will report to the Comptroller.

Grants Specialist, TBH, 2 positions, (100% FTE), Will assist with the day-to-day fiscal management of subrecipients, both overall and on a per-project basis. They will work with the subrecipients to ensure compliance with grant regulations and requirements, as well as to manage the financial aspects of the subrecipients. Review and approve subrecipient expenditures to ensure they are allowable and allocable under the grant terms. Provide guidance and support to subrecipients on grant management and compliance issues. Will report to Grant Specialist Lead.

6.C. Travel

Position / Location	Components/Info	YEAR 1	YEAR 2	YEAR 3	Total
Regional Liaison Travel	\$2000 max budget per month, per region; 10 regions + Alaska	\$264,000.00	\$264,000.00	\$264,000.00	\$792,000.00
National Grantmaking Co-Project Manager, Jason Weigle, Ph.D.	\$2300 per trip; airfare, lodging, per diem, registration	\$4,600.00	\$4,600.00	\$4,600.00	\$13,800.00
In-person NGM Staff Meeting	\$2000 per trip; airfare, lodging, per diem; 38 EXF Staff participants	\$76,000.00	\$76,000.00	\$0.00	\$152,000.00
Total		\$344,600.00	\$344,600.00	\$268,600.00	\$957,800.00

National Network-Based Grantmaking Program - Itemized Budget Sheet

Regional Liaison Travel. Regional liaisons will travel to regional conferences, meetings with groups and public events to carry out the duties of their positions such as outreach and communities or partnership development and to coordinate with RGMS. Regional liaisons will receive up to \$2000 per month for pre-approved travel related expenses to do this work.

National Grantmaking Co-Project Manager, Jason Weigle, Ph.D. Two conferences per year to provide outreach about the grant opportunity or to deepen coordination of RGMS.

In-Person NGM Staff Meeting Travel - A face-to-face staff meeting will be conducted in the first year to build a cohesive team, provide an opportunity to refine work plans for the various grant components, and to discuss other matters which may emerge from the start-up phase of the grantmaking program. A second meeting will be held in year two as part of our CQI process to incorporate learnings from Year 1 into Years 2 and 3. \$2000 per trip; airfare, lodging, per diem, mileage and other pre-approved travel related direct costs; 38 EXF Personnel.

6.E Supplies

Position / Location	Components/Info	YEAR 1	YEAR 2	YEAR 3	Total
EXF Full-Time Staff Technology Reimbursement	\$1000/year reimbursement	\$30,000.00	\$30,000.00	\$30,000.00	\$90,000.00
EXF Part-Time Staff Technology Reimbursement	\$500/year reimbursement	\$4,500.00	\$4,500.00	\$4,500.00	\$13,500.00
State Liaisons Technology Reimbursement	\$500/year reimbursement	\$3,500.00	\$3,500.00	\$3,500.00	\$10,500.00
NGM Outreach Supplies		\$5,000.00	\$5,000.00	\$5,000.00	\$15,000.00
NGM In-person meeting Supplies		\$1,500.00	\$1,500.00	\$0.00	\$3,000.00
Total		\$44,500.00	\$44,500.00	\$43,000.00	\$132,000.00

EXF Full Time Staff Technology Reimbursement. \$1,000 annual technology reimbursement for each full-time EXF employee. May be used for access to reliable internet connectivity, laptops, tablets, or smartphones for online applications, email communication, and online outreach activities like social media promotion or webinars. 30 FT staff reimbursements.

EXF Part Time Staff Technology Reimbursement. \$500 annual technology reimbursement for each full time EXF employee. May be used for access to reliable internet connectivity, laptops, tablets, or smartphones for online applications, email communication, and online outreach activities like social media promotion or webinars. 9 PT staff reimbursements.

State Liaisons Technology Reimbursement. \$500 annual technology reimbursement for each full time EXF employee. May be used for access to reliable internet connectivity, laptops, tablets, or smartphones for online applications, email communication, and online outreach activities like social media promotion or webinars. 7 State Liaison reimbursements.

National Network-Based Grantmaking Program - Itemized Budget Sheet

Printed materials for outreach about the grant, including signage, printed grant applications. Informational boards will be used to provide outreach about the grant as well as share the news about successful projects, where needed and as appropriate.

In-person meeting supplies: Printed materials, notepads and pens, flipcharts, markers and name tags.

6.F. Contractual

Position / Location	Components/Info	YEAR 1	YEAR 2	YEAR 3	Total
Advisory Body	Contract; 5 hours per month; \$30/hour	\$1,800.00	\$1,800.00	\$1,800.00	\$5,400.00
Legal Support; Byran Cave, LLP	Vendor Contract; 8 hours per month at \$850/hour	\$6,800.00	\$6,800.00	\$6,800.00	\$20,400.00
State Liaisons, TBH	7, 25% FTE, Contract or University Buy Out, Salary, Benefits, Monthly Travel allowance of \$2,000 & IDC	\$281,400.00	\$281,400.00	\$281,400.00	\$844,200.00
Special Project Liaisons, TBH	5, 50% FTE; Contract or University Buy Out, Salary, Benefits, Monthly Travel allowance of \$1,000 & IDC	\$222,000.00	\$222,000.00	\$222,000.00	\$666,000.00
Review Panelist, TBH	Contract @ \$30/hour	\$45,000.00	\$45,000.00	\$45,000.00	\$135,000.00
Pressable by Wordpress	Vendor Contract	\$5,400.00	\$5,400.00	\$5,400.00	\$16,200.00
Hubspot Software Licenses	Vendor Contract	\$80,000.00	\$80,000.00	\$80,000.00	\$240,000.00
WizeHive - Extension Foundation & Regional Grantmakers	Vendor Contract, 11 Grantmakers	\$148,300.00	\$71,000.00	\$71,000.00	\$290,300.00
Publications Specialist, Rose Hayden-Smith	Vendor Contract, 1,040 hours @ \$75/hour	\$78,000.00	\$78,000.00	\$78,000.00	\$234,000.00
Total		\$868,700.00	\$791,400.00	\$791,400.00	\$2,451,500.00

National Network-Based Grantmaking Program - Itemized Budget Sheet

Advisory Body. This committee will comprise of the national project managers, EPA NPL, EXF CEO, representatives from each LGU region (1994, 1890 and 1862 and designated as hispanic-serving 1862); 4 CBO representatives, and partners (NCAP, AEA, and DRI). This body will work with EXF to ensure that all application processes are efficient and equitable. The advisory body will provide input on pre-award and post-award processes, including but not limited to requests for proposals, grant applications, evaluation rubric applications, and review panel recruitment. This body, along with the Outreach and Accessibility Lead, will provide specific input on barriers related to language, accessibility, time, ease, and convenience, and advise on strategies to mitigate these barriers. The Advisory Body will also work to establish eligibility requirements in conjunction with EXF grant program leadership, EPA, partners, CBOs representatives, and community members. The non-staff Advisory Board members (8 total) will be compensated \$30/hour. This includes up to 2, 1-hour meetings per month. Max hours per month not to exceed 5 hours per member.

Legal (Non-EPA), Bryan Cave, LLP. Will assist in the establishment of governance practices of Advisory Body including Conflict of Interest Policy, procedures for decision-making and transparency and RFA development, and will serve as an advisor regarding technical or science-based aspects of subrecipient proposals.

State Liaison, TBH, 7 positions, 25% FTE, Will be assigned to hard-to-reach areas of Guam, Marianas, American Samoa, Micronesia, Puerto Rico, Hawaii and Virgin Islands; Will conduct a variety of activities, such as opportunity identification, outreach, communication, grant application assistance and management, network generation, reporting, evaluation, and the first point of contact with RGMs and CBOs. Due to the amount of travel required for this position, each contract includes a monthly \$2,000 travel allowance.

Special Projects Liaison, TBH, (50% FTE), Up to 5 positions. Will be retained to support Regional and State Liaisons based on their expertise and experience in working within specific regions, topics, or disadvantaged communities and will be deployed based on NGP need. Due to the amount of travel required for this position, each contract includes a monthly \$1,000 travel allowance.

Review Panelists, The Review Panel will evaluate non-competitive and competitive grant applications to determine if they qualify and meet the established criteria. The review panel will decide which grant applications will be funded and which will be asked to resubmit after consulting with TCTACs. Review panelists will receive an hourly rate of \$30/hour.

Pressable by Wordpress; Website hosting & support, EXF will use Pressable to host the National Grantmaker Program website, a primary outreach outlet with information on EXF's grant program, and regional grant programs, and will be connected to Wizehive for application and report submissions. Pressable enables EXF to ensure sites are secure, backed up, and easy to maintain.

WizeHive, Grants Management Software. Includes 11 licenses, associated program and set-up fees, training, and professional design services. This specialized software streamlines the grant lifecycle from start to finish, encompassing pre-award, application management, and all post-award processes. Subrecipients will have access to the program, enabling them to manage their subawards efficiently.

Publications Specialist, Rose Hayden-Smith. Will be the point person to compile all NGM and RGM programmatic reports for EPA review.

6.H. Other

Position / Location	Components/Info	YEAR 1	YEAR 2	YEAR 3	Total
National Grantmaking Co-Project Manager, Jason Henderson, Iowa State University	Iowa State University Subaward, 10% FTE, Salary, Benefits (15.6%) & IDC (33%)	\$49,968.00	\$51,467.00	\$53,011.00	\$154,446.00

National Network-Based Grantmaking Program - Itemized Budget Sheet

NCAP	Subaward, Salary, Benefits, Other Direct Costs & IDC	\$95,824.00	\$107,300.00	\$7,969.00	\$211,093.00
Desert Research Institute (DRI)	Subaward; Salary, Benefits, Other Direct Costs & IDC	\$133,983.00	\$119,705.00	\$122,494.00	\$376,182.00
Association of Extension Administrators (AEA)	Subaward; Salary, Benefits, Other Direct Costs	\$41,900.00	\$41,900.00	\$41,900.00	\$125,700.00
Dashboard Developer, Shane Bradt	University of New Hampshire Subaward, 25% FTE, Salary, Benefits (33.2%) and IDC (26%)	\$41,304.00	\$42,543.00	\$43,819.00	\$127,666.00
Non competitive Grants - \$75k each	Subaward, Salary, Benefits, Other Direct Costs & IDC; \$75,000 per award	\$1,275,000.00	\$1,275,000.00	\$1,275,000.00	\$3,825,000.00
Phase I Grants - \$150k each	Subaward, Salary, Benefits, Other Direct Costs & IDC; \$150,000 per award	\$1,650,000.00	\$2,250,000.00	\$2,100,000.00	\$6,000,000.00
Phase II Grants - \$250k each	Subaward, Salary, Benefits, Other Direct Costs & IDC; \$250,000 per award	\$5,000,000.00	\$4,750,000.00	\$0.00	\$9,750,000.00
Phase III Grants - \$350k each	Subaward, Salary, Benefits, Other Direct Costs & IDC; \$350,000 per award	\$5,950,000.00	\$5,950,000.00	\$0.00	\$11,900,000.00
Phase IV Grants	Subaward, Salary, Benefits, Other Direct Costs & IDC; \$1,500,000 total award	\$1,500,000.00	\$0.00	\$0.00	\$1,500,000
EXF Hosted NGM In-Person Meeting	Participant Support Costs: Meeting Space, AV Equipment, Sustenance; Approximately 60 Attendees	\$28,265.00	\$28,265.00	\$0.00	\$56,530.00
NGM In-Person Staff Meeting Travel	Participant Support Costs: \$2000 per trip; 7 attendees per year	\$14,000.00	\$14,000.00	\$0.00	\$28,000.00
Total		\$15,780,244.00	\$14,630,180.00	\$3,644,193.00	\$34,054,617.00

National Grantmaking Co-Project Manager, Jason Henderson, Ph.D., Iowa State University, will assume this role at 10% FTE. Will be the liaison with CES and ECOP and will participate on the leadership team to provide support in defining the project's goals, objectives, and scope.

National Community Action Partnership (NCAP), will connect to and engage with a national network of over 1000 Community Action Agencies (CAAs) across the country. CAAs are community-based nonprofit organizations focused on addressing the causes and conditions of poverty in their local community. CAAs are governed by boards of directors that include representatives democratically selected by people with low incomes, public officials, and private sector representatives. NCAP will leverage its members in providing tailored engagement, marketing, and helping to support local grantmaking activities.

Desert Research Institute (DRI), will conduct outreach, education, and technical assistance activities in support of the Extension Foundation (EXF), as National Grantmaker for EPA's EJ-TCGM program. Dr. Maureen McCarthy, DRI Research Professor and Project Director for the USDA/NIFA funded Native Climate project and the Native Climate Working Group (NCWG), will lead project partner activities at DRI. This includes working with Cooperative Extension Services (CES) at 1862, 1890, and 1994 Land-Grant Universities (LGU). Outreach and education activities for grant subrecipients from Native American, Alaskan Native, and Pacific Islander communities will be conducted with Federally-Recognized Tribal Extension Programs (FRTEP) agents from 1862 Land-Grant Universities (LGU) and with Tribal Extension faculty from 1994 Tribal College & Universities (TCUs). Outreach and education activities with Black and other underserved communities will be with Extension Administrators at the 1890 Historically Black Colleges and Universities.

Association of Extension Administrators (AEA), will work in partnership with EXF staff on the marketing and outreach for the EJ-TCGM including liaisoning and marketing the grant opportunity with the HBCUs at system-wide events and other communication mediums (how-to videos, webinars, in-person workshops) and will serve as an 1890s representative on the advisory body. AEA is the official representative body of Cooperative Extension administrators of the nineteen historically black land-grant universities that constitute the 1890 land-grant system.

Dashboard Developer, Shane Bradt - Will support the development of online data collection, mapping tools and document and support EXF's grantmaking efforts as described by inform the design of the data collection instruments to align with project, inform the design of the dashboard, develop dynamic maps illustrating the agreed data, develop templates for story maps combining qualitative stories and geographic mapped data, and build the dynamic dashboards using the data in ArcGIS. Will work in collaboration with EXF staff on the Communications and Outreach Team as well as the Monitoring, Evaluation, and Learning team.

Non competitive Grants - \$75k each for eligible projects will include addressing organizational capacity for severely capacity constrained organizations and will cover the full range of EJ issues.

Phase I Grants - subgrants will be for one-year up to \$150,000 assessment projects and will cover the full range of EJ issues.

Phase II Grants - subgrants will be for 1-2 year up to \$250,000 planning projects and will cover the full range of EJ issues.

Phase III Grants - subgrants are for two-year up to \$350,000 project development projects and will cover the full range of EJ issues.

Phase IV Grants - subgrants to support national scale project addressing key needs in all regions.

EXF Hosted In-Person Meeting, Location TBD. A face-to-face NGM staff meeting will be conducted in the first year to build a cohesive team, provide an opportunity to refine work plans for the various grant components, and to discuss other matters which may emerge from the start-up phase of the grantmaking program. A second meeting will be held in year two as part of our CQI process to incorporate learnings from Year 1 into Years 2 and 3. Meeting expenses include meeting space, AV equipment rental and sustenance for a 2 day meeting. Approximately 60 people to attend.

State Liaisons will travel to regional conferences, meetings with groups and public events to carry out the duties of their positions such as outreach and communities or partnership development and to coordinate with RGMS. State liaisons will receive up to \$2,000 per month for pre-approved travel related expenses to do this work.

National Network-Based Grantmaking Program - Itemized Budget Sheet

State Liaison In-Person Staff Meeting Travel. A face-to-face staff meeting will be conducted in the first year to build a cohesive team, provide an opportunity to refine work plans for the various grant components, and to discuss other matters which may emerge from the start-up phase of the grantmaking program. A second meeting will be held in year two as part of our CQI process to incorporate learnings from Year 1 into Years 2 and 3. \$2000 per trip; airfare, lodging, per diem, mileage and other pre-approved travel related direct costs; 7 State Liaisons, Co-Project Manager Jason Henderson, Partner representatives and the Advisory Body to attend.

6.J Indirect

Component	Rate	YEAR 1	YEAR 2	YEAR 3	Total
IDC	10% de minimis	\$602,145.31	\$621,013.99	\$532,694.60	\$1,755,853.90

Extension Foundation elects to apply a 10% de minimis indirect cost rate per the provisions contained in 2 CFR 200.414(f) against modified total direct costs (MTDC).

Per 2 CFR 200.68, MTDC is defined as “all direct salaries and wages, applicable fringe benefits, materials and supplies, services, travel, and up to the first \$25,000 of each subaward (regardless of the period of performance of the subawards under the award). MTDC excludes equipment, capital expenditures, charges for patient care, rental costs, tuition remission, scholarships and fellowships, participant support costs, and the portion of each subaward in excess of \$25,000.”

	YEAR 1	YEAR 2	YEAR 3	Total
TOTAL	\$21,028,042.38	\$20,008,233.90	\$8,963,723.71	\$50,000,000.00

Project Narrative File(s)

* **Mandatory Project Narrative File Filename:**

Add Mandatory Project Narrative File

Delete Mandatory Project Narrative File

View Mandatory Project Narrative File

To add more Project Narrative File attachments, please use the attachment buttons below.

Add Optional Project Narrative File

Delete Optional Project Narrative File

View Optional Project Narrative File



Preaward Compliance Review Report for All Applicants and Recipients Requesting EPA Financial Assistance

Note: Read Instructions before completing form.

I. A. Applicant/Recipient (Name, Address, City, State, Zip Code)

Name:

Address:

City:

State: Zip Code:

B. Unique Entity Identifier (UEI):

C. Applicant/Recipient Point of Contact

Name:

Phone:

Email:

Title:

II. Is the applicant currently receiving EPA Assistance? ☐ Yes ☒ No

III. List all pending civil rights lawsuits and administrative complaints filed under federal law against the applicant/recipient that allege discrimination based on race, color, national origin, sex, age, or disability. (Do not include employment complaints not covered by 40 C.F.R. Parts 5 and 7.)

N/A

IV. List all civil rights lawsuits and administrative complaints decided against the applicant/recipient within the last year that alleged discrimination based on race, color, national origin, sex, age, or disability and enclose a copy of all decisions. Please describe all corrective actions taken. (Do not include employment complaints not covered by 40 C.F.R. Parts 5 and 7.)

N/A

V. List all civil rights compliance reviews of the applicant/recipient conducted under federal nondiscrimination laws by any federal agency within the last two years and enclose a copy of the review and any decisions, orders, or agreements based on the review. Please describe any corrective action taken. (40 C.F.R. § 7.80(c)(3))

N/A

VI. Is the applicant requesting EPA assistance for new construction? If no, proceed to VII; if yes, answer (a) and/or (b) below.

☐ Yes ☒ No

a. If the grant is for new construction, will all new facilities or alterations to existing facilities be designed and constructed to be readily accessible to and usable by persons with disabilities? If yes, proceed to VII; if no, proceed to VI(b).

☐ Yes ☐ No

b. If the grant is for new construction and the new facilities or alterations to existing facilities will not be readily accessible to and usable by persons with disabilities, explain how a regulatory exception (40 C.F.R. 7.70) applies.

- VII. Does the applicant/recipient provide initial and continuing notice that it does not discriminate on the basis of race, color, national origin, sex, age, or disability in its program or activities? (40 C.F.R. 5.140 and 7.95)
- a. Do the methods of notice accommodate those with impaired vision or hearing?
- b. Is the notice posted in a prominent place in the applicant's/recipient's website, in the offices or facilities or, for education programs and activities, in appropriate periodicals and other written communications?
- c. Does the notice identify a designated civil rights coordinator?
- VIII. Does the applicant/recipient maintain demographic data on the race, color, national origin, sex, age, or disability status of the population it serves? (40 C.F.R. 7.85(a))
- IX. Does the applicant/recipient have a policy/procedure for providing meaningful access to services for persons with limited English proficiency? (Title VI, 40 C.F.R. Part 7, *Lau v Nichols* 414 U.S. (1974))
- X. If the applicant is an education program or activity, or has 15 or more employees, has it designated an employee to coordinate its compliance with 40 C.F.R. Parts 5 and 7? Provide the name, title, position, mailing address, e-mail address, fax number, and telephone number of the designated coordinator.

Ashley Griffin
Interim Chief Operating Officer
1200 Main Street, Suite 3800
Kansas City, MO 64105-2122
Ex. 6 - Personal Privacy (PP)

- XI. If the applicant is an education program or activity, or has 15 or more employees, has it adopted grievance procedures that assure the prompt and fair resolution of complaints that allege a violation of 40 C.F.R. Parts 5 and 7? Provide a legal citation or applicant's/recipient's website address for, or a copy of, the procedures.

EXF Employee Handbook:

The Extension Foundation values the diversity and creativity of its employees and employment candidates. The Extension Foundation values diversity in all of its operations and recognizes the strength it brings to the organization, its employees and members. The Extension Foundation is committed to providing equal opportunity to all employment candidates and employees in all employment and employee-related efforts. It is therefore the Extension Foundation's policy to provide equal employment opportunity to qualified individuals without regard to age, color, disability, marital status, national origin, citizenship status, race, religion, sex/gender, sexual orientation, gender identity, change of sex and/or transgender status, veteran status, or any other legally protected category. This policy extends to all areas of employment. EXF encourages all persons to come forward with information about allegations of discrimination.

For the Applicant/Recipient

I certify that the statements I have made on this form and all attachments thereto are true, accurate and complete. I acknowledge that any knowingly false or misleading statement may be punishable by fine or imprisonment or both under applicable law. I assure that I will fully comply with all applicable civil rights statutes and EPA regulations.

A. Signature of Authorized Official

Brenna D Kotar

B. Title of Authorized Official

Chief Executive Officer, Interim

C. Date

06/30/2023

For the U.S. Environmental Protection Agency

I have reviewed the information provided by the applicant/recipient and hereby certify that the applicant/recipient has submitted all preaward compliance information required by 40 C.F.R. Parts 5 and 7; that based on the information submitted, this application satisfies the preaward provisions of 40 C.F.R. Parts 5 and 7; and that the applicant has given assurance that it will fully comply with all applicable civil rights statutes and EPA regulations.

A. *Signature of Authorized EPA Official

B. Title of Authorized Official

C. Date

General. Recipients of Federal financial assistance from the U.S. Environmental Protection Agency must comply with the following statutes and regulations.

Title VI of the Civil Rights Acts of 1964 provides that no person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance. The Act goes on to explain that the statute shall not be construed to authorize action with respect to any employment practice of any employer, employment agency, or labor organization (except where the primary objective of the Federal financial assistance is to provide employment). Section 13 of the 1972 Amendments to the Federal Water Pollution Control Act provides that no person in the United States shall on the ground of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under the Federal Water Pollution Control Act, as amended. Employment discrimination on the basis of sex is prohibited in all such programs or activities. Section 504 of the Rehabilitation Act of 1973 provides that no otherwise qualified individual with a disability in the United States shall solely by reason of disability be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance. Employment discrimination on the basis of disability is prohibited in all such programs or activities. The Age Discrimination Act of 1975 provides that no person on the basis of age shall be excluded from participation under any program or activity receiving Federal financial assistance. Employment discrimination is not covered. Age discrimination in employment is prohibited by the Age Discrimination in Employment Act administered by the Equal Employment Opportunity Commission. Title IX of the Education Amendments of 1972 provides that no person in the United States on the basis of sex shall be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance. Employment discrimination on the basis of sex is prohibited in all such education programs or activities. Note: an education program or activity is not limited to only those conducted by a formal institution. 40 C.F.R. Part 5 implements Title IX of the Education Amendments of 1972. 40 C.F.R. Part 7 implements Title VI of the Civil Rights Act of 1964, Section 13 of the 1972 Amendments to the Federal Water Pollution Control Act, and Section 504 of The Rehabilitation Act of 1973.

Items "Applicant" means any entity that files an application or unsolicited proposal or otherwise requests EPA assistance. 40 C.F.R. §§ 5.105, 7.25.

"Recipient" means any State or its political subdivision, any instrumentality of a State or its political subdivision, any public or private agency, institution, organizations, or other entity, or any person to which Federal financial assistance is extended directly or through another recipient, including any successor, assignee, or transferee of a recipient, but excluding the ultimate beneficiary of the assistance. 40 C.F.R. §§ 5.105, 7.25.

"Civil rights lawsuits and administrative complaints" means any lawsuit or administrative complaint alleging discrimination on the basis of race, color, national origin, sex, age, or disability pending or decided against the applicant and/or entity which actually benefits from the grant, but excluding employment complaints not covered by 40 C.F.R. Parts 5 and 7. For example, if a city is the named applicant but the grant will actually benefit the Department of Sewage, civil rights lawsuits involving both the city and the Department of Sewage should be listed. "Civil rights compliance review"

means: any federal agency-initiated investigation of a particular aspect of the applicant's and/or recipient's programs or activities to determine compliance with the federal non-discrimination laws. Submit this form with the original and required copies of applications, requests for extensions, requests for increase of funds, etc. Updates of information are all that are required after the initial application submission. If any item is not relevant to the project for which assistance is requested, write "NA" for "Not Applicable." In the event applicant is uncertain about how to answer any questions, EPA program officials should be contacted for clarification.

Project Summary Page

Project Title: *Building Thriving Communities: A National Network-Based Grantmaking Program*

Project Geographic Area: National

Applicant Information: Dr. Beverly Coberly, Interim CEO, Extension Foundation, c/o Bryan Cave, LLP, One Kansas City Place, 1200 Main Street, Suite 3800, Kansas City, MO 64105-2122

Brief Description of Applicant Organization: The Extension Foundation (EXF) was formed in 2006 by Extension Directors and Administrators. Today, the Foundation partners with Cooperative Extension System (CES) through liaison roles and a formal plan of work with the Extension Committee on Organization and Policy (ECOP) to increase system capacity while providing grant management and programmatic services and helping Extension programs scale and investigate new methods and models for implementing programs. The Foundation also provides professional development to CES professionals and offers exclusive services to its members.

Is your organization a qualifying Minority Serving Institution? (Yes/No) No

List of Community-based Nonprofit Partners: National Community Action Partnership (Statutory Partner); Desert Research Institute (Statutory Partner); Association of Extension Administrators and the 1890 Universities Foundation (Statutory Partner); Geos Institute (In-kind Partner)

Project Abstract: The EXF will utilize its experience and infrastructure in delivering grant-based programs through the activation of its national partners, CES, local academic institutions, government agencies, non-profits, and community groups. These partners will create a national grantmaking system that empowers disadvantaged communities and capacity-constrained Community Based Non-profit Organizations (CBOs) to address environmental justice issues. EXF will collaborate with Regional Grantmakers (RGMs) and its partners to implement a comprehensive, low-burden grants system that ensures capacity-constrained CBOs and disadvantaged communities have efficient and equitable access to funding to the extent possible. As part of the National Grantmaker responsibilities, EXF will engage with and support CBOs serving disadvantaged communities through programming, technical assistance, and connection to needed resources. EXF will incorporate participatory governance by engaging CBOs and disadvantaged community members in the design of the National Grantmaker Program (NGP). As the National Grantmaking Coordinator (NGC), EXF will enhance RGM's capacity by providing tools, software, coordination, and technical support and will collaborate with RGMs and the U.S. Environmental Protection Agency (EPA) to develop a set of national indicators as well as a collective system for project tracking, monitoring, evaluation, learning, and reporting. Lastly, EXF will work with the EPA and other components of the Federal Interagency Thriving Communities Network (FITCN) to leverage the assets of the broader all-of-government effort to support national and regional grantmaking efforts and the communities where these resources are needed.

Building Thriving Communities: A National Network-Based Grantmaking Program

The Extension Foundation (EXF) will utilize its experience in delivering grant-based programs through the activation of its national partners, the Cooperative Extension System (CES), academic institutions, government agencies, non-profits, and community groups. These partners will create a grantmaking system which builds the capacity of disadvantaged communities and capacity-constrained Community Based Non-profit Organizations (CBOs) to address environmental justice (EJ) issues. EXF, as the National Grantmaker and the National Grantmaking Coordinator (NGC), will expand its partnership to include Regional Grantmakers (RGMs), the U.S. Environmental Protection Agency (EPA), and EPA's technical assistance infrastructure. EXF will foster and build this national grantmaking system by:

1. Ensuring severely capacity-constrained CBOs and disadvantaged communities have efficient and equitable access to funding through a low-burden grants program.
2. Engaging with and supporting CBOs serving disadvantaged communities by leveraging multi-channel engagement programs, providing technical support, and connecting applicants to local CES offices as part of the National Grantmaking Program (NGP).
3. Incorporating participatory governance by engaging CBOs and disadvantaged community members in the design of the NGP.
4. Enhancing RGM's capacity by providing tools, software, coordination, and technical support as the NGC.
5. Collaborating with RGMs and EPA to develop a set of national indicators as well as a collective system for project tracking, monitoring, evaluation, learning, and reporting.
6. Engaging with the EPA and other components of the Federal Interagency Thriving Communities Network (FITCN), leveraging the assets of the broader all-of-government effort to support national and regional grantmaking efforts and the communities where these resources are needed.

EXF will leverage its unparalleled reach toward achieving locally relevant EJ outcomes and the goals established by Executive Orders (EO) 13895, 14008, and 14096, broader Justice40 initiative (J40), and EPA's strategic plan for 2022-2026 (particularly Goals 2.0 & 2.1). EXF, in partnership with our statutory partners the Association of Extension Administrators and the 1890 Universities Foundation (AEA), Desert Research Institute (DRI), National Community Action Partnership (NCAP), our in-kind partner Geos Institute, and CES, has the combined experience, community networks, reach, and tools needed to implement a national grant program that reaches disadvantaged communities across the U.S. in the timeframe established by this RFA.

I. Background and Justification

Lack of protected access to clean air, safe water, food, land, and transportation negatively and disproportionately impacts communities across the U.S. (Farbent, 2022; EO No.14096, 2023).¹ Historically marginalized and/or disadvantaged communities disproportionately feel these impacts, resulting in inequities across health, climate, workforce, and civic engagement outcomes (Thomas et al., 2018). These challenges are further exacerbated by changing climate conditions (University of Michigan, 2022; EO 14008, 2021; EO 14096), leading to a myriad of negative impacts on health outcomes, environmental-related subsistence, and agricultural

¹ All references can be found in "Optional Attachments" Appendix IX

activities, and increased susceptibility to natural disasters, among others (Princeton University, n.d.; Berberian, 2022).

Meaningful engagement in local decision-making is critical to improving local autonomy among chronically disadvantaged areas and communities, as well as measuring impact against J40 indicators (Ottinger, 2013; Gibson, 2023; EO 14096, 2023). Grantmaking organizations increasingly recognize the disconnect between funding mechanisms, funder priorities, and community needs and capacities. (Finchum-Mason, et al. 2020; Council on Foundations, 2020). Therefore grantmaking that intends to have positive local or national impacts must center communities' strengths, capacities, and priorities; quickly disperse funds; and eliminate unnecessary administrative, reporting, and evaluation barriers (Council of Foundations, 2020).

CBOs in areas of high need often have varying levels of capacity to address EJ issues and/or harness available funding. Capacity constraints include institutional, legal, and political barriers, as well as a lack of awareness about funding opportunities and the organizational capacity to compete successfully with larger CBOs (e.g., application development submission, and/or management) (Mohr & Whitcom, 2022; Understanding Tribal Nations, n.d.). This is particularly salient for Tribal organizations. Tribes have cited a high "administrative burden" related to applying for grants and managing the implementation of grants, including cumbersome application and reporting processes, lengthy disbursement times, and complex compliance and regulatory expectations (SPARCC, n.d. 2022).

In response to these and other issues, President Biden signed a number of EOs to place equity as a priority within federal programs, establish definitions and mechanisms through which equity is to be advanced, and provide guidance for federal agencies to work collaboratively on environmental and climate issues across the country (EO 13895, 2021; EO 14008, 2021). This includes establishing definitions for disadvantaged communities and establishing several new interagency working groups (EO 14008, 2021; M-21-28; M-23-09). EO 14096 updated the original environmental justice executive order issued in 1994, EO 12898. Among other things, EO 14096 updates language and concepts from EO 12898 (including a stronger integration of civil rights law) and requires an all-of-government approach to tackling EJ and related issues, and establishes many federal committees to coordinate these efforts.

EPA's response to these orders includes its Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM). This program is intended to provide funding to disadvantaged communities and CBOs through the help of community, regional, and national pass-through organizations utilizing reduced-burden grantmaking processes. The ability to effectively address the EJ challenges listed above in an efficient and low-burden manner highlights the need to create innovative structures which strengthen coordination, increase consistencies, and improve efficiency across the grantmaking system.

EXF, through its existing grant management experience, the coordinated efforts of its partners and regional grantmakers, and the national CES network, can achieve these goals. Described in more detail below, CES comprises over 32,000 Land-Grant University (LGU) and Sea Grant professionals who live in the communities they serve (ECOP, 2022). With reach in every county, parish, and borough across the U.S., its territories, and the Freely Associated States, CES regularly engages with disadvantaged communities. These professionals serve as co-collaborators, advisors, and practitioners who endeavor to improve their communities.

EXF engages in national-level work through the Extension Committee on Organization and Policy (ECOP). ECOP Program Action Teams (PAT) advance progress on seven national programming priorities: Health Equity and Well-Being; Climate Mitigation, Resiliency, and Adaptation; Diversity, Equity, and Inclusion; Workforce Development; Broadband Access and Digital Skills; 4-H Positive Youth Development; and Urban Agriculture and Food Systems. Each

ECOP priority area represents multiple CES programs that are aligned with and provide benefits to the covered programs and investment benefits identified in Memorandum M-21-28. ECOP serves as an interface with federal agencies and other national-level programs and partners, extending EXF's reach to provide grantmaking services and leverage assets to assist disadvantaged communities. EXF currently manages a portfolio of \$32.9M in federal funding to help ECOP and LGUs address issues such as health disparities, pesticide safety education, new technology deployment, innovation acceleration and diffusion, and workforce development.

Because of its national presence, CES engages with a wide range of organizations: government agencies; local, regional, and national non-profits; professional and technical organizations; local community colleges and universities; and various CBOs. The relationships CES has formed in delivering its programming have created an established network from which to build and deliver a national grantmaking system that will address the needs of disadvantaged communities.

EXF's strong, long-standing partnership with CES and CES's presence across the country, particularly in locations with underserved audiences, positions EXF and its partners to develop and deliver a national grantmaking program which leverages, augments, and expands community, CBO, RGM, EPA, and CES assets in addressing community capacity and EJ issues nationwide. Additionally, EXF's past effectiveness in mobilizing the CES network on critical issues will enable successful engagement with and coordination of the activities of regional grantmakers nationwide, creating a robust national grantmaking effort.

Guiding Definitions. *The National Cooperative Extension System (CES)* was created through the Smith-Lever Act of 1914, which established a national system of Land-Grant Universities (LGUs) whose missions are research, education, and outreach/Extension and which are supported through a collaborative partnership amongst federal (USDA), state, and county-level governments. Collectively, 112 LGUs were created through three Land-Grant acts: The Morrill Act of 1862, The Second Morrill Act of 1890 [establishing Land-Grants within the Historically Black Colleges and Universities (HBCUs)], and the Equity in Educational Land - Grant Status Act of 1994 [establishing Land-Grants within Tribal Colleges and Universities (TCUs)] (additional institutions were added through various Farm Bills). LGUs span the range of Minority Serving Institutions (MSIs), including HBCUs, TCUs, Hispanic-Serving Institutions (HSIs), and Asian American and Native American Pacific Islander-Serving Institutions (AANAPISIs). Another important component of CES is the 32 Sea Grant programs formed through The National Sea Grant College Act of 1966. The Sea Grants, many of which are associated with an LGU, are a federal/university partnership funded through NOAA whose focus is on research, education, and Extension/outreach related to communities, ecosystems, and economies along both seaboards and the Great Lakes. Collectively, the Land-Grants and Sea Grants employ a workforce of over 32,000 individuals who live and work in nearly every corner of the U.S., its territories, and the Freely Associated States (FAS).

Memorandum M-21-28 defines **community** as "either a group of individuals living in geographic proximity to one another or a geographically dispersed set of individuals (such as migrant workers or Native Americans), where either type of group experiences common conditions." The EPA EJ TCGM RFA adds further clarity to the definition: "A "community" can be characterized by a particular geographic area and/or by the relationships among members with similar interests and can be characterized as part of a broader national or regional community where organizations can be focused on the needs of urban, rural, and/or Tribal areas, farmworkers, displaced workers, children with high levels of lead, people with asthma, subsistence fishers, and other similar groups." Unless otherwise noted, the use of community includes both geographically-defined and geographically-dispersed communities.

EO 14008 defines *disadvantaged communities* as ones that “have been historically marginalized and overburdened by pollution and underinvestment in housing, transportation, water and wastewater infrastructure, and health care.” (EO 14008, 2021) Additionally, all Federally Recognized Tribes and their lands are considered disadvantaged under Memorandum M-23-09. EXF’s Disadvantaged Communities Landscape Analysis (Landscape Analysis) builds on this definition by using data from the CEQ Climate and Environmental Justice Screening Tool, augmented by DOE *Energy Community* and USDA *Rural Partners Network* (USDA-RPN) location information.

Following the EPA EJ TCGM RFA, *community-based nonprofit organizations* (CBOs) are defined as a “public or private nonprofit organization that supports and represents a community or certain populations within a community through engagement, education, and other related services provided to individual community residents and community stakeholders.”

Equity for this proposal is defined as “the consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment, such as Black, Latino, and Indigenous and Native American persons, Asian Americans and Pacific Islanders and other persons of color; members of religious minorities; lesbian, gay, bisexual, transgender, and queer (LGBTQ+) persons; persons with disabilities; persons who live in rural areas; and persons otherwise adversely affected by persistent poverty or inequality.” (EO 13895, 2021)

Environmental justice (EJ) is defined as “the just treatment and meaningful involvement of all people, regardless of income, race, color, national origin, Tribal affiliation, or disability, in agency decision-making and other Federal activities that affect human health and the environment so that people: (i) are fully protected from disproportionate and adverse human health and environmental effects (including risks) and hazards, including those related to climate change, the cumulative impacts of environmental and other burdens, and the legacy of racism or other structural or systemic barriers; and (ii) have equitable access to a healthy, sustainable, and resilient environment in which to live, play, work, learn, grow, worship, and engage in cultural and subsistence practices.” (EO 14096, 2023)

As severely capacity-constrained communities are not currently legally defined, the NGP defines *severely capacity-constrained CBOs* as CBOs within the Landscape Analysis priority areas (described in the Plan of Work section) which face financial, staffing, and infrastructure shortfalls preventing meaningful engagement in regulatory and government programs, limiting effectiveness in addressing their community’s needs. These CBOs will be identified following the initial information-gathering process described in the Communications and Outreach section and through partners, EPA, and the Thriving Communities Technical Advisory Centers (TCTACs). As the grant infrastructure matures, EXF will incorporate feedback from CBOs, communities, RGMs, and EXF’s evaluation program to refine the working definition across the grantmaking system.

Geographic Coverage. The NGP will be designed to support the entire U.S., including all territories and FAS. EXF will utilize its initial Landscape Analysis to inform and prioritize its work until the national grantmaking network becomes clear, then adjust the strategy to the full range of assets and gaps identified in the system. Because not all communities have adequate CBO networks to support community response to EJ issues, and the RGMs may not be able to include or reach all communities within their respective regions, EXF will engage both partner and CES networks to target these areas and build partnerships to enable communities to participate in this grant opportunity. EXF is prepared to partner with Tribal governments, MSIs, community colleges and universities, local Extension offices, national professional organizations, and other entities in this work. Based on named TCTACs and the Landscape

Analysis research, it is anticipated priority areas will include rural communities in Appalachia, the Midwest, the Intermountain West; the states of Alaska and Hawaii; and the U.S. Insular Islands (which includes the FAS).

II. Plan of Work

The following plan of work outlines EXF's approach to building a comprehensive, scalable, and adaptable fit-for-purpose National Grantmaker Program. As the National Grantmaker, EXF will design and deploy a robust network of staff, partners, and technical assistance resources, communication and outreach approaches, and grantmaking tools to increase awareness about the NGP and facilitate equitable participation of hard-to-reach CBOs and communities. All aspects of the NGP will target communities that are considered disadvantaged, especially those that may fall outside of the consideration of RGMs. Additionally, the NGP's non-competitive grant program will focus on severely capacity-constrained CBOs working within these areas.

As the NGC, EXF will deploy a national grantmaking coordination system that informs, supports, and improves grantmaking efforts across the EPA regions. All aspects of the NGP are scalable and can be utilized by RGMs in designing, delivering, implementing, and improving their programs.

Both the NGP and NGC will be supported by a monitoring, evaluation, and learning system which engages all components of the grantmaking system in continuous improvement. Part of this is integrating diversity and equity lenses to ensure programmatic integration. EXF's approach utilizes rigorous evaluation and continuous improvement processes reflecting the geographic, cultural, and social diversity of the communities served by the grantmaking system.

The plan of work is broken into sections describing how EXF will operationalize the NGP. First, the components of the NGP will be described. Second, the steps of the NGC program will be discussed. The third section summarizes EXF's evaluation and reporting program and how feedback and continuous improvement will be incorporated throughout the national grantmaking system. The final section explains EXF's program timeline, staffing plan, and budget. Despite being broken into distinct components, each is highly interconnected and work will be accomplished by individuals supporting multiple aspects of the system. As the complete regional and national grantmaking system comes into focus, other opportunities will present themselves which will contribute to a fuller understanding of grantmaking needs. Adaptation to these new opportunities will be a team effort completed with the assistance of the Advisory Body (described in Section A.3), EPA, partners, and RGMs with input from community members and CBOs.

A. EXF's National Grantmaker Program (NGP)

The NGP includes four components: the Disadvantaged Community Landscape Analysis, a Staff and Technical Assistance Network, the NGP infrastructure, and an NGP Communications and Outreach Program (over which is the National Evaluation Plan described in a later section). The following describes these four core components.

A.1. Disadvantaged Communities Landscape Analysis

The foundation of the NGP is the Disadvantaged Community Landscape Analysis (Landscape Analysis). To develop a deeper understanding of the breadth and depth of disadvantaged communities the national grantmaking system might encompass, and thus the topics grantmakers might provide funding to address, EXF conducted an analysis in May of 2023 utilizing information from the President's Council on Environmental Quality's Climate and Environmental Justice Screening Tool (CEJST). The CEJST incorporates the majority of

indicators from EPA’s Environmental Justice Screening Tool, adding indicators from other federal agencies and combining them into eight “Categories of Burden” which are assessed at the Census tract level. A tract is considered to be disadvantaged if there are two or more indicator exceedances across Categories of Burden and the tract meets the Category’s associated socioeconomic indicator.

EXF analyzed CEJST data in ArcGIS Pro, determining the number of Census tracts considered to be disadvantaged and the number of county-level units [county, parish (in Louisiana), municipality, city, and in Alaska, borough, municipality, and census area]

which contain these disadvantaged tracts (a county level unit may contain multiple disadvantaged tracts). Our analysis utilized county level units due to their widespread recognition as political units and their alignment with the geographical locations of a majority of CES and partner offices. An example of the analysis is illustrated by Figure A.1.1. The full methodology, analysis results, and map sets are included in the "Optional Attachments" as Appendix I.

EXF also assessed tracts included as part of the Department of Energy’s *Energy Community* program and the counties participating in the USDA-RPN program. Both are part of FITCN and are targeted toward communities with high levels of economic distress and workforce transition, low participation in federal programs, dependency on carbon-based economies, and in USDA-RPN’s case, a readiness to participate in programming.

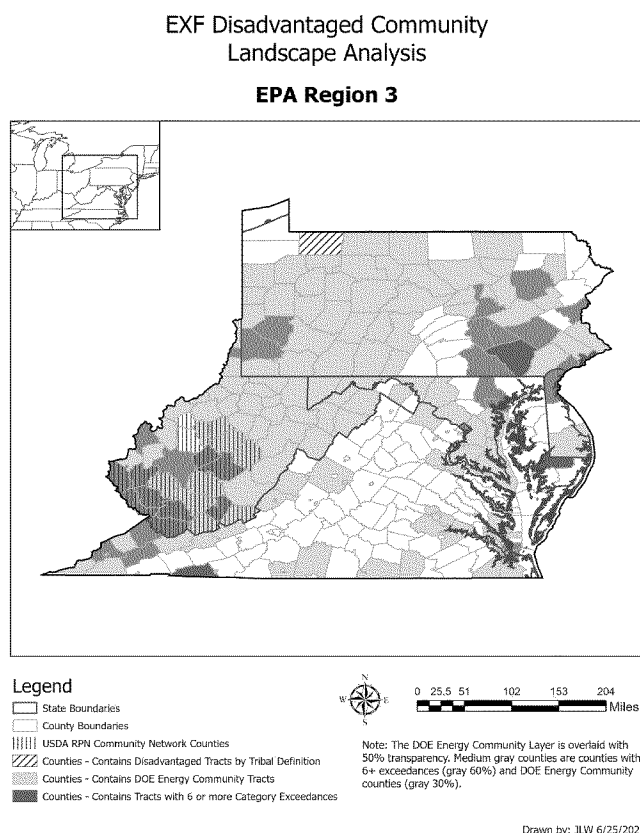
As 2,707 of the 3,235 counties in the U.S. are captured within these three areas,

EXF chose to focus planning for the NGP using the floor of six or more Categories of Burden exceedances - in conjunction with the Tribal Definition, *Energy Community* designation, and participation in USDA-RPN - as a representative landscape within which to work. This combined threshold reduced the number of counties to 1,446 nationwide, but more importantly, identified contiguous groupings of disadvantaged areas around which to plan.

A key limitation of the CEJST is that data are only available for the Workforce Development Category of Burden in Guam, Northern Marianas, American Samoa, and the U.S. Virgin Islands; and little is available for the FAS. It is reasonable to assume that these areas are disadvantaged in keeping with established criteria and will be considered priority areas. EXF will operate under this assumption while continuing to assess ways to identify and prioritize activities within these areas. Another limitation is the CEJST does not consider geographically-dispersed communities. These communities will be identified and engaged with through our NGP and partners as described in later sections.

EXF’s analysis provides a basis for understanding the breadth and depth of challenges and opportunities applicants and the national grantmaking program will face, as well as areas of

Figure A.1.1 - Region 3 Priority Map

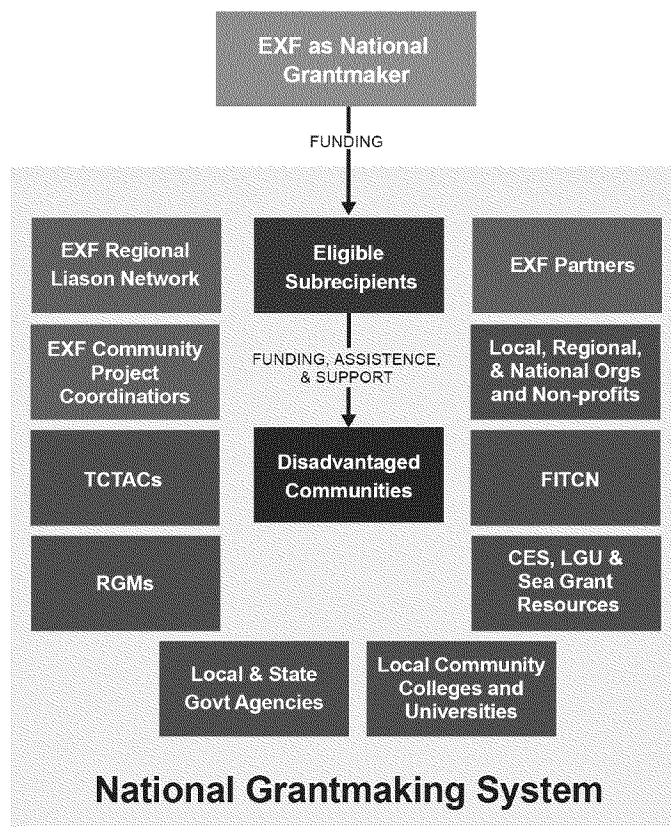


the country where there are excessive burdens. The Landscape Analysis will be refined as part of the NGC program (discussed in Section B), incorporating new information from RGMs around their priorities and knowledge. Ultimately, both the initial and refined Landscape Analysis will help focus the efforts of the NGP, NGC, and National Evaluation Plan, as well as inform and support RGMs. The analysis does not exclude any disadvantaged area of the country from applying for grant funding through the NGP or RGMs.

A.2. EXF NGP Staff and Technical Assistance Network

The following discusses integral staff, partners, and technical assistance resources that will be leveraged as part of the NGP. The components of the NGP are illustrated in Figure A.2.1. Staffing is further discussed in Section E.

FIGURE A.2.1 -
National Grantmaking System



Liaisons. EXF will hire a network of Liaisons to assist in delivering the NGP. Liaisons will be experienced community development professionals and will be responsible for a variety of activities, including opportunity identification, outreach, grant application assistance and management, network generation, reporting, and evaluation. They will act as the first point of contact for coordination with RGMs. EXF intends to recruit Liaisons based on the Landscape Analysis, ensuring that staff are located within or as close to Priority Areas as possible. *Regional Liaisons* will be hired to cover EPA regions. *State Liaisons* will be hired specifically for harder to reach locations such as Alaska, Hawaii, and the U.S. Insular Islands. Additional *Special Project Liaisons* will be retained to support Regional and State Liaisons based on their expertise and experience in working within specific regions, topics, or disadvantaged communities and will be deployed based on NGP need. EXF has identified individuals in all EPA regions who can help recruit or serve as interim Liaisons

during the grant start-up phase. More information on these and other positions listed in the narrative can be found in the Itemized Budget as part of the “Mandatory Attachments.”

Community Project Coordinators. These EXF staff will be specially trained around the NGP and its customer service needs to support applicants in pre-assessing their project’s scope and applicability to NGP and RGM guidelines. During the pre-assessment phase, they will help connect applicants to the broader network of resources such as TCTACs, Liaisons, and RGMs as appropriate. Coordinators will also serve as the custodians of grants process, working with subrecipients to assist them in applying for and managing grants, submitting invoices, and reporting.

Technical Assistance Network. EXF will work in coordination with EPA and regional and national TCTACs to identify and provide needed pre and post-award consultation and

coaching to subrecipients. EXF will develop and provide clear guidance on the types of technical assistance available as part of the EPA EJ TCGM process and help steer applicants to regional or national assistance for their project implementation and reporting as warranted. TCTACs will be trained on use of EXF's grants management tools and systems to assist in applicant support and referral.

EXF will work with our statutory partners to reach disadvantaged communities. Through EXF's partnership with the Desert Research Institute (DRI), the NGP will engage disadvantaged communities and capacity-constrained CBOs through the Federally-Recognized Tribal Extension Program (FRTEP) based at 1862 LGUs and Tribal Extension programs based at the 1994 Land-Grant TCUs. Through partnerships, EXF will also engage the First American Land-Grant Consortium (FALCON) and the USDA-NIFA Tribal Program Stakeholder Group, facilitating outreach and engagement with Tribal members, councils, and communities.

In partnership with the Association of Extension Administrators and the 1890 Universities Foundation (AEA), EXF will engage with the 1890s colleges and universities to provide information about grant opportunities and technical assistance to disadvantaged communities and capacity-constrained CBOs. In particular, this partnership will assist us in reaching communities of color in the South. A map and listing of 1890 LGUs, as well as 1862 and 1994 institutions can be found in "Optional Attachments" as Appendix II.

Through EXF's partnership with the National Community Action Partnership (NCAP), EXF will connect to and engage with a national network of over 1000 Community Action Agencies (CAAs) across the country. CAAs are community-based nonprofit organizations focused on addressing the causes and conditions of poverty in their local community. CAAs are governed by boards of directors that include representatives democratically selected by people with low incomes, public officials, and private sector representatives. NCAP will leverage its members in providing tailored engagement, marketing, and helping to support local grantmaking activities.

GEOS Institute (Geos), as an in-kind partner, will leverage its *Climate Ready America* network and its *ClimateWise* and *Climate Ready Communities* programs to support EXF's outreach and communication strategy. This partnership will enable EXF to more readily reach local governments, particularly those in under-resourced communities, that struggle to track and engage with federal funding programs designed to address climate change.

It is anticipated that some communities will have specific engineering and scientific support needs EXF cannot provide as the grantmaking entity. EXF will engage with other technical assistance bodies, such as the TCTACs, Technical Assistance to Brownfield (TAB) providers, Environmental Finance Centers (EFCs), and other EPA-provided technical assistance. EXF will seek out and engage with delegated state or municipal environmental programs and agencies, local and state government health and human services agencies, CES, local colleges and universities, and local, regional, and state non-profit organizations to fill NGP needs and assist in NGP delivery. EXF will work closely with EPA to develop technical assistance resources for unanticipated needs.

Cooperative Extension System (CES). Both Land-Grant and Sea Grant faculty, educators, and specialists work in many of the areas that the grants program expects to cover and will be key to identifying disadvantaged communities. To address gaps in the national grantmaking system, we may opt to purchase portions of CES educator and staff time to provide support for the program. Additionally, EXF may employ the services of CES faculty and specialists with specific backgrounds and skills to fill gaps in technical assistance. Awardees will also be connected to their closest CES office. A map and list of LGUs can be found in "Optional Attachments" as Appendix II and a map and list of Sea Grants can be found as Appendix III.

Local/Regional Community Colleges and Universities. Local community colleges and universities often serve as the center of the communities they are located in. Liaisons will work with these institutions to identify their capacities and interests in supporting community-based initiatives and help connect interested applicants with available resources.

Regional Rural Development Centers (RRDCs). The RRDCs are a subset of USDA's Rural Development program specifically designed to work with LGUs and CES to address development issues across four regions of the U.S. RRDCs are housed at LGUs and offer technical assistance, grant management support, and programming to rural communities and economic sectors. RRDCs will be leveraged to help communicate events and to advertise RFA opportunities through their respective communication channels. A map showing the location of the RRDCs and the regions they serve can be found in "Optional Attachments" as Appendix IV.

Coordination. A number of positions will be tasked with coordinating activities within and across the grantmaking system. An in-person staff meeting will be conducted in the first year to build a cohesive team, provide an opportunity to refine work plans for the various grant components, and to discuss other matters which may emerge from the start-up phase of the grantmaking program. A second meeting will be held in year two as part of our CQI process to incorporate learnings from Year 1 into Years 2 and 3.

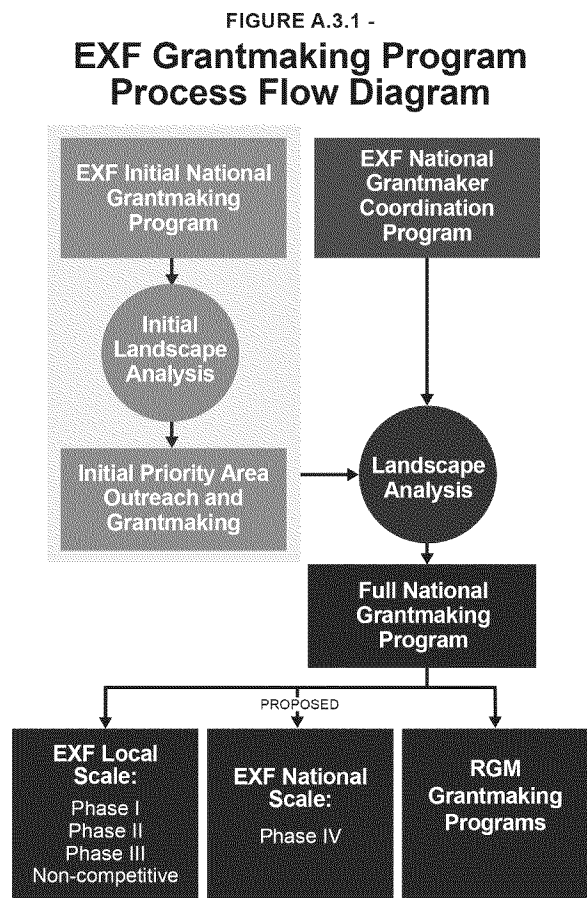
A.3. Grantmaking Process

The NGP process is designed to be fit-for-purpose and to reduce barriers as much as possible for applicants. It further aligns with EPA's goals to make funding accessible to many and diverse audiences. The outreach and communication plan supporting the process is detailed in a separate section below. The following subsections explain the end-to-end grant process that applicants will experience and the structure that will support it. The overall NGP/NGC process is illustrated in Figure A.3.1.

Funding Tracks. Per the RFA, the application process will include two tracks: a competitive track for Phase I, II, and III grant projects as well as a non-competitive grant program track for severely capacity-constrained CBOs. Given EXF's experience working nationwide, EXF proposes the allocation of a portion of NGP funds toward national scale issues called "Phase 4". These are issues faced by all regions that may more effectively be addressed through national scale programs and coordination. Details on these funds will be discussed later in this section.

Intake Process. Applicants intending to apply for any funding track will go through an intake process. Both intake and application processes will be accessible from the program website and available on mobile devices. Additionally, EXF will offer other personalized intake and grant application assistance including, but not limited to, phone, mail, email, and chat.

EXF will create a variety of tools to assist applicants. A Proposal Guidance Sheet specific to the NGP will be provided to potential applicants to help them understand their eligibility, the type of



information required for the application, applicable partnership requirements, and to help develop timelines and budgets. An example of the guidance sheet for both competitive and non-competitive tracks is included in the "Mandatory Attachments." Templates for both timeline/workflow planning ("Optional Attachments" as Appendix V) and for budget planning ("Optional Attachments" as Appendix VI) will be linked within the Guidance Sheet (all can be printed and mailed). EXF will adapt TCTAC and RGM materials or develop new materials to fill gaps. All templates and materials will be available to RGMs.

A web-based intake form will collect basic contact information, key eligibility information, information about the issue or problem to be addressed, and what grantmaking indicators the project is connected to (a list of potential project ideas will be available to them as well as space for their ideas that may not be an obvious fit). The form will assist applicants in determining the funding track being applied for [Noncompetitive or Competitive (Phase I, II, III)] through a brief questionnaire built on a condition-logic tool. A Community Project Coordinator will contact them within two business days to review and verify the information. EXF will strongly encourage applicants to contact the TCTAC(s) in their region for assistance on their application and will provide contact information during intake. Individuals and non-eligible entities will be referred to Liaisons, RGMs, TCTACs, or regional EPA offices for additional assistance and connection to eligible entities as needed.

This intake process is intended to reduce burden by pre-identifying applicants and projects that are eligible for the program, eliminating time and resources spent on ineligible applications, and decreasing the number of applications submitted that are missing key information. The intake process provides an opportunity to potentially connect applicants in the same area with each other, as well as with technical assistance and resources to help them be successful. Applicant eligibility will be determined based on the eligible subrecipient list described in the EPA EJ TCGM RFA and supported with insights from EPA Grants Policy Issuance (GPI) 16-01 and 2 CFR 200. Any questions on eligibility will be referred through the Core Project Team (discussed in Section E) and/or EPA for determination.

Application Submission. After initial eligibility is determined by the intake process, the applicant or the Project Coordinator will create an online account in WizeHive. If applicants do not have ready access to the internet, the Coordinator will assist them over the phone or direct them to Liaisons for assistance. Those with internet access will use the WizeHive account to complete and submit their application (and if chosen, grant reports, data, and invoices). Alternatively, paper applications can be sent through the mail and will be scanned and entered electronically. Applications can be submitted at any time.

Grant Cycles. RFAs, applicable due dates, and funding levels will be established for each track at the beginning of each grant year. EXF will establish an average amount of funding for each cycle to ensure that funds are available throughout the grant year. If the number of applications exceeds funding in a particular cycle, a first-come, first-serve rule will be applied, whereby awards will be made according to the date and time of application submission. Applications unable to be funded during a cycle will be prioritized for funding during the next cycle. Those not recommended for funding will be referred to an appropriate TCTAC for additional assistance. Feedback on their proposal will be added to their WizeHive profile or mailed out. Applicants can revise and resubmit in any following cycle.

The program will offer multiple, consecutive grant cycles of 1.5 months long. Short RFA cycles will allow EXF to have an organized approach for managing reviews and funding cycles, and complying with EPA's requirements to spread budgeting evenly across three years, while still being as close to open and rolling acceptance as possible. EXF will market and allocate more

funds for Phase II and Phase III projects in year 1 than in year 2 or 3 to ensure those projects can be completed within the 36-month grant period.

An applicant can only be awarded one non-competitive award and one competitive award. Applicants that have been awarded a non-competitive award can be awarded a competitive award if they have satisfied reporting requirements. Applicants may be partners on additional grant applications, but cannot be the primary recipient beyond described limits.

Competitive Grants. Competitive applicant proposals will be judged according to minimum required standards established by the Advisory Body, in keeping with 2 CFR 200 *et seq.*, to be considered for funding. It is expected that competitive grants will cover the full range of EJ issues, which includes climate adaptation and resiliency projects, environmental remediation projects, and projects which address chronic underinvestment in housing, transportation, energy, water, and wastewater infrastructure.

Non-Competitive Grants. Non-competitive applicants will need to fill out a short application with basic information about their organization and their projects. EXF will work with the Advisory Body and partners to finalize the kinds of projects these funds can cover. It is anticipated that eligible projects will include addressing organizational capacity issues such as staffing, training, and infrastructure; completing EJ projects which fall outside traditional funding scopes; or supporting projects which increase the community's capacity to address EJ issues. Anticipated application criteria include describing their resource constraints; demonstrating their ability to manage funding; and demonstrating their ability to execute their proposal. Other criteria will be integrated as needed. See the Project Proposal Guide in the "Mandatory Attachments" section.

"Phase IV" Grants. As noted previously, EXF proposes to set aside 10% of total NGP funds to both support national-scale programs tackling cross-cutting issues affecting most or all regions, and further extend regional resources. To illustrate, instead of ten regions funding ten \$150,000 grants for the same project, the NGP would fund one Phase IV grant for \$1.5 million, allowing regional funds to be used elsewhere. Funds would be allocated as two-to-three year projects in Grant Year 1 or as one-to-two year projects in Grant Year 2. Any unallocated funds will be funneled back into NGP Phase I/II/III and Non-competitive tracks.

It is expected under EPA's EJ TCGM RFA that each RGM will have developed their grantmaking program with specific topics or needs in mind. National-scale issues will be identified and prioritized during the grantmaker coordination process. Phase IV funds may be prioritized to expand existing programs into new states and communities, to foster development of new pilot projects to fill national gaps, or to accelerate existing programs which may be lacking critical funds to take the next step. Topical areas which may benefit from this grant approach include workforce development, environmental education, or support for household hazardous waste events (e.g. better negotiated rates for recycling/disposal).

Following underlying Phase I, II, and III logic, targeted RFAs will be drafted and announced at the beginning of the Year 1 grant cycle with input and assistance from RGMs, EPA, and the Advisory Body. Applicants would use the same application process previously described. Scoring would follow the same logic discussed in the Subgrant Project Proposal Guidance Sheet but would be based on national scope and ability to deliver national projects.

Project Management & Tracking System. To streamline end-to-end, low-barrier grant application and sub-award workflows, EXF will utilize WizeHive, a cloud-based grant management system. EXF is currently integrating WizeHive into its operations. WizeHive will be linked to EXF's grant website and will allow us to implement a seamless process including the application system discussed earlier. EXF will train and provide ongoing technical assistance to subrecipients in using WizeHive throughout the life of the grantmaking program.

EXF will use WizeHive for managing grant applications, evaluation, subaward processes, and for managing grant implementation, including automated notifications, award tracking, and payment processing. WizeHive provides tools for Project Managers to track grant recipients' progress and monitor their compliance with grant terms and conditions. For applicants without internet access, Project Managers will use WizeHive to enter project information directly, helping to reduce reporting barriers to under-resourced grant awardees. WizeHive's features will enable us to address literacy/language barriers for applicants through built-in Google Translate services.

WizeHive will be used to upload reviewer scores, track applications, and automate reminders and other grant-related communications to applicants. Further, it will give EXF the capability to analyze and create reports and dashboards for regional and national grantmaking efforts according to the Evaluation Plan discussed in Section C. EXF's project management staff, processes, and use of WizeHive will facilitate compliance with 2 CFR 200.332 and EPA's *Establishing and Managing Subawards General Terms and Conditions*.

Conflict of Interest. EXF will augment its established Conflict of Interest policy and process with guidance provided by EPA to determine eligibility to serve on the Advisory Body and the review panel.

Advisory Body. In keeping with a participatory governance approach, EXF will utilize the Landscape Analysis to identify and recruit an Advisory Body that is as representative of grant needs and subrecipients as is practical. The Advisory Body will include the EXF National Project Managers; an EPA representative; representatives from a 1994 LGU, an 1890 LGU, an 1862 HSI, and an 1862 LGU; four CBO representatives; a representatives from NCAP, AEA, and DRI; and the EXF CEO. Subject matter experts from national organizations and representatives from local municipalities may be asked to advise on specific issues of concern.

Broadly, this body will work to ensure that all application processes are efficient and equitable. The Advisory Body will provide input on pre-award and post-award processes, including but not limited to requests for proposals, grant applications, evaluation rubric applications, and review panel recruitment. This body will also provide input on barriers related to language, accessibility, time, ease, and convenience, and advise on strategies to mitigate these barriers. They will also work to establish eligibility requirements.

Grant Review Panel. The Advisory Body, in partnership with EXF and its partners, will recruit a broad range of members for the Grant Review Panel. The Panel will evaluate non-competitive and competitive grant applications to determine if they qualify and meet the established criteria. The review panel will decide which grant applications will be funded and which will be asked to resubmit after consulting with TCTACs.

Post-Award Support. After a grant is awarded, the applicant will enter the contracting process where the award package is created (award letter, subaward agreement, subrecipient risk assessment and other documentation). EXF Grant Specialists will start the award process immediately after award decisions are made. Once contract negotiations are completed, EXF expects that award packets will be available to subrecipients within three weeks, subject to subrecipients ability to timely respond to EXF's requests. Funds can be dispersed upon receipt of a fully-executed contract. Currently, EXF is managing a program using this process that distributes funds to subrecipients within seven days following the receipt of signed compliance agreements.

Reporting. Competitive and non-competitive grant awardees will be required to report on their progress, expenditures, and achievements, and adjust their project plans and budgets as needed on a quarterly basis. Non-competitive subgrantees will be required to submit an interim and final report on these same items, with the exception of financial reporting which will be

required on a quarterly basis. EXF will provide templates and guidance on the types of information that should be included in these reports, and our technology will allow automation of many of these processes. See Section C for more information on evaluation and reporting.

A.4. Program Communications and Outreach

To ensure eligible applicants, especially disadvantaged communities and the CBOs that serve them, are aware of grant opportunities, requirements, and timelines, the NGP will include a multi-phase, multi-lingual, multi-modal communications and outreach program executed in conjunction with our partners. The following activities will initially be targeted at high-priority areas identified in the Landscape Analysis until the national grantmaking infrastructure is mature and national needs are identified. EXF will partner with RGMs, TCTACs, and EPA during the course of grantmaking activities to refine and expand efforts.

Digital and Print Outreach. EXF's Community Engagement team will design electronic RFA broadcast materials for the national program. These materials will be shared with the entire grantmaking system. Communication channels will include websites, listservs, newspapers, email communications, and social media accounts. EXF will host up to two national webinars about the program, and Liaisons will be asked to provide locally relevant open programs to discuss grantmaking efforts (described in *Community Based Outreach* below).

A public-facing website will serve as the main communication channel. It will be continuously updated to include recordings and materials from the informational webinars, frequently asked questions, news and updates, a listing of grant recipients, and contact information for TCTACs and RGMs. Visitors to the website will be able to sign-up for grant updates and utilize a live Chatbot to ask questions. Further, EXF will host virtual informational sessions, including at least one pre-RFA webinar, one post-RFA webinar, and six conference calls (one conference call every six months) throughout the three years. All virtual webinars and in-person information sessions will include interpretive services as needed to make grant-related information available to those not fluent in English or who have limited English proficiency. EXF will work with RGMs who wish to utilize the website in setting up their own public-facing pages.

EXF will use HubSpot as its Customer Relationship Management (CRM) platform. HubSpot uses a relational database model that allows EXF to understand and manage the lifecycle engagement of clients (e.g. RGMs and CBOs). HubSpot provides email creation, sending, and tracking services, allowing client interaction measurement and tracking. HubSpot also serves as an event and contact management tool, allowing EXF to track registration for events in the tool and through API connections to external web form programs (e.g. JotForm), contact information for clientele, and management of email listservs. Contact and registration lists can be exported as Excel spreadsheets or CSV files, both of which are compatible with many different CRM, grant management, and database management systems. Similar services could be made available to RGMs if needed. Community Engagement staff will use HubSpot to create customized email and newsletter announcements for the network.

The Landscape Analysis will be used to identify initial areas to gather the contact information of CBOs, local agencies, Tribes, non-profits, and other entities who may be potential applicants for the program. Contact gathering will be led by Liaisons working cooperatively with RGMs, regional TCTACs, Technical Assistance to Brownfields centers (TABs), Environmental Funding Centers (EFCs), and, as applicable, USDA-RPN staff. These efforts will be supplemented through voluntary mailing list sign-ups at webinars or on websites. A dedicated HubSpot contact list will be created and shared with the national grantmaking and capacity-building network to help expedite communication and outreach.

EXF will use this information to design, print, and distribute targeted mailers to potential applicants. Print materials used for communication and outreach will be written in simple English and translated into languages reflective of the needs of the priority area. These mailers will include information about the grant, applicable online and in-person sessions, and contact information. Print material quantities will be based on the addresses collected as well as expected attendance at in-person events. Template communication materials will be reviewed and approved by the Advisory Body and partners to ensure they are appropriate for the targeted populations. EXF will share templates of these materials with RGMs as requested to help them improve their outreach. The database will continue to be developed and distributed over the course of grantmaking activities and will be used to better understand communities and refine EXF's overall grantmaking approach.

Community-based outreach. Community-based outreach activities will be tailored to regional needs and will leverage existing and placed resources including Liaisons, RGMs, CES, NCAP, DRI, Geos, TCTACs, and if applicable, USDA-RPN staff. Liaisons will develop individualized local communications plans for their areas. These plans will include activities such as sharing information via community events, Tribal newsletters, local newspapers, social media, and local radio stations. When possible, Liaisons will host in-person grant information sessions as stand-alone programs as well as in conjunction with existing events, such as meetings hosted by MSIs and local community colleges and universities. Liaisons will distribute print materials throughout priority communities to the extent possible (utilizing libraries, community centers, community organizations, chambers of commerce, and other public spaces). Liaisons will work closely with other FITCN programs to facilitate communication and partnerships and to connect CBOs and communities to other potential funding channels.

B. EXF's National Grantmaking Coordination Program (NGC)

The second major component of EXF's work plan is the coordination of national grantmaking efforts. The ten RGMs will have different priorities, processes, funding criteria, and needs than that of the NGP. Despite these differences, EXF, as the NGC, will coordinate and develop actionable feedback loops to create a cohesive grant network that best serves disadvantaged communities and CBOs. The following activities will promote consistency and achieve efficiencies across all regions.

Coordination. Members of the Core Project Team and Liaisons will communicate with RGMs on a regular basis to achieve cohesiveness in grantmaking. The NGC Partnership Coordinator will lead nationwide RGM coordination efforts in conjunction with the NGP Team Leads, Liaisons, and other Core Project Team members. During the first quarter of the grantmaking program, the NGC Partnership Coordinator will host a number of strategy sessions amongst the EXF Core Project Team, EPA, each RGM, and TCTAC representatives to develop strategies for technology deployment, field communication and collaboration, integration of the National Evaluation Plan, and to gather input around community assets and needs. EXF will present the findings of its Landscape Analysis as part of this coordination effort and provide training and support to regional grantmakers on using the analysis methodology, databases, and reports to support communities in their region if desired. EXF will work with each RGM to create a collaborative strategy for supporting disadvantaged areas in their respective regions. These coordination efforts will inform both EXF's NGP and Evaluation & Reporting programs so EXF can more effectively reach areas not served by RGMs. Meeting cadence and attendees will be adjusted by the NGC Partnership Coordinator to reflect the ongoing needs of the national grantmaking effort and stages of integration.

Liaisons will serve as consistent, key contacts for communicating information, materials, and resources to RGMs. In addition, the NGC Partnership Coordinator will host and facilitate monthly progress check-in meetings to maintain communication amongst the network and to share learnings and best practices. During these meetings, RGMs, Liaisons, and other invitees will be asked to provide progress updates, challenges, opportunities, and community needs. This meeting time may be used to provide training around best practices, tools, and case studies. Lastly, this meeting space will be used to troubleshoot challenges that grantmakers and subrecipients are having and work towards finding solutions. Findings will be shared via quarterly reports, and with subrecipients, TCTACs, and other stakeholders.

Tools. EXF will provide each RGM with a WizeHive account that can be tailored to their grantmaking needs. This will afford system-wide efficiencies and offer a one-stop shop for potential applicants; enable grantmakers to track applicants that apply; and facilitate consistent data collection and report generation, in addition to many other functions. If RGMs choose to use a different grant management system, EXF will coordinate with them to create a referral system for applicants and establish protocols to communicate critical information across programs as part of the integration process.

EXF will provide each RGM with a Connect Extension subgroup to advance networking and further streamline communications with and among RGMs. Connect Extension is a Crowdstack-based closed social media network for Land-Grant university professionals, community partners, and federal partners. Private subgroups will be created for all grantmakers to promote networking and resource sharing, best practices, news, and tools in real time. Subgroups will allow RGMs to add customizable content based on their needs. Registered users can receive content notifications instantly or in daily and/or weekly digests, based on their preferences. This platform is preferable to other social media platforms because it is secure, each user owns their data per the EXF's Terms of Use, and there is no third-party or paid advertising on the site. EXF will provide technical support for all online tools provided to RGMs through the NGP.

Coordinated Public Reporting. In addition, EXF will provide a streamlined mechanism for RGMs to report on their progress to their audiences. A publicly available dashboard showcasing NGP and RGM data will be created on the NGP website. The dashboard will incorporate both national and regional data and provide information like applications received, total sub-awards made, total dollars awarded, a map of the geographic area covered, and progress on CEJST indicators. This dashboard will be modeled off of the national Extension Collaboration on Immunization Teaching and Engagement (EXCITE) program (see Section F.1), which EXF manages. We will explore various online reporting and mapping tools such as Tableau, Microsoft PowerBI, Esri's ArcGIS StoryMaps, and ArcGIS Dashboards. Regardless of the platform, the tool will serve to help EXF and RGMs easily analyze and organize data for program impact reporting to EPA and the general public.

C. EXF's National Grantmaker and National Coordinator Evaluation Programs

EXF's Evaluation, Monitoring, and Learning Team will serve as the evaluation lead for both national and regional grantmaking programs. The following section highlights the work to be accomplished under this proposal. The full evaluation program, including graphics, tables of indicators, and a detailed model description can be found in the "Optional Attachments" as Appendix VII. As the national lead, EXF will:

- A. Develop a National Evaluation Plan in collaboration with RGMs in the initial 3 months. This includes finalizing indicators related to EPA grantmaking outcomes (Appendix VII,

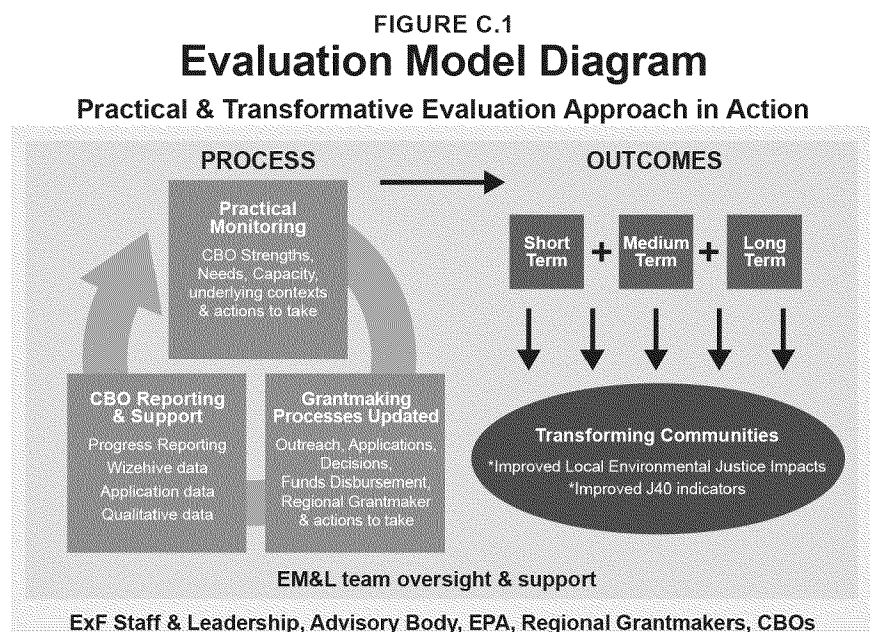
Table 1), J40 indicators, and subrecipients' overall progress toward their local short, medium, and long-term outcomes.

- B. Assess which Outreach & Communication efforts are influencing engagement with potential applicants and track subsequent changes in volume and diversity of applications submitted.
- C. Track and estimate the extent to which applicants and RGMs, serving areas identified as high need in the landscape analysis, are leveraging EXF and partner networks for project support, implementation, and/or partnerships across funded and unfunded projects (Table 2).
- D. Implement and manage a data collection process to routinely collect and report on key indicators, and incorporate findings into EXF's and RGM's grantmaking processes ("Optional Attachments" Appendix VII, Tables 2,4,6).
- E. Assess the effectiveness of the RGM coordination and the accessibility of data collection tools and resources (Appendix VII, Tables 5-6).
- F. In partnership with RGMs, create a national and public-facing dashboard that displays information on the number of applications received, number of applications funded, J40 indicators funded projects address, and information on funded projects.

The National Evaluation Plan will operationalize the Evaluation Model (illustrated in Figure C.1) in order to understand the extent to which the grant program 1) is accessible to eligible organizations, particularly in disadvantaged areas and/or areas identified in the landscape analysis; 2) decreases burdens in applying for and/or accessing federal funds for EJ projects; 3) increases EJ funding in historically

disadvantaged groups/areas; 4) the grant application & management processes are easy to use, 5) funds are quickly & equitably disbursed; 6) eligible organizations are satisfied with grantmaking processes; and 7) grantmakers are tracking the J40 indicators being addressed by funded projects. As NGP and RGM programs come into focus, it may be necessary to adapt program designs to meet the needs of the communities that will be served and the components that will be coordinated. Evaluation will be the main tool used to inform these adaptations.

Coordinating efforts will also distinguish between the roles and responsibilities of the National Grantmaker and the RGMs related to data collection, assessment, and non-duplicative data & reports provided to EPA. EXF will work with RGMs and EPA to operationalize evaluation and data collection processes in the initial 3 months of the grantmaking project (Feb-April 2024). This includes finalizing the evaluation approach at local levels, indicators and variables of interest to RGMs, as well as coordinating data collection and reporting timelines and



processes, and/or software or database training and support. The following summarizes the Evaluation Model and key areas of data collection and analysis.

Evaluation Model. The two main components of the National Evaluation Plan are grounded in an Empowerment Evaluation Model (Fetterman, 2017; Hewlett Foundation, 2020; Council on Foundations, 2009). This model feeds actionable information, based on applicants' and subrecipients' strengths and needs, into grantmaking processes (see Figure C.1) using Continuous Quality Improvement (CQI) (Practical component) to achieve Community Outcomes and Impacts (Transformative component). This model will surface success stories and track progress toward achieving their short, medium, and long-term EJ outcomes, as well as J40 indicators across the grantmaking program (Transformative component).

Practical Monitoring/CQI. EXF will leverage organizational and project management infrastructures to collect data across indicators and feed actionable information into the grantmaking processes. This includes surfacing community, applicant, and subrecipient strengths, needs, and underlying contexts through the application, progress reporting, and technical support processes. The EXF team will routinely meet with the Advisory Body to identify trends across indicators about outreach, grants applications and management processes, and regional grantmaker technical support services. The analyses and recommendations will be discussed, acted upon, and tracked.

Grantmaking & Project Management. CQI efforts will monitor the extent to which the 1) grant program is accessible to eligible applicants, particularly in disadvantaged areas; 2) outreach efforts and networks are leveraged to invite grant applications; 3) the grant application & management processes are easy to use; 4) the grant review & decision processes are fast; 5) the funds are quickly & equitably disbursed; and 6) eligible applicants are satisfied with grantmaking processes across Phase I-III project applications.

Outreach & Communication. CQI of outreach and communication will track 1) interest in the EJ grant program and 2) receipt of intakes and/or applications from applicants. Activities include marketing and social media analytics, pre-award event (webinar, meetings, etc.) participation linked to marketing outreach, as well as describing participants in pre-award events by applicant demographics, topical area, EPA region, and other characteristics.

Wraparound Support for RGMs. The CQI phase will include monitoring of needs and strengths of RGMs as appropriate, as well as participation in, utility of, and satisfaction with EXF services. CQI processes include utilizing marketing outreach efforts, listening sessions, and/or reporting during routine meetings with EXF, the Advisory Body, and RGM staff. Outcome evaluation for RGMs will include routine data collection on National indicators to understand cross-site or cross-EPA region variations, as well as subrecipients within RGM's portfolios progress toward local short, medium, and long-term EJ outcomes.

Transformative Environmental Justice Impacts & Outcomes. RGMs and subrecipients will be required to report and describe the impact of their program on local EJ outcomes they have defined. Emphasis will be placed on the identification of and assessment of short-term outcomes related to project activities. EXF will liaise with TCTACs to ensure subrecipients have access to relevant and accessible program planning and evaluation support and information. Outcome and J40 indicator data will be collected via a mixed methods evaluation that reduces burden on the sub-recipients. The Evaluation Model will be used to track and measure progress in achieving these EJ outcomes, their relationship to outputs, and meeting grant program goals.

Quantitative Data Collection. Wizehive and Hubspot will be the primary data collection tools for the evaluation. Both EXF and RGMs will use WizeHive for grants management processes, centralizing data collection and analyses related to grants submission, review, decisions, disbursement of funds, and data extracted for progress reporting purposes across all

grantmakers. Therefore, EXF will have access to all data housed within the national grantmaking infrastructure and can track indicators overall and by EPA region. These data can be analyzed by Phase I-III status, J40 indicator(s), disbursement of funds, subrecipient characteristics, geographic and groups served characteristics, as well as other indicators requested by EPA. If RGMs opt out of WizeHive for grants management, EXF will work with the RG to upload clean data into a database such as RedCap for analysis.

Using WizeHive, EXF will aggregate progress report data (local and J40 indicators) over time while reducing the reporting burden on the subrecipients. EXF will utilize HubSpot to monitor and understand engagement with RGMs as well as subrecipients funded through the National Grantmaker mechanism. Data sources include targeted communications, campaigns (email, social media, client engagement), and search engine optimization, among others. HubSpot allows EXF to understand the extent to which clients are interacting with content, campaigns, and allows for client management as well as information and outreach customization. In addition to longitudinal analyses of client engagement, HubSpot can capture point-in-time feedback on satisfaction with and utility of grants management processes. These administrative data will be disaggregated to understand the distribution of projects by EPA region, topical area, and community demographics, and indicators included in the CEJST. EXF will collect data in ways that meet subrecipient needs and consider their infrastructure capabilities (e.g., internet access).

Qualitative Data Collection. EXF will abstract qualitative data from applications, progress reports, meeting notes, and listening sessions. Themes will be identified, coded, and summarized across key stakeholders, subrecipients, and applicants as appropriate. Qualitative and quantitative data will be triangulated to understand needs, patterns, and identify changes to improve grantmaking processes and tracking of indicators.

D. Project Timeline

Item	Year 1 2/24 to 1/25				Year 2 2/25 to 1/26				Year 3 2/26 to close			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Staffing												
Onboarding and Training												
Recruitment of Advisory Body, Review Panel												
Staff, Advisory Body, Review Panel meet												
NGP Material and Technological Prep												
Design marketing materials and website												
Grant criteria, RFA, application development												
Technology deployment												
Translation services												
Material/technology delivery and refinement												
NGP/RGM Grant Program Delivery												
Landscape Analysis distribution, refinement												
Data distribution, updates with RGMs												
RGM, TCTAC, partner coordination meetings												

communications and outreach program executed in conjunction with our partners. The community engagement team will include: Partnership Engagement (3 primary partners), Field Engagement (12 full-time, 12 part-time staff) and Technology Deployment (4 staff)

- **Associate Outreach and Accessibility Lead**, Molly Immendorf (50% FTE) Will recommend suitable training programs to enhance the knowledge of staff, partners, and advisory body members, and review panel members regarding the vital aspects of diversity, equity, inclusion, and access; will ensure the progress of our participatory governance approach in collaboration with partners; and will oversee RFA development, conflict of interest policy and legal oversight. The outreach and accessibility team will include: Instructional Designer, National Review Panel Coordinator and review panelists.
- **Evaluation, Monitoring, & Learning Lead**, Julie Halverson (100% FTE) Will lead the development and implementation of the National Evaluation Plan and corresponding analyses and oversee the EM&L team; responsible for continuous quality improvement cycles and outcomes evaluation; will collaborate with the Leadership Team, Advisory Body, Regional Grantmakers, and Field Engagement Team to implement the Evaluation plan and feedback loops. The EM&L Team will include: Evaluation Associates (2 staff), a Dashboard Developer, and a Publication Specialist.
- **Comptroller**, Arielle Smith, CPA (50% FTE) Will lead the NGM financial team and oversee the significant day-to-day fiscal management of this subaward, both overall and on a per-project basis. She will prepare all financial reports for this award. The financial management team will include: Contracts Specialist (2 staff), Bookkeeper, Community Project Lead, Grants Specialist Lead, Assistant Community Project Coordinator (2 staff), Assistant Grants Specialist (2 staff) and Accounts Payable (2 staff).

Refer to EXF's Organizational Chart in **"Optional Attachments" as Appendix VIII** for a visual representation of EXF's staffing strategy.

Fringe (6.B)

\$2,517,361.77

The Fringe Benefits rate is determined by the specific choices made by EXF employees. In situations where new employees are being hired, we utilize an average rate of 32% to accurately allocate funds for their comprehensive benefits package.

Travel (6.C)

\$957,800.00

Travel is a vital component of implementation of this proposal. The primary corpus of travel funding will be allocated to Regional, State and Special Project Liaisons, who will serve as key outreach personnel for the NGM, coordinate with RGMs and local CBOs, and target underserved communities. The ability for Liasons to travel and meet communities where they are is critical to working in underserved areas, building in-person relationships and is the foundation of EXF's community-based outreach plan. The travel budget also includes funding for two in-person staff meetings in the first two years which will provide staff with the ability to coordinate work plans and develop sound working relationships. Lastly, this budget will provide support for the project manager to travel to conferences and events in order to communicate about the grant and facilitate coordination across the grantmaker system.

Supplies (6.E)

\$132,000.00

The budget will support printed materials for outreach about the grant, including signage, printed grant applications and items associated with in-person events. In addition, informational boards will be used to provide outreach about the grant as well as share the news about successful projects, where needed and as appropriate. Lastly, EXF will provide a technology reimbursement for all full-time staff, part-time staff and contracted liaisons.

Contractual (6.F)

\$2,451,500.00

This will include contracts or university buy-outs for State and Special Project Liasons, including travel; contracts for Advisory Body, Review Panelists and a publication specialist; legal and technical support as needed; vendor contracts for grant management, and web and customer relationship management software.

Other (6.H)

\$34,054,617.00

The corpus of the funding will go to subawards to grantees. \$3,825,000.00 in funding will be directed to Non-competitive grants, \$6,000,000.00 in funding will be directed to Phase I grants, \$9,750,000.00 to Phase II, \$11,900,000.00 to Phase III and \$1,500,000.00 to our proposed Phase IV grant categories. Participant Support Costs for the in-person NGM staff meeting in years 1 and 2, and non-personnel travel to the NGM In-Person meeting are included in this category.

In addition, this budget includes funding for two university buyouts - Jason Henderson will serve as the Co-Project Manager and will liaison with Cooperative Extension Service and ECOP; and Shane Bradt will be the Dashboard Developer and will collaborate with EXF staff on the Communications and Outreach Team and the M,E, and L Team to create the reporting dashboard in alignment with national indicators. Lastly, this budget includes funding for our three statutory partners who will provide personnel to support community-based outreach activities and partnership development, as well as input as Advisory Body members.

Indirect Charges (6.J)

\$1,758,353.90

EXF elects to apply a 10% de minimis indirect cost rate per the provisions contained in 2 CFR 200.414(f) against modified total direct costs (MTDC).

Total Budget

\$50,000,000.00

F. Organizational and Programmatic Capability

F.1. Successful Completion/Current Management of Agreements and Impact

a. Pesticide Safety Education Funds Management Program through the Environmental Protection Agency (PSEFMP) - (X8-83698001)/ Award amount: \$5.5M Dates: 2017- 2022/ Project Office & Contact Information: Ryne Yarger, yarger.ryne@epa.gov: EXF successfully managed this program, resulting in \$5M in funding to 53 LGUs annually to support Pesticide Safety Education Programs over five years; the average award is \$19K per program each year. The grant increases the support for the safe application of pesticides in 50 states and territories. EXF consistently received positive feedback from participants- 84% of respondents found the report submission process to be "Very easy" or "Extremely easy" to complete. EXF effectively supported participants in reporting their progress toward deliverables and proactively helped them overcome challenges before they escalated. EXF diligently tracked expenditures to ensure compliance, which resulted in more efficient use of funds, timely and complete reporting, and achieved participant commitments. To foster ongoing improvement, EXF actively sought and incorporated feedback about the system, administrative practices, and overall satisfaction. This invaluable input allowed EXF and its Advisory Committee to refine the program, resulting in an efficient and comprehensive platform. EXF met all quarterly, annual, and final reporting requirements on time.

b. New Technologies for Ag Extension (NTAE) through USDA, National Institute of Food & Agriculture (NIFA) - (2020-41595-30123)/ Award amount: \$9,792,000; Dates: 2019 - 2023/ Project Office & Contact Information: Sarah Rocker, sarah.rocker@usda.gov: As part of a subaward under Oklahoma State University, EXF manages application processes, review panels, and distribution of awarded funds for NTAE, a competitive grant program covering a variety of environmental, technological, human health and well-being, and educational projects. These projects are led by CES Extension staff or faculty and are embedded in local communities.

Applicants can apply for one of three levels of funding: incubation, expansion, and acceleration. EXF provides pre-award informational and consultative webinars, post-award mentorship and on-demand support, support for project management, as well as technical support and subject matter experts. In addition, EXF further increases CES capacity with a public-facing question-and-answer system, a closed social media network for LGU professionals to bolster collaboration, and a national repository of CES programs and resources to reduce the duplication of work system-wide. NTAE funding supports nearly 100 WordPress websites with 24/7 support to share curated content from national CES projects with the public. A total of 72 projects have been supported by NTAE since 2019. In a recent survey, 64% said NTAE helped them build capacity around new funding and found that participating in NTAE was very to extremely helpful in helping the team pursue additional funding. EXF has met all quarterly and annual program and financial reporting requirements.

c. Extension Collaboration on Immunization Teaching and Engagement (EXCITE) through the Centers for Disease Control (CDC) - (2021-77041-3481)/ Award amount: \$17,403,000/ Dates: 2021 - 2025/ Project Office & Contact Information: Ahlshia Shipley, ahlshia.shipley@usda.gov: The goal of the CDC funded, USDA-NIFA administered EXCITE program is to address health disparities among rural and other underserved communities. EXF works in partnership with NIFA and other institutions to deliver EXCITE program deliverables through the development of an online application process, a program registry of tools, an online reporting system, and a national ArcGIS dashboard to showcase the impact of EXCITE efforts. To date, EXF has delivered 86.35% of funding to 101 projects representing 96 institutions. This enables critical adult immunization education outreach to rural, Tribal, Hispanic, and African American populations. The project has reached over 15 million individuals, formed over 400 new local partnerships, and resulted in over 25K vaccinations. In the following quote, Alexi Piasecki of CDC described EXF's work during a national conference: "[CES is] one of the few rural partners that [CDC] engaged with COVID-19 vaccine education work. [CES professionals] are the trusted messengers in every county in the United States, and you're specifically targeting those populations. Not only are you addressing a great diversity of partners, but you're doing it in such creative ways in order to educate, interact, and then bridge these opportunities to provide education, [and] discuss COVID-19 and adult immunizations with these groups." EXF has met all quarterly and annual program and financial reporting requirements on time.

d. NEXTGEN Technical Advising Services through the USDA-NIFA for Minority-Serving Institutions (MSIs) - (2022-70441-38666)/ Award Amount: \$2,375,000/ Dates: 2022-present/ Project Office & Contact Information: Ahlshia Shipley, ahlshia.shipley@usda.gov: EXF assisted eligible MSIs in developing grant proposals and editing in less than 60 days, which increased institutional capacity for proposal development and grant writing. EXF provided the following pre-award services: virtual application workshops; and support for budgeting, grant writing, partnership connections, and program strategy; just-in-time multi-modal menu of support including virtual office hours, NEXTGEN-specific knowledge base, staffed web chat to accommodate multiple time zones; and designed and provided a Proposal Development Toolkit. EXF's digital infrastructure to support this project included a fully integrated CRM to manage customer service interactions, maintain a historical record of interactions with clients, solicit client feedback, and provide a chatbot to answer questions. This program provided eligible institutions with new skills, tools, knowledge, and resources to submit quality proposals. Eighty-one percent of the lead institutions awarded funds were served by EXF; 90% would use its technical services again and 92% would recommend services to other institutions. EXF promptly met all final reporting requirements.

F.2. Staff Experience and Qualifications

EXF has built strong systems to address the grant and fiscal management necessary to handle multi-million dollar grants. In-place systems include a CRM (HubSpot), Connect Extension, a National Program Registry of Cooperative Extensions System Programs, WizeHive, website infrastructure, and numerous in-house programs and staff who support education, evaluation, and publishing needs.

Key Personnel or Core Project Team members have doctoral or masters degrees and bring decades of experience and diverse expertise to lead EXF in its efforts as the National Grantmaker. Refer to the Core Project Team resumes in "Mandatory Attachments" for more information.

The Core Project Team will be supported by additional EXF staff with extensive experience in project management, financial management, technical support, communications, evaluation, professional development, mentoring, and stakeholder engagement, as well as broad subject matter expertise, see Section E. As a fully remote organization, EXF's staff are distributed across the country and are familiar with utilizing video conferencing, instant messaging, cloud based tools, and operating across multiple time zones, and has the ability to onboard new employees quickly. EXF has regular assistance from former Extension Directors who serve as advisors/catalysts to project leaders and to staff in administering and delivering successful grant funded programs. As discussed, EXF is committed to obtaining the resources required to complete all projects successfully, and has demonstrated the ability to do so in the past.

F.3. Past Performance

EXF has a strong history of meeting timely reporting and expenditure requirements for its cooperative and grant agreements. For the above-listed agreements, EXF has successfully managed and completed (or is currently managing) the projects and meets all reporting and expenditure requirements, including the complete and timely submission of program and financial progress reports toward achieving the expected outputs and outcomes. EXF's success can be attributed to having efficient and appropriate controls in place to expend funds awarded to EXF, as well as monitoring awards and expenditures as a pass-through entity. Several critical aspects underlie EXF's approach: 1. Standardized Reporting Processes: Implementation of standardized reporting processes across projects to ensure consistency and efficiency in reporting. This includes using electronic systems, such as WizeHive, HubSpot, and JotForm, which streamlines the reporting process and facilitates the timely submission of progress updates. 2. Regular Communication with Funding Partners: EXF project management teams regularly communicate and meet with funding partners, ensuring they are always informed about the progress of the projects. This proactive approach helps EXF quickly address any issues and ensures that partners are satisfied with the reporting and project management process. 3. Comprehensive Record Keeping: EXF maintains thorough and organized records made possible by various technological solutions for all projects. These tools make accessing and retrieving information for reporting purposes easy and ensure that inquiries or requests for additional information from funding partners can be responded to quickly. 4. Continuous Improvement: EXF continuously assesses and improves reporting and grant management processes by incorporating feedback from funding partners and internal evaluations. This commitment to improvement ensures that processes and procedures remain up-to-date and effective in providing accurate and timely information to funders. These processes and controls will continue to be implemented and will be further enhanced with WizeHive.

F.4. EXF's Historical Connection to Underserved Communities

EXF has supported CES with innovative learning platforms, professional development, and dissemination of best, new, and emerging practices since 2006. USDA-NIFA's investment of

NTAE funding into EXF's infrastructure has supported a wide range of outreach. Through this funding, EXF has directly supported 220 teams across multiple LGUs. Some examples of supported programming reaching underserved areas and audiences, both rural and urban, include *Using Animated Pollinator Video to Educate Underserved Populations* (Nebraska Indian Community College, 1994 LGU); *Increasing Equity-driven Approaches to Food Preservation Programming in California* (University of California, 1862); *Building a Culture of Composting in Greater Chicagoland* (University of Illinois, 1862); *Pollution Prevention and Wastewater Phytoremediation Using an Algal Turf Platform for Improving Sustainable Agriculture Practices in Delaware* (Delaware State, 1890); the *West Virginia Coalfields Trail Town Program*, a project designed to help local economies transition from fossil fuel dependence (West Virginia State University, 1890); and *Building Sustainability for ¡Salir Adelante! Caminos a Nuestro Futuro*, a culturally tailored, family-focused curriculum helping 6-8th grade Latino youth succeed beyond high school (Iowa State, 1862).

As mentioned in Section E.1, EXF was the technical service provider for the NEXTGEN project in late 2022. This \$250M funding opportunity targeted eligible MSIs with awards ranging from \$500,000 to \$20,000,000. While an unprecedented opportunity for MSIs, it presented many challenges for EXF, namely the ability/infrastructure for these colleges and universities to prepare and manage potential awards of this magnitude in the time frame provided. EXF's outreach and technical assistance empowered over 100 MSIs to apply for this historic funding. Of the 33 NEXTGEN awardees announced in June 2023, 27 received direct technical assistance for their applications from EXF.

Ex. 6 Personal Privacy (PP)

Ex. 6 Personal Privacy (PP)

Ex. 6 - Personal Privacy (PP)

Ex. 6 - Personal Privacy (PP)

Professional Experience

December 2022-present Interim Chief Executive Officer, Extension Foundation

Provide organizational leadership for the Extension Foundation through:

- Collaborative leadership with the Chairman of the Board for the Extension Foundation.
- Oversight of all financial operations working with Comptroller.
- Leadership for grant development.
 - Grants written April -June include Environmental Protection Agency (EPC) Pesticide Safety Funds Management Program (PSEFMP), Extension Disaster Education Network (EDEN), EPA Grantmakers.
 - Received notification of Work Force Grant (\$10m) award.
 - Current grant portfolio of \$32.9M.
 - Moving to a systems approach to better handle grant growth opportunities
 - Purchased a grant software system
 - Contracted for a data security audit
 - Looking at improved financial systems.
- Develop relationships and represent the Extension Foundation to partners and potential partners.

Administrative lead with Acadia, the EXF Professional Employee Organization, on personnel matters, payroll, benefits, position salary comps, employee concerns, EXF handbook.
- Worked through an employee complaint that required an investigation with employee and DEI attorney reviews within the first week of being the Interim CEO. Complaint was unfounded. Relationships are restored.

2016-2022 Chief Operating Officer Extension Foundation

- Responsible for the Foundations Operations to include, talent acquisition, staff training and development, matching talent with organizational needs in a changing environment.
- Principal Investigator (PI) on:
 - EPA 5 year grant for \$5M that handles funding for pesticide safety education to land grant institutions.
 - National Institute of Agriculture for \$7.4 M (4 year grant) that handles competitive grants for projects related to the USDA strategic plan.
 - EXCITE grant for \$17 M with NIFA via CDC for Vaccinate with Confidence media campaign and pilot projects to deal with COVID-19 vaccine hesitancy and pilot programs for Immunization Education.
 - NextGen for \$2.375 M that supports an educational pipeline through MSIs to deliver more agricultural graduates for federal agencies and agricultural needs in our country.
 - Work Force grant for \$10M that will begin September 2023.
- Responsible for compiling Employee handbook, updating of the handbook and policies and procedures, writing operational guidelines and procedures for the EPA, Extension Collaborative

Ex. 6 Personal Privacy (PP)

on Immunization Teaching and Engagement (EXCITE) and NTAE grants to include competitive review procedures, streamlining documents for federal awards and general forms and processes.

- Lead and manage Human Resource function for talent acquisition.

2009-2016 Associate Vice Chancellor (Associate Vice Provost initially) and Associate Director of Extension.

- Responsible for the programmatic side of the statewide Missouri Extension Programs. This included responsibility for eight regional directors, five program directors embedded in university academic departments and for non-credit extension programming (nine) areas including the Fire Training Institute, the Law Enforcement Institute, Medical non credit education, the conference office, Labor, Nursing, Osher, Business School non-credit, Engineering Extension non credit. Total employees of around 950 at one point and a budget of around \$90M. (Number of employees and funding varied with funding and program additions and deletions).

2004-2009 Director of Off Campus Operations University of Missouri

- Responsible for the administrative leadership of 114 Missouri counties and the cities of St. Louis and Kansas City for statewide Extension programming. Included all off-campus Extension employees, councils and Council development (local, regional, and state) in Missouri.
- Administrative lead for 8 Regional Directors and the State Extension Council.
- Administrative liaison or lead for the Missouri Extension Leadership Development initiative that was an 18 months leadership courses for midcareer Extension faculty while as Regional Director, Off Campus Director of Operations, and Associate Director (1999-2016).

Education

Executive Certificate in Nonprofit Management	Georgetown University, 2021.
PhD Human Environmental Sciences	Architectural Studies, University of Missouri, Focus on Environment and Behavior, University of Missouri, 2017.
Diploma in Community Development	Diploma (MS Core) in Community Development, and Additional Academic MS Core in Human Development, University of Missouri, 1986-1990.
MS Human Environmental Sciences	Clothing and Textiles, Minor in Vocational Education, University of Missouri, 1980.
BS Home Economics Education	Home Economics Education, Minor in Business College of the Ozarks, Point Lookout, MO, 1975.

Ex. 6 Personal Privacy (PP)

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Ex. 6 - Personal Privacy (PP)

Ex. 6 Personal Privacy (PP) is the Vice President for Extension and Outreach at Iowa State University. As Vice President, Ex. 6 Personal Privacy (PP) leads about 900 faculty and staff who support what Iowans value: a strong Iowa. ISU Extension and Outreach engages all Iowans in research, education, and extension experiences to address real-life challenges and prepare for a thriving future. In this role he leads statewide efforts to provide research-based education, resources, and insights to help families, farmers, and communities. Vice President Ex. 6 Personal Privacy (PP) is a professor in the ISU Department of Economics. He is an agricultural economist, an academic leader, and a nationally recognized expert in agricultural and rural issues, publishing more than 80 academic and Federal Reserve publications on such topics as land values, entrepreneurship, electronic commerce in agriculture, demographics, and many more.

Previously, Ex. 6 Personal Privacy (PP) served as the Director of Extension and Senior Associate Dean for Faculty Affairs in the College of Agriculture at Purdue University. In these roles he led statewide Extension and research-based education in 4-H Youth Development, Agricultural and Natural Resources, Community Development and Health and Human Sciences. He provided leadership for the FADI-EDEN grant as a principal director from 2018 to 2023. Prior to Purdue, Ex. 6 Personal Privacy (PP) served as Vice President and Omaha Branch Executive at the Federal Reserve Bank of Kansas City, where he led Federal Reserve efforts to track agricultural and rural economies, including the impact of natural disasters, droughts and floods, on the agricultural sector and rural communities.

He holds masters and doctorate degrees in agricultural economics from Purdue University in West Lafayette, Indiana, and a bachelor's degree in economics from Central College in Pella, Iowa. He was raised on a family dairy farm in northeast Iowa and understands the first-hand needs of the EDEN network by living through the 1993 floods that were the catalyst for EDEN.

RELEVANT PROFESSIONAL EXPERIENCE

Iowa State University

Vice President for Extension and Outreach and Professor of Economics 2023 to Present

Purdue University

Director of Extension and Associate Dean for Faculty Development, College of Agriculture 2013 to 2023

Federal Reserve Bank of Kansas City

Vice President and Omaha Branch Executive 2007 to 2013

EDUCATION

Ph.D. Purdue University, West Lafayette, IN, Agricultural Economics,	2001
M.S. Purdue University, West Lafayette, IN, Agricultural Economics,	1996
B.A. Central College, Pella, Iowa, Major: Economics, Minors: Mathematics and History	1994

RECENT AND RELAVANT ACADEMIC FEDERAL RESERVE PUBLICATIONS

Lawrence, J, G. Hadley, and J. Henderson. 2019. "The Future for Extension Farm Management Economists: The Director's Cut." *Choices*, Quarter 2, 34(2), pp. 1-4.

Henderson, J. 2018. "Monetary Policy and Agricultural Commodity Prices: It's All Relative," *Choices*, Quarter 1, 33(1).

Henderson, J. and N. Kauffman. 2012. "Initial Impacts of the 2012 Drought," *Main Street Economist*, Issue III.

Drabenstott, M. and J. Henderson. 2005. "Katrina and Rita: Lingering Effects on Agriculture," *Main Street Economist*, October.

CONGRESSIONAL TESTIMONY

Congressional Testimony to U.S. House Agricultural Subcommittee on Nutrition, April 28, 2016

Congressional Testimony to U.S. House Agricultural Subcommittee on Department Operation, Oversight and Credit, April 14, 2011

Congressional Testimony to U.S. House Agricultural Subcommittee on General Farm Commodities and Risk Management, April 1, 2009

GRANT FUNDING AND GIFTS

Co-Principal Investigator with Michael Wilcox and Lionel Beaulieu. "Advancing Agrosecurity and Community Resilience through Collaboration, Capacity-Building and Extension Program Innovation", 2018-2022, \$1,5,32,000.

Co-Principal Investigator with James R. Mintert and Michael Langemeier. "Purdue/CME Group Farm Economy Barometer Project" 2022-2024, \$805,749.

NATIONAL LEADERSHIP POSITIONS FOR COOPERATIVE EXTENSION SERVICE

National Extension Committee on Policy (ECOP)	2018-current
Director responsible for Climate Priority Action Team	2020-current
Budget and Legislative Committee, North Central Extension Region Rep	2016-current
Chair	2022-current
Extension Foundation Board of Directors	2015-2019

EDUCATION

Ph.D.	Rural Sociology and Human Dimensions of Natural Resources and the Environment	2010
M.S.	Community and Economic Development	2007
B.S.	Soil Science, Extension Education Minor	1998

SUMMARY

As detailed below, I have over 25 years of experience practical, applied experience in complex human/environment interactions ranging from developing grassroots environmental groups in the Chesapeake Bay watershed to working on human rights issues related to oil and gas development internationally. I have worked with all major US environmental laws, conducting state delegated programming during my tenures with the Alaska Department of Environmental Conservation (ADEC), the Maine Department of Environmental Protection (MEDEP), and the Tioga County (PA) Conservation District (NPDES permitting delegation). I have engaged on both the Maine and New Hampshire Area Committee and the EPA Regional Response Team 1, working to maintain regional capacity to respond to oil and hazardous substance releases under the Maine Marine Oil Spill Contingency Plan, the NCP, CANUSEAST, and CANUSLANT. My experience in the oil and gas industry includes delivering and supporting social performance and social investment efforts across Shell's upstream assets in the US and Canada, engaging in corporate social responsibility efforts at the international level through the IPIECA Human Rights Working Group, and in developing and delivering PHMSA regulated pipeline awareness and safety programming for the former Shell Appalachia. I was an instructor with Penn State's Community, Environment, and Development undergraduate program and Community & Economic Development graduate program, teaching courses on rural organization, municipal finance and governance, and leadership. I am currently NIMS certified through ICS-200, have past training through ICS-300, and have direct emergency response experience through my work with ADEC and MDEP, as well as serving as part of the University of Nebraska-Lincoln Extension ICS leadership team supporting recovery efforts after the 2019 bomb cyclone and 2020 pandemic. Past training and certifications of relevance include SWANA MOLO, IAIA social impact assessment, DOD MMRP trainer, and EPA RAGS and ERAGS. My research has focused on natural resource development conflicts and community action, as well as non-traditional approaches to environmental conflict resolution.

WORK AND RESEARCH EXPERIENCE

NTAE Program Manager	Extension Foundation	9/2022 to Present
Response Support Specialist	Maine Department of Environmental Protection	9/2021 to 9/2022
Business Support Analyst	Wheat Belt Public Power District	1/2021 to 9/2021
Associate Extension Educator	Community Vitality Initiative, UNL Extension	1/2018 to 12/2020
Extension Educator	Agricultural Entrepreneurship, PSU Extension	6/2017 to 12/2017
Owner/Artisan	Woodland Craftworks LLC, Wellsboro PA	5/2015 to 12/2016
Community Liaison Officer	Shell Exploration and Production Company	11/2012 to 5/2015
Operations Case Manager	Shell Exploration and Production Company (Contractor)	11/2011 to 11/2012
Instructor	Community and Economic Development (PSU)	7/2011 to 12/2013
Graduate Intern	PA DCNR Conservation Landscape Initiative	10/2010 to 12/2010
Graduate Research Assistant/PI	Marcellus and Beyond Community Response Project (PSU)	4/2010 to 12/2010
Graduate Research Assistant	Susquehanna Transitional Zone LTER/LTAR Project (PSU)	8/2000 to 8/2010
Graduate Research Assistant	Panfish Enhancement Special Regulation Impact Survey (PSU)	5/2008 to 9/2009
Graduate Assistant	Community and Economic Development Program (PSU)	8/2007 to 5/2008
Environmental Program Specialist IV	Alaska Dept. of Environmental Conservation (Federal Facilities)	3/2004 to 7/2006
Environmental Specialist III	Alaska Dept. of Environmental Conservation (Solid Waste)	11/2002 to 3/2004
Watershed Specialist	Tioga County (PA) Conservation District	7/2000 to 6/2002

CURRENT TRAININGS AND CERTIFICATIONS

FEMA Emergency Management Institute Certifications

ICS-100.C: Introduction to the Incident Command System

ICS-200.C: Basic Incident Command System for Initial Response

IS-700.B: An introduction to the National Incident Management System

IS-800.D: National Response Framework, An Introduction

IS-0909: Community Preparedness: Implementing Simple Activities for Everyone

HAZWOPER 40 HR

NOAA Shoreline Clean-up and Assessment Technique (SCAT) training

Smart Electric Power Alliance (SEPA) Electric Systems Fundamentals and DER Fundamentals Bootcamps

PUBLICATIONS AND PAPERS (LAST 4 YEARS)

Weigle, J.L., D. Macke, and B. Willis. 2022. Raising entrepreneurial ecosystems: Three Nebraska case studies. Pp. 112-131 In M.R. Clevenger and M.W.P. Fortunato (eds.), *Empowering Entrepreneurial Communities and Ecosystems: Case Study Insights*. New York: Routledge.

Eaton, W.M., K. Brasier, H. Whitley, J. C. Bausch, C.C. Hinrichs, B. Quimby, M. Burbach, A. Wutich, J. Delozier, W. Whitmer, S. Kennedy, J. Weigle, and C. Williams. Perspectives on collaboration among farmers: Evidence from Arizona, Nebraska, and Pennsylvania. *Journal of Rural Studies*, 94 (August): 1-12. <https://doi.org/10.1016/j.jrurstud.2022.05.008>

Eaton, W.M., K. Brasier, M.E. Burbach, W. Whitmer, E.W. Engle, M. Burnham, B. Quimby, A.K. Chaudhary, H. Whitley, J. Delozier, L.B. Fowler, A. Wutich, J.C. Bausch, M. Beresford, C.C. Hinrichs, C. Burkhart-Kriesel, H.E. Preisendanz, C. Williams, J. Watson, and J. Weigle. A conceptual framework for social, behavioral, and environmental change through stakeholder engagement in water resource management. (2021) *Society & Natural Resources*, 34(8), 1111-1132. DOI: 10.1080/08941920.2021.1936717

Vogt, R., C. Burkhart-Kriesel, B. Lubben, L.J. McElravy, T. Meyer, S. Schulz, and J. Weigle. 2020. *Well-Being in Nonmetropolitan Nebraska: 25 Years of Trends*. Nebraska Rural Poll Research Report 20-3, August 2020.

Vogt, R., C. Burkhart-Kriesel, B. Lubben, L.J. McElravy, T. Meyer, S. Schulz, and J. Weigle. 2019. *Resilience in Nonmetropolitan Nebraska: Capacity to Overcome Disasters and Hardships*. Nebraska Rural Poll Research Report 20-2, August 2020.

Vogt, R., C. Burkhart-Kriesel, B. Lubben, L.J. McElravy, T. Meyer, S. Schulz, and J. Weigle. 2020. Severe Weather in Nebraska: Impacts on Nonmetropolitan Nebraskans. Nebraska Rural Poll Research Report 20-1, July 2020

Burkhart-Kriesel, C., Weigle, J., Hawkins, J. 2019. Engagement to enhance community: An example of Extension's land-grant mission in action. *Social Sciences* 8(1):27. 8(1), 27; <https://doi.org/10.3390/socsci8010027>

Haggerty, J. H., K. K. Smith, J. Weigle, T. J. Kelsey, R. Coupal, D. Kay, K. B. Walsh, P. Lachapelle. 2019. Tradeoffs, balancing, and adaptation in the agriculture-oil and gas nexus: Insights from farmers and ranchers in the United States. *Energy Research and Social Science*, 47 (January): 84-92. doi: 10.1016/j.erss.2018.08.012

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Partnership Development:

A metrics-driven, proven leader with successful experiences in identifying, cultivating, soliciting, and stewarding philanthropic gifts and developing relationships. Designed and implemented effective methods of expanding donor and customer bases. Extensive experience working with federal and university leaders in developing effective national programs. Comprehensive knowledge in garnering corporate, institutional, and foundation partners. Knowledge in governmental compliance and reporting. International agribusiness development experience in emerging markets; India and China.

Professional Skills:

- ◆ Comprehensive knowledge of the agribusiness environment from family farms to multi-national food, agrochemical, and packaging companies
- ◆ Expertise in governmental compliance reporting and liaising between clients and governmental agencies
- ◆ Experience in soliciting multiple seven and eight-figure gifts from foundations, corporations, and individuals
- ◆ Personally raised more than \$15MM for four consecutive years
- ◆ Management experience as Interim Director of Development in supervising a department staff including development officers, alumni relations, student workers, and support staff, fundraising above \$40.9MM
- ◆ International development collaboration capabilities including support of international research contracts, internships, study abroad support, and college-level MOU development
- ◆ Familiarity with working in a virtual team environment and demonstrating long-distance accountability
- ◆ Applied knowledge of interpersonal and organizational communications
- ◆ Knowledge of public relations practice in business, education, and government with an interest in strategic planning in public relations and marketing
- ◆ Proficiency in fundraising development, strategic planning, and marketability with experience in both interpersonal and business-to-business relationships
- ◆ Significant skills in narration, persuasion, examination, and documentation
- ◆ Experience in communication design, strategic market planning, B2B communications, and sales material design
- ◆ Business skills include self-motivation, budgeting, goal setting, and analysis
- ◆ Experience in management and administration including budgeting, contract negotiations, accounting, and promotion

Education:

2021	University of South Florida; Diversity, Equity, and Inclusion in the Workplace Certification
2010-2011	Great Lakes Leadership Academy; Emerging Leaders Certification Completion
2000-2003	Michigan State University; Major: Agriculture and Natural Resources Communications; Specialization: Public Relations; GPA: 3.79/4.0
1999-2000	Lansing Community College; Major: Communications; GPA: 4.0/4.0

Work Experience:

10/19-Present Partnership and Development Lead

EXTENSION
FOUNDATION

Design and implement strategies for external and internal partnerships and fund-development relationships with Extension Foundation, Federal and Charitable partners. Identify and execute unique business opportunities that exist in collaboration among partners. In partnership with the Chief Executive Officer, I am responsible for partnership development and the development of additional funding for the Extension Foundation and the Cooperative Extension System (CES). Coordinate grant teams that have applied for over \$200M in funding and secured \$44.01M with awards still under consideration over 24 months.

1/17-5/20



Comprehensive Nutrient Management Plan Consultant, Blue Wing Consulting, LLC
Maintains regular communication with roughly 75 clients across Michigan and acts as a liaison between EGLE and farm owners, to ensure farms are complying with policies regarding nutrient management. Duties include CNMP development (writing); permit application submission; developing facility runoff maps; manure storage assessment and pre-engineering volume calculations; tile, crop, and soil mapping, and testing. Duties also include maintaining meaningful relationships with farms and EGLE Staff to ensure compliance and provide support to customers.

8/15-12/17



Director of Marketing/Strategic Planning, Breckenridge Insurance Agency of Michigan
Served as the first Director of Marketing in a well-established insurance agency. Acquired Resident Producer Insurance License 1/29/2016. Duties included: strategic plan development, website development, marketing plan development, social media strategy planning and development, and marketing materials development. Duties also included: target market research, insurance marketing legal compliance, event planning, customer service, and employee training (web development).

12/10-7/15



Director of Corporate and Foundation Relations, Michigan State University, College of Agriculture and Natural Resources, Interim Director of Development (7/1/13-11/1/14)
Implemented strategies, and managed a portfolio of donors resulting in \$53MM in funded proposals, and over \$100.8MM in total solicitations for MSU's College of Agriculture and Natural Resources. Duties included: proposal development; faculty engagement and communication; donor and volunteer strategy; donor identification, cultivation, solicitation, and stewardship; department budget and planning; department staff management; administrative duties, and campaign planning.

11/05-12/10



Executive Director, Michigan FFA Foundation/Michigan State University
Directed fund-raising efforts related to the Michigan FFA Foundation annual fund and endowment and MSU's College of Agriculture and Natural Resources. Duties included: program planning and development; implementation and oversight of annual operating budget; garnered over \$2.4MM in annual support from both individuals and corporate contributors, and over \$1.5 million in individual planned gifts; managed \$2.3 million in endowment assets; managed the FFA Foundation board meetings; directing strategic media planning and marketing; event planning; yearly audit best practices; and provided professional board development and training.

3/04-11/05



Area Program Director, Chevrolet/FFA Hometown Scholarship Program
Led the institution of the Chevrolet/FFA Scholarship Program in Minnesota, North Dakota, South Dakota, Colorado, New Mexico, California, Hawaii, Michigan, Louisiana, and Ohio. Duties included: extensive sales and marketing experience while gaining support for local FFA chapters; strategic training of FFA leaders; regular communication with Chevrolet dealers and FFA chapters; event planning and development. Experience also extends to extensive travel and managerial experience growing to over 100 employees and volunteers.

Achievements/Activities:

2000-today	Michigan Quarter Horse Association Board of Directors President, County 4-H leader
2010-2013	Great Lakes Leadership Academy graduate studies in leadership, Awarded the Association of Fundraising Professionals Chamberlain Scholarship to attend the AFP International Conference; Washington Legislative Conference representative.
2008-2010	Women's Advisory Council for Finance and Operations board Chair (MSU),
2004	Granted leadership award for outstanding job performance: Chevrolet/FFA Scholarship Program

PROFESSIONAL EXPERIENCE

January 2023 - present **Interim Chief Operating Officer, Extension Foundation (EXF)**

- Oversee the day to day programmatic operations of the EXF focusing on the coordination of efforts across Key Informant Teams and staff supporting grants and programs.
- Strengthening human resource services and support for all staff while developing operational processes to support scale and reach.
- Manage and facilitate full staff meetings and cross functional teams who utilize networks of expertise both in and outside of the Cooperative Extension Service (CES).
- Continue to serve as the Team Lead of Publications and Evaluation Key Informants.
- Guide Grant Development.
- Chair of EXF Diversity, Equity, and Inclusion and Overall Operations committees.
- Support the EXF Board of Directors and serve on the Diversity, Equity, and Inclusion committee.
- Committee Member of the Extension Council of Operation and Policy (ECOP) Professional Development Committee

September 2017 - December 2022 **Program Manager, Extension Foundation**

- Co-author and implementer of the Innovation Skill Building Experience which is a design thinking and lean experimentation curriculum provided to the Cooperative Extension Service.
- **Publications Lead:** Developed the process and format for supporting the publishing of evidence based outcomes and impacts with project teams served in EXF grant opportunities. Unique publishing techniques used incorporating multimedia assets.
- **Evaluation Lead:** Consulted with project teams on evaluation methodologies and reporting. Coordinate and deliver grant reports for multiple grant opportunities on a weekly, quarterly, and yearly basis as required by EXF grant opportunities.
- **Impact Collaborative Facilitator Manager** in 2020 then transferred lessons learned to the incoming manager.
- Significant roles in funded grants including but not limited to the creation of Toolkits and Playbooks for increased understanding and implementation by participating individuals, grant application design with accompanying rubric for review and selection, and evaluation data collection for grant reporting:

March 2011 - September 2017 **eXtension Foundation Community Engagement consultant**

- Served as primary contact for over 3,500 university faculty and CES educators participating in eXtension Communities of Practice(CoP) and Learning Networks(LN) across nearly 100 CoP/LN groups supporting customized community plans and impact assessments.
- Provided support and training to the creation and launch of eXtension Australia in 2014.
- Located and cultivated key partnerships between industry expertise and CES community expertise.

September 2005 - February 2011 **Content Design Leader, National eXtension Initiative** *University of Kentucky, College of Agriculture, Lexington.*

- Provided instructional design, technical, marketing, and organizational support to subject matter teams developing the “best-of-the-best” content in their particular subject area. Products focus on frequently asked questions (FAQs), ask the expert, general information, online courses, online chats, and more.

- Served as a designer, evaluator, and beta tester of new eXtension tools prior to rollout.
- As a work overload, provided leadership, composed grants, and managed \$140,000.00 as the Principle Investigator (PI) horse specialists and faculty of the equine CoP.

February 2002 - September 2005 **Extension Communications Specialist** *Agricultural Communications Services, Creative Applications for Learning Environments (CALE) Lab, University of Kentucky, Lexington.*

- Supported faculty and staff in the use of distance learning technologies, website creation, and enhanced educational delivery methods.
- Coordinated content teams and projects at the local, state, regional and national levels.
- Created award winning programs and instructional materials.

May 1996 - February 2002 **Extension Associate, Equine Youth Activities** *Department of Animal Sciences, University of Kentucky, Lexington.*

- Managed and coordinated the Kentucky 4-H Horse Program with 36,687 youth members.
- Implemented state, regional and national level educational opportunities and competitive events.
- Sourced extramural funding of approximately \$225,000.00
- Implemented new technology in educational programming and professional development for CES.
- Founded new state and regional CES equine programs such as the Multi-State Horse Judges School.
- Co-Authored National 4-H Curriculum Reviewed Publication, “AYHC Horse Leaders Manual”

EDUCATION

University of Kentucky, Lexington, Kentucky. Masters of Science, 1996 and Bachelors of Science, 1993

SELECTED NATIONAL LEADERSHIP ROLES

- **American Paint Horse Association.** Elected Board of Directors. 2022 - present.
- **Extension Journal, Inc. (Journal of Extension).** Board of Directors. 2019 - present.
- **American Youth Horse Council (AYHC).** Past-President 2006 - 2007. President, 2004 – 2005. Vice-President, 2002 – 2003. Board Member, 1998 - 2007.
- **American Distance Education Consortium (ADEC).** Principal Contact Officer (PCO), 2002 – 2005.

SELECTED NATIONAL ACHIEVEMENTS

- **Partnership Award for Effective and Efficient Use of Resources** NIFA-National Institute of Food & Agriculture.
- **Educational Technology Team Award** Northeast Regional Winner NAE4-HA-National Assoc. of Extension 4-H Agents.
- Southern Region Equine Extension Professionals were awarded the ADEC-American Distance Education Consortium **Bill Murphy Barrier Buster Award** and an Association for Communication Excellence **ACE Bronze Award** for innovative and effective use of technology and the Internet for HorseQuest.info.
- **Outstanding Service Awards** for the following: Association of KY Extension Specialists, KY Quarter Horse Association, AYHC-American Youth Horse Council, Eastern National 4-H Horse Roundup, and the NHJTCA - National Horse Judging Team Coaches Association.

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PROFILE

Certified Public Accountant, specializing in financial reporting, accounting, and projections, budgeting, risk management, and compliance in the non-profit industry.

EXPERIENCE

Contract Finance Director | Urban Community Network | Remote | Apr. 2021 - Dec. 2021

- Assisted with QuickBooks setup and clean up
- Prepared accounting entries, post daily receipts and payments, and complete monthly reconciliations
- Implemented accurate record-keeping and monthly accounting procedures, reducing errors and financial inconsistencies
- Reported directly to client's Executive Team and/ or key personnel with monthly financial and other reports.
- Maintained a fully remote work schedule

Accounting Manager | Easter Seals of Greater Houston | Houston, TX | Jul. 2019 - Apr. 2021

- Supervised and mentored a team in all areas of accounting to accomplish data entry, account reconciliations, and month end close procedures
- Assisted Fund Development department with organization revenue projections and program budgets
- Prepared or supervised grant reporting, applications, and cost reimbursement requests
- Supported change management by understanding and addressing impacts of new accounting principles.
- Prepared and analyzed management financial reports, presenting to executive staff and board members

Accounting Manager | United Way of Greater Houston | Houston, TX | Sep. 2017 - Jul. 2019

- Supervised and mentored a team in all areas of accounting to accomplish data entry, account reconciliations, and month end close procedures
- Created month end procedures that increased efficiency and reduced close by 2 days
- Created and implemented accounting procedures that increased efficiency in cash disbursement and receipt processes
- Reviewed budget submissions and variance explanations with department leads
- Worked with department leads to implement effective internal controls
- Assisted during financial and program audits and reviews

Senior Auditor | Harper & Pearson | Houston, TX | May 2013 - Aug. 2017

- Conducted financial and compliance audits for mid size companies and large non profit organizations
- Managed external audit process, including planning, testing and reporting
- Supervise audit procedures and evaluate work of junior team members
- Completed deep analysis of financial statements and accounts.
- Presented findings and management letters to executive team and board members

EDUCATION

Texas Woman's University | Denton, TX

Bachelor of Business Administration

Master of Business Administration - Accounting

Certified Public Accountant - TX

SKILLS

- | | | | |
|--------------------|----------------------|-------------------------|---------------------|
| • Google Workspace | • QuickBooks Online | • Microsoft Office | • Team building |
| • Slack | • QuickBooks Desktop | • Gusto | • Critical thinking |
| • Bill.com | • Financial Edge | • Toast POS and Payroll | • Decision Making |

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EDUCATION

University of Toronto, Factor-Inwentash Faculty of Social Work
Student - PhD Social Work

Toronto, ON
Fall 2023-current

University of Wisconsin-Madison
MS Population Health Sciences

Madison, WI
2012

Thesis: Health literacy and urbanicity among cancer patients.

Emerson College (in collaboration with Tufts University School of Medicine)
MA Health Communication

Boston, MA
2007

Applied Learning Experience: Patient loyalty and provider communication among patients at Planned Parenthood League of Massachusetts.

University of Iowa
BA English, Minor French

Iowa City, IA
2000

EMPLOYMENT

Extension Foundation
Evaluation Specialist

2022-present
Remote

- Provide evaluation planning, implementation, and dissemination technical assistance for Cooperative Extension Services across the United States.
- Develop & implement evaluation planning and analyses of qualitative & quantitative data.
- Survey research & content analyses using grounded theory approaches.

Artemis Research and Consulting, LLC
Owner

Madison, WI
2018-present

- Provide research, evaluation, & grant writing consulting services to non-profits & academic institutions.
- Content expertise includes program evaluation planning, implementation, and interpretation for injury prevention, child abuse & neglect, & rural health initiatives.

Evident Change (formerly National Council on Crime and Delinquency)
Associate Director for Research and Analysis

Madison, WI
2016-2018

- Directed a multi-million dollar Child Welfare & Juvenile Justice research & evaluation portfolio.
- Engaged clients around strategic planning & implementation of systems improvement approaches.
- Managed staff, project assignments, hiring, and professional development.
- Wrote & presented peer-reviewed papers, NIJ & OJJDP grants, and business development proposals.

Medical College of Wisconsin, Comprehensive Injury Center
Milwaukee, WI
Assistant Director

2015-2016

- Oversaw all injury prevention research & evaluation projects across a range of injury prevention topics including suicide & mental wellness, gun & community-based violence, & substance use.
- Managed research staff, external contractors, grants, research protocols, and Center budget.
- Implemented cross-site evaluation of the Violence Prevention Initiative in Milwaukee, WI

SELECTED PUBLICATIONS & CONFERENCE PRESENTATIONS

Conference Abstracts & Presentations

Merritt, D., Ludeke, R., **Halverson J.** “I’m just trying to put food on the table”: Supervisory neglect and child protective services expectations of black birth mothers. Paper accepted for oral presentation at the American Public Health Association Annual Conference, Public Health Social Work Section. Nov 14 2023. Atlanta, GA., USA.

Merritt, D., **Halverson J.**, Ludeke, R. The lived experience of Black Mother’s impacted by CPS in the U.S.: Systemic racism as a determinant of CPS exposure. Paper accepted for oral presentation to the International Society for the Prevention of Child Abuse & Neglect (ISPCAN) Edinburgh Congress 2023 Sept 24-27. Edinburgh, Scotland.

Merritt, D., **Halverson J.**, Ludeke, R. Mapping the lived experiences of CPS-impacted black mothers according to the social ecological and anti-racist models. Paper accepted for poster presentation to the International Society for the Prevention of Child Abuse & Neglect (ISPCAN) Edinburgh Congress 2023 Sept 24-27. Edinburgh, Scotland.

Merritt, D., **Halverson J.**, Ludeke, R. Black moms keep receipts: Community-level surveillance of CPS-impacted Black Mothers in the U.S. Paper accepted for oral presentation to the International Society for the Prevention of Child Abuse & Neglect (ISPCAN) Edinburgh Congress 2023 Sept 24-27. Edinburgh, Scotland.

Merritt, D., Ludeke, R., **Halverson, J.** Systemic Control and Mental Health: How Black CPS-Impacted Mothers Show up in the World. Paper accepted for oral presentation at the Qualitative Research in Mental Health conference. Aug 31-Sept 2 2023. Budapest, Hungary.

Merritt, D., Ludeke, R., **Halverson, J.** Child welfare system inflicted trauma and parental decision-making. Paper accepted for oral presentation at the Qualitative Research in Mental Health conference. Aug 31-Sept 2 2023. Budapest, Hungary.

Helton, J., Gochez-Kerr, T., Cross, T., **Halverson, J.**, Kerwin, C., Fluke, J., Trocmé, N., & Fallon, B. How can the urgent / chronic taxonomy be used to understand child welfare service provision in the US? Oral presentation at the International Society for the Prevention of Child Abuse & Neglect (ISPCAN) XXII International Congress on Child Abuse and Neglect. 2018 Sept 2-5. Prague, Czech Republic.

Journal Articles (Published & In Press)

Halverson J., Russel J, Kerwin C. (2018). Effect of worker contacts on risk of child maltreatment recurrence among CPS-involved children and families. *Child Abuse & Neglect.* 82:102-111.

Russel J, Kerwin, C, **Halverson J.** (2018). Is child protective services effective? *Children and Youth Services Review.* 84:185-192.

Halverson J., Trentham-Dietz A, et al. (2015). Health literacy and quality of life among a population-based sample of cancer patients. *J Health Commun.* 20(11):1320-9.

Halverson JL, Martinez-Donate AP, Palta M, et al. Health Literacy and Health-Related Quality of Life Among a Population-Based Sample of Cancer Patients. *J Health Commun.* 2015;20(11):1320-1329.

Martinez-Donate A, **Halverson J.** et al. Identifying health literacy and health system navigation needs among rural cancer patients: Findings from the Rural Oncology Literacy Enhancement Study (ROLES). *J Canc Educ.* (2013). 28: (573-581).

Halverson J., Martinez-Donate A, Trentham-Dietz A, et al. Health literacy and urbanicity among rural cancer patients. *J Rural Health.* (2013). 29(4):392-402.

Ex. 6 Personal Privacy (PP)



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► EMPLOYMENT EXPERIENCE

Extension Foundation, Kansas City, MO

Design Specialist

2017-Present

Provide strategy and design consultation for major programs and activities in development and on an ongoing basis during the program's life. Current programs include the Extension Collaborative on Immunization Teaching & Engagement (EXCITE), Technical Service Provider for the USDA-NIFA program From Learning to Leading: Cultivating the Next Generation of Diverse Food and Agriculture Professionals Program (NEXTGEN), New Technologies for Agriculture Extension (NTAE), and professional development provided by the Extension Foundation for members.

Leader and primary content contributor of the design and development of a collaborative, inclusive innovation process and its related curriculum for national Extension professionals and their community members called the Impact Collaborative. Critical components include design thinking, lean experimentation, and agile principles for rapid community-based solutions to solve complex local issues and challenges through co-creation and co-innovation. Adapted the Adobe Kickbox process for Extension audiences, incorporating additional design thinking principles, community development practices, and team orientation to rapidly test and iterate local programs with potential local impact.

Design evaluation methods to measure participant knowledge and program effectiveness. Use proven organizational development and change techniques to engage stakeholders in program development.

Provide strategy, design, and direction for major professional development activities including national, regional, and state-level summits, listening sessions, convenings, team-based trainings, learning series, and stand-alone workshops and webinars.

Lead and manage the Professional Development team including the design, development, delivery, evaluation, and continuous improvement of all training, coaching, talent development, and resource development with partners.

Provide content expertise in design thinking, innovative practices, adult learning theory, distance education best practices, and appropriate educational technologies as a subject matter expert in consultation with program and project development.

University of Wisconsin - Extension, Madison, WI

Instructional Design and Technology Specialist

2005 - 2017

Senior Information Processing Consultant

Lead faculty and staff members through an instructional design process to select and use educational technologies to improve student learning in online and blended outreach and/or professional development courses. This includes training and guidance in the use of a wide variety of distance education-related tools, including WordPress, Google Suite for Education, Social Networking, Learning Management, and webinars. Identified and connected faculty with additional resources including inside/outside technology creation units and specialists. Created and maintained an educational technology blog, Technology Teaching Tips and Tools. Streamlined an online WordPress training course for just-in-time, self-service professional development. Created a framework for providing outreach education online, the Wisconsin Model for Online Programming (WisMOP), which leverages WordPress and Google Suite for Education so faculty and staff can develop a curriculum for flipped, blended and/or fully online that is easily maintained and updated.

Plan educational technology strategy including selection of topics, methods, timing, delivery of professional development for Extension colleagues. Mentor team members on how to write documentation, conduct training and create job aides and videos.

► SUMMARY OF ADDITIONAL EXPERIENCE

System-wide Leadership

Represent University of Wisconsin – Extension, Cooperative Extension on multiple UW System-wide educational technology and faculty development leadership councils including leadership positions including Executive Committee 2013-2016 (Chair 2014-2015, 2017), UW System LTDC Virtual Showcase Committee Chair 2011-2013.

Helped lead the search for a new systemwide learning engagement tool to meet the evolving and disparate needs for a next generation learning engagement system.

Scholarship

Selected as a Wisconsin Teaching Fellow. Topic: “How can the addition of a virtual community improve student learning?”

Lead the development of a system-wide scholarship of teaching with technology initiative which included deploying Lesson Study to improve teaching with technology practices.

Training Specialist and Site Administrator

Created and delivered instructional materials on a variety of software applications, primarily Internet and design-related, including a variety of content development applications, HTML, Adobe Photoshop, and Digital Photography. Courses were delivered in a variety of methods including face-to-face, webinars, and via an online learning management system.

Lead the support of the University of Wisconsin- Extension’s Desire2Learn (D2L) learning management system for online non-traditional courses.

Program Leader and Developer

Built the first campus-wide computer literacy program for 40,000+ students at the University of Wisconsin - Madison. Developed curriculum and training materials covering many software tools including MS-Office, web browsers, Internet searching techniques, and email. Coordinated marketing for program awareness. Hired, managed, scheduled, and trained 30 software trainers.

Lead the team that built the first System-wide virtual conference to showcase the many innovative uses of educational technology throughout the University of Wisconsin-System. Coordinated the scheduling and marketing of this event which drew attendance from around the world.

► EDUCATION

UNIVERSITY OF WISCONSIN - MADISON, MADISON, WI

M.S. in Curriculum and Instruction

Concentration: Educational Communications and Technology

Drexel University, Philadelphia, PA

B.S. in Design and Merchandising

BUDGET INFORMATION - Non-Construction Programs

OMB Number: 4040-0006
Expiration Date: 02/28/2025

SECTION A - BUDGET SUMMARY

Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1. Building Thriving Communities: A National Network- Based Grantmaking Program		\$	\$	50,000,000.00	\$	50,000,000.00
2.						
3.						
4.						
5. Totals		\$	\$	50,000,000.00	\$	50,000,000.00

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SECTION B - BUDGET CATEGORIES

6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY				Total (5)
	(1)	(2)	(3)	(4)	
	Building Thriving Communities: A National Network-Based Grantmaking Program				
a. Personnel	\$ 8,130,867.33	\$	\$	\$	\$ 8,130,867.33
b. Fringe Benefits	2,517,361.77				2,517,361.77
c. Travel	957,800.00				957,800.00
d. Equipment	0.00				0.00
e. Supplies	132,000.00				132,000.00
f. Contractual	2,451,500.00				2,451,500.00
g. Construction	0.00				0.00
h. Other	34,054,617.00				34,054,617.00
i. Total Direct Charges (sum of 6a-6h)	48,244,146.10				\$ 48,244,146.10
j. Indirect Charges	1,755,853.90				\$ 1,755,853.90
k. TOTALS (sum of 6i and 6j)	\$ 50,000,000.00	\$	\$	\$	\$ 50,000,000.00
7. Program Income	\$	\$	\$	\$	\$

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SECTION C - NON-FEDERAL RESOURCES					
(a) Grant Program		(b) Applicant	(c) State	(d) Other Sources	(e)TOTALS
8.	Building Thriving Communities: A National Network-Based Grantmaking Program	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>
9.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
10.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
11.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
12. TOTAL (sum of lines 8-11)		\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>

SECTION D - FORECASTED CASH NEEDS					
	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$ <input type="text" value="21,028,042.40"/>	\$ <input type="text" value="5,257,010.60"/>	\$ <input type="text" value="5,257,010.60"/>	\$ <input type="text" value="5,257,010.60"/>	\$ <input type="text" value="5,257,010.60"/>
14. Non-Federal	\$ <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
15. TOTAL (sum of lines 13 and 14)	\$ <input type="text" value="21,028,042.40"/>	\$ <input type="text" value="5,257,010.60"/>	\$ <input type="text" value="5,257,010.60"/>	\$ <input type="text" value="5,257,010.60"/>	\$ <input type="text" value="5,257,010.60"/>

SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT					
(a) Grant Program		FUTURE FUNDING PERIODS (YEARS)			
		(b)First	(c) Second	(d) Third	(e) Fourth
16.	Building Thriving Communities: A National Network-Based Grantmaking Program	\$ <input type="text" value="21,028,042.38"/>	\$ <input type="text" value="20,008,233.90"/>	\$ <input type="text" value="8,963,723.71"/>	\$ <input type="text"/>
17.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
18.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
19.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
20. TOTAL (sum of lines 16 - 19)		\$ <input type="text" value="21,028,042.38"/>	\$ <input type="text" value="20,008,233.90"/>	\$ <input type="text" value="8,963,723.71"/>	\$ <input type="text"/>

SECTION F - OTHER BUDGET INFORMATION	
21. Direct Charges: <input type="text"/>	22. Indirect Charges: <input type="text" value="EXF elects to apply a 10% de minimis on MTDC"/>
23. Remarks: <input type="text"/>	

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Application for Federal Assistance SF-424

* 1. Type of Submission:

- ☐ Preapplication
☒ Application
☐ Changed/Corrected Application

* 2. Type of Application:

- ☒ New
☐ Continuation
☐ Revision

* If Revision, select appropriate letter(s):

* Other (Specify):

* 3. Date Received:

06/30/2023

4. Applicant Identifier:

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

State Use Only:

6. Date Received by State:

7. State Application Identifier:

8. APPLICANT INFORMATION:

* a. Legal Name:

Extension Foundation

* b. Employer/Taxpayer Identification Number (EIN/TIN):

20-4781422

* c. UEI:

DNZBHAA5N4G3

d. Address:

* Street1:

1200 Main Street

Street2:

Suite 3800

* City:

Kansas City

County/Parish:

* State:

MO: Missouri

Province:

* Country:

USA: UNITED STATES

* Zip / Postal Code:

64105-2122

e. Organizational Unit:

Department Name:

Division Name:

f. Name and contact information of person to be contacted on matters involving this application:

Prefix:

* First Name:

Brenna

Middle Name:

* Last Name:

Kotar

Suffix:

Title:

Contracts and Operations Manager

Organizational Affiliation:

Extension Foundation

* Telephone Number:

Ex. 6 - Personal Privacy (PP)

Fax Number:

* Email:

brennakotar@extension.org

Application for Federal Assistance SF-424

* 9. Type of Applicant 1: Select Applicant Type:

M: Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education)

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

* 10. Name of Federal Agency:

Environmental Protection Agency

11. Catalog of Federal Domestic Assistance Number:

66.615

CFDA Title:

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

* 12. Funding Opportunity Number:

EPA-R-OEJECR-OCS-23-03

* Title:

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

13. Competition Identification Number:

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

Add Attachment

Delete Attachment

View Attachment

* 15. Descriptive Title of Applicant's Project:

Building Thriving Communities: A National Network-Based Grantmaking Program

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424**16. Congressional Districts Of:*** a. Applicant * b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

17. Proposed Project:* a. Start Date: * b. End Date: **18. Estimated Funding (\$):**

* a. Federal	<input type="text" value="50,000,000.00"/>
* b. Applicant	<input type="text" value="0.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="50,000,000.00"/>

*** 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- ☐ a. This application was made available to the State under the Executive Order 12372 Process for review on .
- ☐ b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- ☒ c. Program is not covered by E.O. 12372.

*** 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**☐ Yes ☒ No

If "Yes", provide explanation and attach

21. *By signing this application, I certify (1) to the statements contained in the list of certifications and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 18, Section 1001)**

☒ ** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: * First Name:

Middle Name:

* Last Name:

Suffix:

* Title: * Telephone Number: Fax Number: * Email: * Signature of Authorized Representative: * Date Signed:

This document provides guidance, as well as resources, to assist applicants in applying to Non-competitive, Phase I, II, III, or IV programs. Final requirements for each track will be provided in the posted RFA.

1. Project Title: Please provide a title for your project. (fill in blank)

Project Title:

APPLICANT INFORMATION

2. Organization or Institution Name :
3. Project Leader Contact Information
 - a. First and Last Name:
 - b. Email:
 - c. Phone Number:
4. Organization Type: (check box)
 - a. Non-profit organizations (includes community based, philanthropic, and civic)
 - b. Tribal governments and Intertribal Consortia
 - c. Native American organizations
 - d. Local government entities
 - e. Institutions of higher education
 - f. Puerto Rico
 - g. US Territories (Marianas Islands, Guam, American Samoa, US Virgin Islands)
 - h. US Freely Associated States (Federated States of Micronesia, Republic of the Marshall Islands, Palau)
5. Signed letter of acknowledgment or support for the application from your organization's Director or CEO, if the Project Leader is not one of these positions.
6. Have you received a Thriving Community Grant Before? Y/N
7. Did you meet the goals of the project? Y/N
8. Did you submit reports in a timely manner? Y/N
9. Applicant Legal and Financial Information
 - a. Entity's DUNS Name and DUNS Number:
 - b. EIN Number:
 - c. Currently registered in SAM.gov? Y/N
 - d. Congressional District (EX: KY-005)
 - e. Zip Code:
 - f. Administrative Contact Information
 - i. First and Last Name:
 - ii. Email:
 - iii. Phone number:

- g. Financial Contact Information
 - i. First and Last Name:
 - ii. Email:
 - iii. Phone Number:
 - iv. Invoice/Payment Email:
- h. Authorized Official Contact Information
 - i. First and Last Name:
 - ii. Email:
 - iii. Phone number:
 - i. Legal Address:
 - j. Administrative Address: (if different)
 - k. Payment Address: (if different)
- 10. Date of last A133 audit:
- 11. Please upload the last A133 audit report.
- 12. Are you a Community Based Non-Profit Organization or partnering with one?
 - a. CBO or other eligible standalone entity - go to Other Partners Section
 - b. Non-CBO partnered with CBO - go to CBO Information Section
 - c. No CBO partner - stop here; connect with support to help them connect with CBOs

COMMUNITY BASED NON-PROFIT ORGANIZATION INFORMATION

- 13. Organization or Institution Name :
- 14. CBO Project Lead Contact Information
 - a. First and Last Name:
 - b. Email:
 - c. Phone Number:
- 15. Organization Type:
 - a. Non-profit organizations (includes community based, philanthropic, and civic)
 - b. Tribal governments and Intertribal Consortia
 - c. Native American organizations
 - d. Local government entities
 - e. Institutions of higher education
 - f. Puerto Rico
 - g. US Territories (Marianas Islands, Guam, American Samoa, US Virgin Islands)
 - h. US Freely Associated States (Federated States of Micronesia, Republic of the Marshall Islands, Palau)
- 16. Signed letter of acknowledgment or support for the application from the CBO's Director or CEO, if the CBO Project Lead is not one of these positions.

OTHER PARTNERS

- 17. Additional Partners Table. May provide up to five key partners. (You can have more partners involved, but they are not necessary for this application). When discussing the nature of the partnership, please use the following terms to tell us about how they will support your work.
 - Networking: Help build a broader system or partner or participants to address community issues

- Cooperation: Match needs and coordinate efforts to avoid duplicating services
- Coordination: Share or merge resources to address common issues or to create something new
- Coalition: Share ideas, leadership, and resources to address community issues
- Collaboration: Build an interdependent system to accomplish shared vision and outcomes

Additional Partners		
Partner Organization Name	Contact Name	Nature of Relationship Networking, Cooperation, Coordination, Coalition, OR Collaboration

PROJECT TYPE

18. The following are some areas your project might address. Please check all that apply (check box list)

- Water quality and monitoring
- Air quality and monitoring
- Community cleanups
- Community leadership and capacity building
- Stormwater management
- Energy efficiency projects
- Emergency management and preparedness training
- Environmental justice training
- Workforce development around green energy, energy efficiency, and energy systems
- Other:

PROJECT SUMMARY

19. Please provide a short summary of your project. (250 word limit)

20. Upload existing project documentation (Phase II and Phase III)

21. Please list the zip codes where work will be performed under this proposal

PROJECT GOALS, OUTCOMES, AND REPORTING

22. Tell us about the goals you wish to accomplish as part of this grant.

23. Please tell us about the outcomes you wish to achieve for your community as part of this grant.

24. How do you intend to measure success with respect to your goals and outcomes?

25. What is your plan for reporting your success to your community?

PROJECT TIMELINE

26. Project Timeline. Use [this template](#) to plan your project.

27. Upload timeline template.

BUDGET AND BUDGET CONSIDERATIONS

28. Budget

- a. Provide a detailed budget using the budget template. The total budget should not exceed \$150,000 for Phase I grants, \$250,000 for Phase II grants, and \$350,000 for Phase III grants, including indirect costs. If you do not have a negotiated federal rate, you may include 10% indirect costs. If your organization does have a pre-negotiated federal rate, you may use this or your organization has the option to reduce or waive your rate.
- b. Download the budget template [HERE](#).
 - i. To complete the budget template using Google Sheets go to File > Make a Copy.
 - ii. To complete the budget template using Microsoft Excel go to File > Download > Microsoft Excel.
- c. Upload completed budget.
- d. Upload the latest negotiated indirect cost agreement for your institution if applicable.

Budget Guidance: The budget should address each of the major cost categories outlined in the Federal SF-424 Research and Related Budget form (see brief outline below).

1. Personnel Costs (R&R Sections A&B)

- Compensation in the form of Salaries and Wages for the staff and other technical personnel necessary to meet the goals of the project, computed as either percent effort, hourly wages or person months.
 - Fringe Benefits normally encompass employer contributions for social security, employee life, health, unemployment, worker's compensation insurance and pension plan costs related to the personnel charged to the project. Costs must be expressed as a percentage of salaries and wages in the proposal budget based on negotiated Federal rates applicable to each person or role.
2. **Equipment Costs:** Capital equipment (R&R Section C) is defined as tangible personal property (including information technology systems) having a useful life of more than one year and an acquisition cost of \$5,000 or more per unit. Requests must include item description, justification of use for equipment on the project, quote to substantiate the equipment cost, and plan for equipment disposal at the end of the performance period. Agency approval must be obtained before awarded funds may be released. If both cost and useful life criteria are not met, then equipment is considered noncapital (see Other Direct Costs below).
 3. **Travel Costs (R&R Section D):** Employee costs for transportation, lodging, and subsistence that directly support the aims for the project. Include in the budget justification the destination, number of people traveling, and dates or duration of each stay for all anticipated travel.
 4. **Participant Support Costs (R&R Section E):** Direct costs for items such as stipends or honoraria, subsistence allowances, travel allowances, and registration fees paid to or on behalf of participants or trainees (but not employees) in connection with conferences, or training projects. NIFA considers payments to non-participants, e.g., organizers, recruiters, influencers, trainers, coaches, etc., who encourage or assist participants to be Participant Support. Payments made to defray the cost of participation, e.g., for travel and meals, are also allowed in accord with institutional policies and documentation requirements.
 5. **Other Direct Costs (R&R Section F):**
 - **Materials and Supplies:** Consumables to be used in the performance of the proposed project, e.g., laboratory items and data processing supplies.
 - **Noncapital Equipment:** Equipment not meeting both capitalization criteria above. Note that such items are indistinguishable from other supplies.
 - **Consultants/Independent Contractors:** Consultants who provide expertise or a service to a particular project consistent with their normal course of business.
 - **Subawards:** A contract specifically creating a Federal assistance relationship with a subrecipient to carry out part of a Federal award received by the project applicant. A subrecipient typically is assigned responsibility for programmatic decision-making with subsequent performance measured in relation to whether it assigned project objectives were met.
 - **Other Costs:** Various items such as vendor contracts for ancillary goods and services, publication, and meeting costs. Also may include items that are normally indirect, e.g., telephone long distance and photocopy costs, that are directly related and assignable with a high degree of accuracy.
 6. **Indirect costs (R&R Section H):** Whereas Direct Costs (R&R Sections A-F) can be identified specifically with the performance of a project, Indirect (aka Facilities and Administrative) Costs are incurred for common or joint objectives and therefore cannot be identified readily and specifically with any project. Indirect Costs are quantified as a percentage of a pre-defined Direct Cost base: Total Direct

Costs (TDC), Modified Total Direct Costs (MTDC), or Salaries and Wages (S&W) that may or not include Fringe Benefits. Consult your institution's current negotiated rate agreement for the correct rate base application. Applicants may also elect to apply the de minimis rate of 10% against MTDC. Note that Indirect Cost rates remain unchanged for the life of the project.

PHASE IV APPLICATIONS

- Same application logic as above, reworded to reflect national or multi-regional efforts
- Project Summary Section - change zip codes of work to counties, regions, or states of work (as appropriate)
- Add Programmatic Capacity Section
 - Describe similar regional or national scale projects you have completed in the past. What did you do and what did you learn?

- Describe your plan for partnering with CBOs and other organizations within each region your program will cover.

- Describe your plan for mobilization of staff and resources for this project.

- Budget section
 - Describe the role of partners within each region/state in the budget.
 - Describe how resources will be allocated according to regional needs.

NON-COMPETITIVE GRANT APPLICATION

1. Project Title: Please provide a title for your project. (fill in blank)

Project Title:

APPLICANT INFORMATION

2. Organization or Institution Name :
3. Project Leader Contact Information
 - a. First and Last Name:
 - b. Email:
 - c. Phone Number:

4. Organization Type: (check box)
- a. Non-profit organizations (includes community based, philanthropic, and civic)
 - b. Tribal governments and Intertribal Consortia
 - c. Native American organizations
 - d. Local government entities
 - e. Institutions of higher education
 - f. Puerto Rico
 - g. US Territories (Marianas Islands, Guam, American Samoa, US Virgin Islands)
 - h. US Freely Associated States (Federated States of Micronesia, Republic of the Marshall Islands, Palau)

5. Signed letter of acknowledgment or support for the application from your organization's Director or CEO, if the Project Leader is not one of these positions.

6. Describe your organization.

- a. What is your mission?

- b. What are your biggest accomplishments to date?

- c. What challenges have you faced in the past that have prevented you from accessing funding and otherwise reaching your organization's goals?

7. Applicant Legal and Financial Information

- a. Entity's DUNS Name and DUNS Number:
- b. EIN Number:
- c. Currently registered in SAM.gov? Y/N
- d. Congressional District (EX: KY-005)
- e. Zip Code:
- f. Administrative Contact Information
 - First and Last Name:
 - Email:
 - Phone number:
- g. Financial Contact Information
 - First and Last Name:
 - Email:
 - Phone Number:

- Invoice/Payment Email:
- h. Authorized Official Contact Information
 - First and Last Name:
 - Email:
 - Phone number:
- i. Legal Address:
- j. Administrative Address: (if different)
- k. Payment Address: (if different)
- 8. Date of last A133 audit:
- 9. Please upload the last A133 audit report.

OTHER PARTNERS

10. Additional Partners Please tell us a little more about the partners you will be working with. Tell us about how they will help you achieve what you want to do.

PROJECT TYPE

11. The following are some areas your project might address. Please check all that apply (check box list)
- a. Water quality and monitoring
 - b. Air quality and monitoring
 - c. Community cleanups
 - d. Community leadership and capacity building
 - e. Stormwater management
 - f. Energy efficiency projects
 - g. Emergency management and preparedness training
 - h. Environmental justice training
 - i. Workforce development around green energy, energy efficiency, and energy systems
 - j. Other:

PROJECT SUMMARY

12. Please tell us about what you want to do. (250 word limit)

13. Please list the zip codes where work will be performed under this proposal

PROJECT GOALS, OUTCOMES, AND REPORTING

14. If you were successful in your project, what would be different in your community?

15. How would things improve in the lives of the community members you are trying to reach?

16. How would you measure these successes?

17. What is your plan for telling your story around your successes?

PROJECT TIMELINE

18. Project Timeline. Use [this template](#) to plan your project. **OR**

19. Tell us about how you will accomplish the above over the next year. Break your tasks using the following: Kick-off work, Project Implementation, Gathering information on your successes and accomplishments, and Reporting about your work.

BUDGET AND BUDGET CONSIDERATIONS

20. Budget

- a. Provide a detailed budget using the budget template. The total budget should not exceed \$75,000.
- b. Download the budget template [HERE](#).
 - To complete the budget template using Google Sheets go to File > Make a Copy.
 - To complete the budget template using Microsoft Excel go to File > Download > Microsoft Excel.
- c. Upload completed budget.
- d. Upload the latest negotiated indirect cost agreement for your institution if applicable.

Budget Guidance (same as above)

Appendix I

Disadvantaged Communities Landscape Analysis Assessment Summary and Methodology

Section A.1. – Disadvantaged Communities Landscape Analysis

Extension Foundation

*Building Thriving Communities: A National Network-Based
Grantmaking Program*

Disadvantaged Communities Landscape Analysis

Assessment Summary and Methodology

DRAFT FINAL

Prepared by Jason L. Weigle, Ph.D.
June 25, 2023

Disadvantaged Community Landscape Analysis

To develop a deeper understanding of the breadth and depth of disadvantaged communities the national grantmaking system might encounter, and thus the topics grantmakers might provide funding to address, we conducted an analysis utilizing information from the President’s Council on Environmental Quality’s Climate and Environmental Justice Screening Tool (CEJST). The CEJST incorporates the majority of indicators from EPA’s Environmental Justice Screening Tool as well as indicators from other federal agencies.

EO 14008 defines disadvantaged communities as ones that “have been historically marginalized and overburdened by pollution and underinvestment in housing, transportation, water and wastewater infrastructure, and health care.” (EO 14008) Additionally, all Federally Recognized Tribes and their lands are considered disadvantaged under Memorandum M-23-09. The CEJST combined indicators into Categories of Burden, within which indicators are assessed at the Census tract level. A tract is considered to be disadvantaged if there are two or more indicator exceedances across Categories of Burden and the tract also meets the Category’s associated socioeconomic indicator.

The CEJST’s tract data was downloaded from its website on May 18, 2023 and analyzed in ArcGIS Pro. Utilizing the included documentation, we looked at the spatial distribution of tracts considered to be disadvantaged under the CEJST and Tribal definitions at multiple levels of Category of Burden Exceedances. An EPA region map was created utilizing a state boundary shapefile from the Census Bureau, selecting states in a region, creating a new feature from the selection, generalizing that new feature into a region, and then spatially joining the regions together into a national map of regions. We verified the tract results against those in the CEJST tool both visually and by randomly selecting tracts in both tools to ensure congruence between the two analyses. Table 1 summarizes CEJST tract numbers.

Table 1: Tracts by Category of Burden Threshold Exceedances by EPA Regions

EPA Region	Category of Burden Threshold Exceedance*					Total Tracts
	0 to 1	2 to 3	4 to 5	6 to 8	Total	
1	2,835	201	266	90	557	3,392
2	5,734	809	1,002	361	2,172	7,906
3	5,867	751	630	164	1,545	7,412
4	9,348	2,681	1,545	395	4,621	13,969
5	9,849	1,464	1,226	607	3,297	13,146
6	5,293	1,949	1,158	244	3,351	8,644
7	2,660	499	299	62	860	3,520
8	2,245	294	109	19	422	2,667
9	7,839	1,169	1,261	452	2,882	10,721
10	2,286	292	148	31	471	2,757
Total	53,956	10,109	7,644	2,425	20,178	74,134
*Note: Disadvantaged tracts have two or more exceedances of burden thresholds, plus must meet socioeconomic indicators for the burden						

To facilitate analysis at other levels of organization, a centroid point file was created from the tract polygons. The resulting centroids were overlain by circa 2022 US county level data from the US Census Bureau TIGER/Line shapefile repository. County level units include various units of government, including county, parish (in Louisiana), municipality, city, and in Alaska, borough, municipality, and census area. A county level unit may contain multiple tracts. County level units were selected for analysis as they are widely recognized political units, are the units that many community-based organizations use to base their operations, and represent the core political units within which a majority of Extension offices are situated.

‘Select by Location’ was used to select county level units from the county shapefile which intersected one or more disadvantaged tract centroids. By varying the criteria in the selection process, we were able to create several county level unit features based on Category of Burden Exceedances.

In keeping with the all-of-government approach encouraged by several Executive Orders, we looked at other programs within the Federal Interagency Thriving Communities Network (FITCN). Of interest due to the many overlaps in needs and issues were the Department of Energy’s (DOE) *Energy Community* program and USDA’s Rural Partner Network (USDA-RPN), which were also mentioned within EPA’s Environmental Justice Thriving Communities Grantmaking Program (EJ TCGP) RFA FAQ as part of the definition of ‘rural’ communities.

DOE’s *Energy Community* program was initiated in EO 14008 and financed within the Inflation Reduction Act (IRA). The *Energy Community* program distributes IRA funding to assist communities dependent on coal, oil, and gas resources to transition their carbon-based economies. The program currently prioritizes coal-focused communities due to significant historical and projected potential workforce loss due to facility closures. *Energy Community* data is also reported at the tract level, so we performed the same procedure described previously to aggregate and analyze this data at the county level.

USDA’s Rural Partners Network (USDA-RPN) is “an all-of-government program that helps rural communities find resources and funding to create jobs, build infrastructure, and support long-term economic stability on their own terms” (<https://www.rural.gov/about>). Within this program are Community Networks, a collection of counties and Tribes across ten states and Puerto Rico where USDA staff are assisting communities in navigating federal programs and connecting with federal funding for projects and programs. These communities were identified by USDA due to their level of economic distress, low participation in federal programs, and the local capacity and readiness to participate. Community Networks are county based, so a shapefile for this program was created by selecting participating counties from USDA’s website from the TIGER/Line county shapefile. Table 2 summarizes the number of counties contained within each of the three programmatic areas, including two of our threshold analyses.

As there is overlap of counties across the three programs, an overlap analysis was conducted. Starting with the 6 or more categories exceeded threshold, we assessed the number of counties within the Tribal definition or within the two assessed programs not captured by the threshold analysis. The summary of distinct identified in the overlap analysis listed in Table 3. The resulting counties will serve as our initial Priority Area for our National Grantmaking Program.

Table 2: Counties with CEJST Disadvantaged Tracts, Energy Community Tracts, or RPN Community Network Participants

	Number	Percent of US
Total US Counties	3,235	100%
Counties with 2 or more Category Exceedances	2,443	75.5%
Counties with 6 or more Category Exceedances	343	10.6%
Tribal Definition Counties	551	17.0%
DOE Energy Communities	796	24.6%
USDA Rural Partner Network Communities	125	3.9%

Table 3: EXF National Grantmaking Program Priority Area Counties

Program Areas		Number of Counties
	CEJST Counties with 6 or more exceedances	343
Counties NOT Captured by 6 or More Exceedances Threshold	CEJST Tribal Definition Counties	354
	DOE Energy Communities	650
	USDA Rural Partner Network Communities	99
Total Counties in Priority Areas		1,446

Gaps and Limitations

Due to gaps in CEJST data, Categories of Burden cannot be calculated for most indicators in Guam, Northern Marianas Islands, American Samoa, and the US Virgin Islands. Data for the Freely Associated States (FAS; Micronesia, Marshall Islands, Palau) is also missing. We are including these areas as disadvantaged communities in our Priority Area.

Also, as discussed in M-23-09, the CEJST does not take into account geographically-dispersed communities. Because the CEJST (and all GIS based tools) are based on spatially defined units, they cannot easily take into account populations which are spread across multiple units and levels of analysis. These geographically-dispersed communities must be identified through other means.

M-21-28 and M-23-09 give some guidance as to how these are to be considered, as does EPA's EJ TCGP RFA. For the purposes of this analysis and the RFA, we have utilized the Tribal Definition, DOE's *Energy Communities*, and USDA's Rural Partner Network to illustrate some examples of geographically-dispersed communities. Our overall grantmaking program will include partners, tools, and techniques which will help us to identify, catalog, and communicate with geographically-dispersed communities as well as geographically-defined ones.

Spatial Distribution of Disadvantaged Communities

The analysis described here helps to identify and focus on contiguous groupings of disadvantaged counties across the country around which we can plan to focus our start-up activities. We recognize there will likely be regional overlap and that we will need to revisit and refine this process once other pieces of the national grantmaking infrastructure come together. The following maps visually depict the analysis described in this report. **Please note Maps 3 and 4 visually represent our Priority Areas (Guam, Northern Marianas Islands, American Samoa, and the FASs are not mapped.)**

Map 1 – Counties containing CEJST Disadvantaged Tracts with 6 or more exceedances of Categories of Burden or considered disadvantaged through Tribal definition; Contiguous US

Map 2 - Counties containing CEJST Disadvantaged Tracts with 6 or more exceedances of Categories of Burden or considered disadvantaged through Tribal definition; Alaska, Hawaii, and Puerto Rico

Map 3 - Counties containing CEJST Disadvantaged Tracts with 6 or more exceedances of Categories of Burden or considered disadvantaged through Tribal definition, plus counties included in DOE's Energy Community Program and counties participating in the USDA RPN; Contiguous US

Map 4 - Counties containing CEJST Disadvantaged Tracts with 6 or more exceedances of Categories of Burden or considered disadvantaged through Tribal definition, plus counties included in DOE's Energy Community Program and counties participating in the USDA RPN; Alaska, Hawaii, Puerto Rico

Map 5 - Counties containing CEJST Disadvantaged Tracts (2+ Exceedances) or Tribal Definition Tracts, plus counties included in DOE's Energy Community Program and counties participating in the USDA RPN; Contiguous US (Full Picture)

Map 6 - Counties containing CEJST Disadvantaged Tracts (2+ Exceedances) or Tribal Definition Tracts, plus counties included in DOE's Energy Community Program and counties participating in the USDA RPN; Alaska, Hawaii, Puerto Rico (Full Picture)

EPA Region Specific Maps

Map 7 - EPA Region 1

Map 8 - EPA Region 2

Map 9 - EPA Region 3

Map 10 - EPA Region 4

Map 11 - EPA Region 5

Map 12 - EPA Region 6

Map 13 - EPA Region 7

Map 14 - EPA Region 8

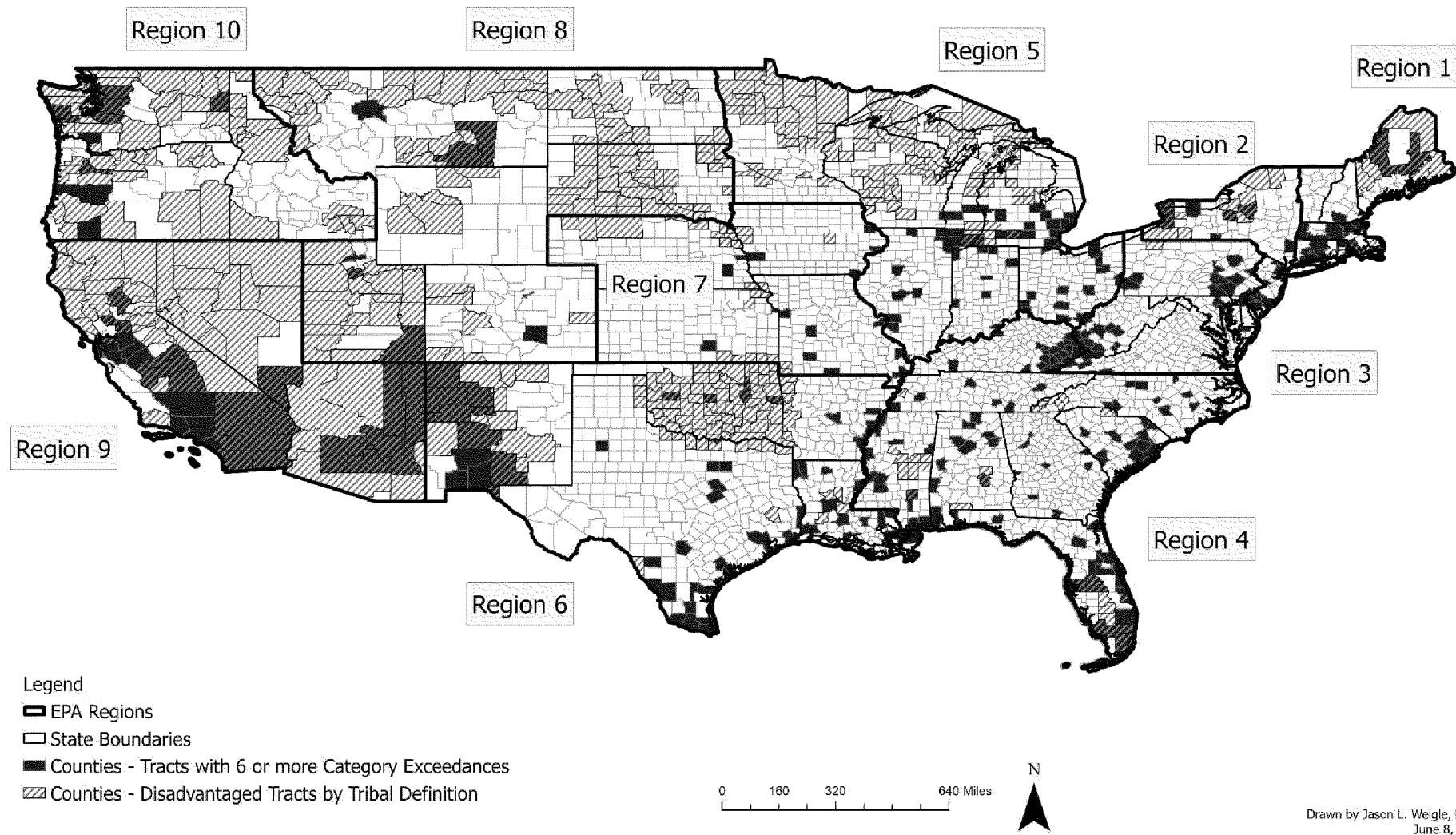
Map 15 - EPA Region 9

Map 16 - EPA Region 10

MAP 1

EXF National Grantmaking Program
Counties with CEJST Disadvantaged Tracts by 6+ Category
Exceedances & Tribal Definition - Contiguous US

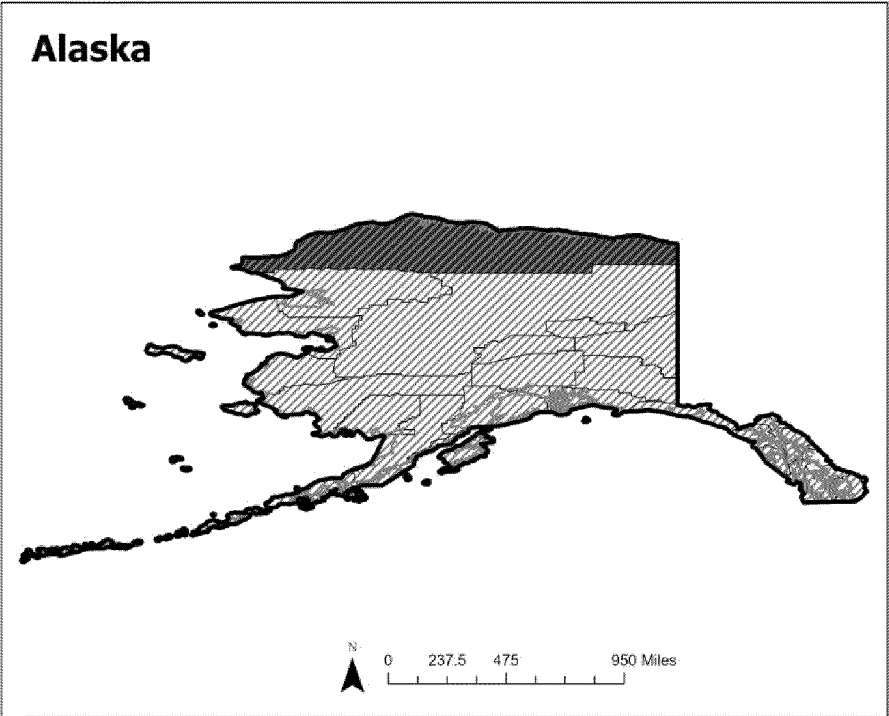
Review Copy



MAP 2

EXF National Grantmaking Program
Counties with CEJST Disadvantaged Tracts by 6+ Category Exceedances & Tribal Definition
Alaska, Hawaii, and Puerto Rico

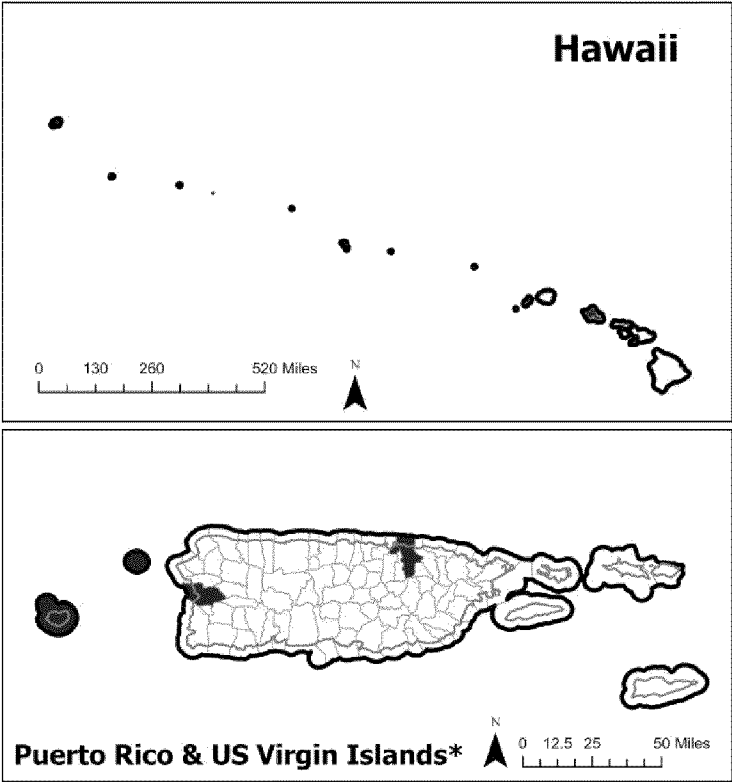
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Legend

- EPA Regions
- State & Territory Boundaries
- Counties - Disadvantaged Tracts by Tribal Definition
- Counties - Tracts with 6 or more Category Exceedances

Drawn by Jason L. Weigle, Ph.D.
June 22, 2023

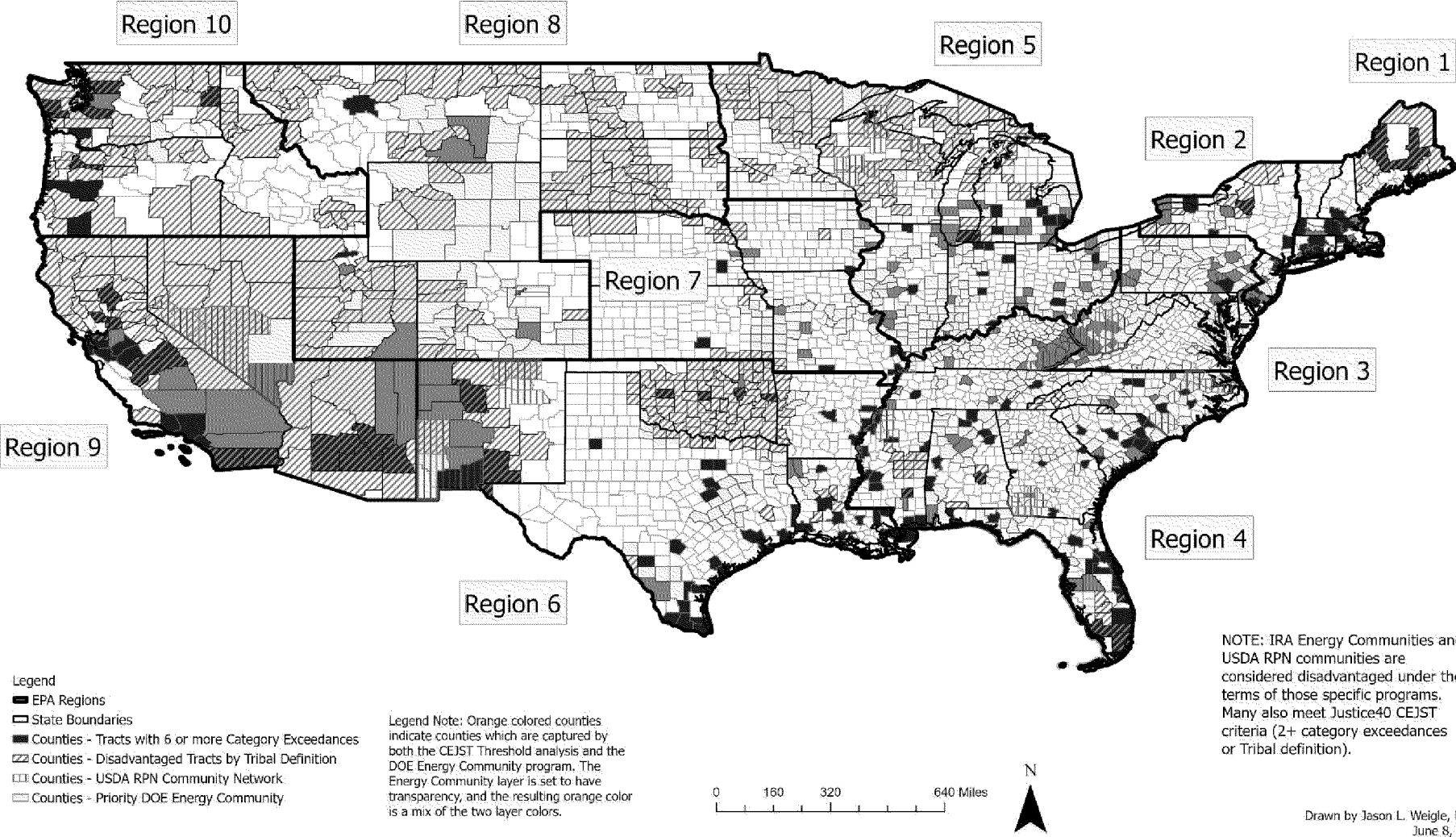


*NOTE: CEJST data is incomplete for Guam, Northern Marianas Islands, American Samoa, the US Virgin Islands, and the Freely Associated States.

MAP 3

EXF National Grantmaking Program
Counties with CEJST Disadvantaged Tracts by 6+ Category Exceedances
& Tribal Definition; DOE Energy Communities; USDA RPN Participating
Counties - Contiguous US

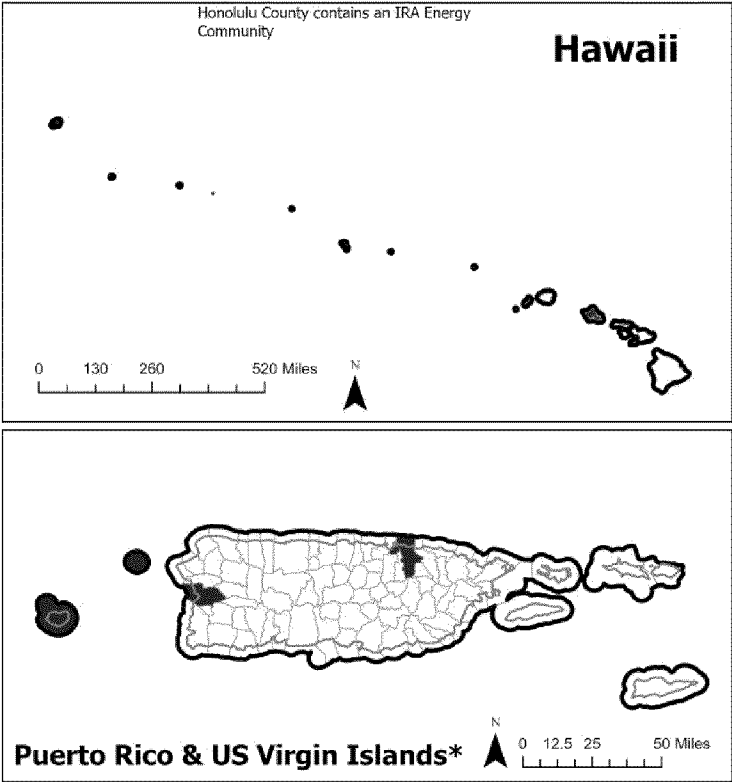
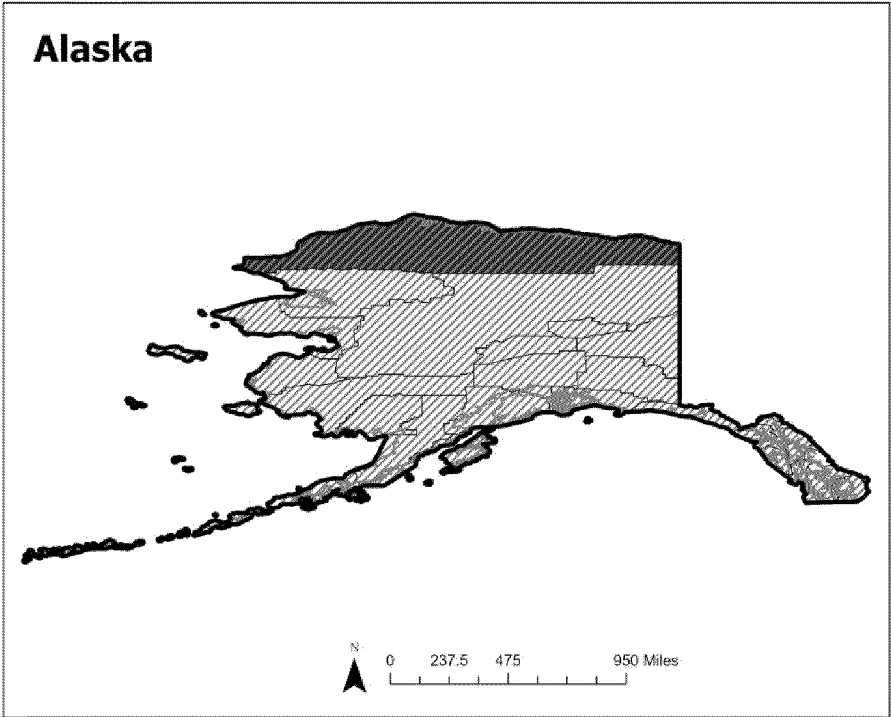
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MAP 4

EXF National Grantmaking Program
Counties with CEJST Disadvantaged Tracts by 6+ Category Exceedances & Tribal Definition;
DOE Energy Counties; USDA RPN Participating Counties - Alaska, Hawaii, and Puerto Rico

Review Copy



Legend

- EPA Regions
- State & Territory Boundaries
- Counties - Disadvantaged Tracts by Tribal Definition
- Counties - Tracts with 6 or more Category Exceedances

Legend Note: Orange colored counties indicate counties which are captured by both the CEJST Threshold analysis and the DOE Energy Community program. The Energy Community layer is set to have transparency, and the resulting orange color is a mix of the two layer colors.

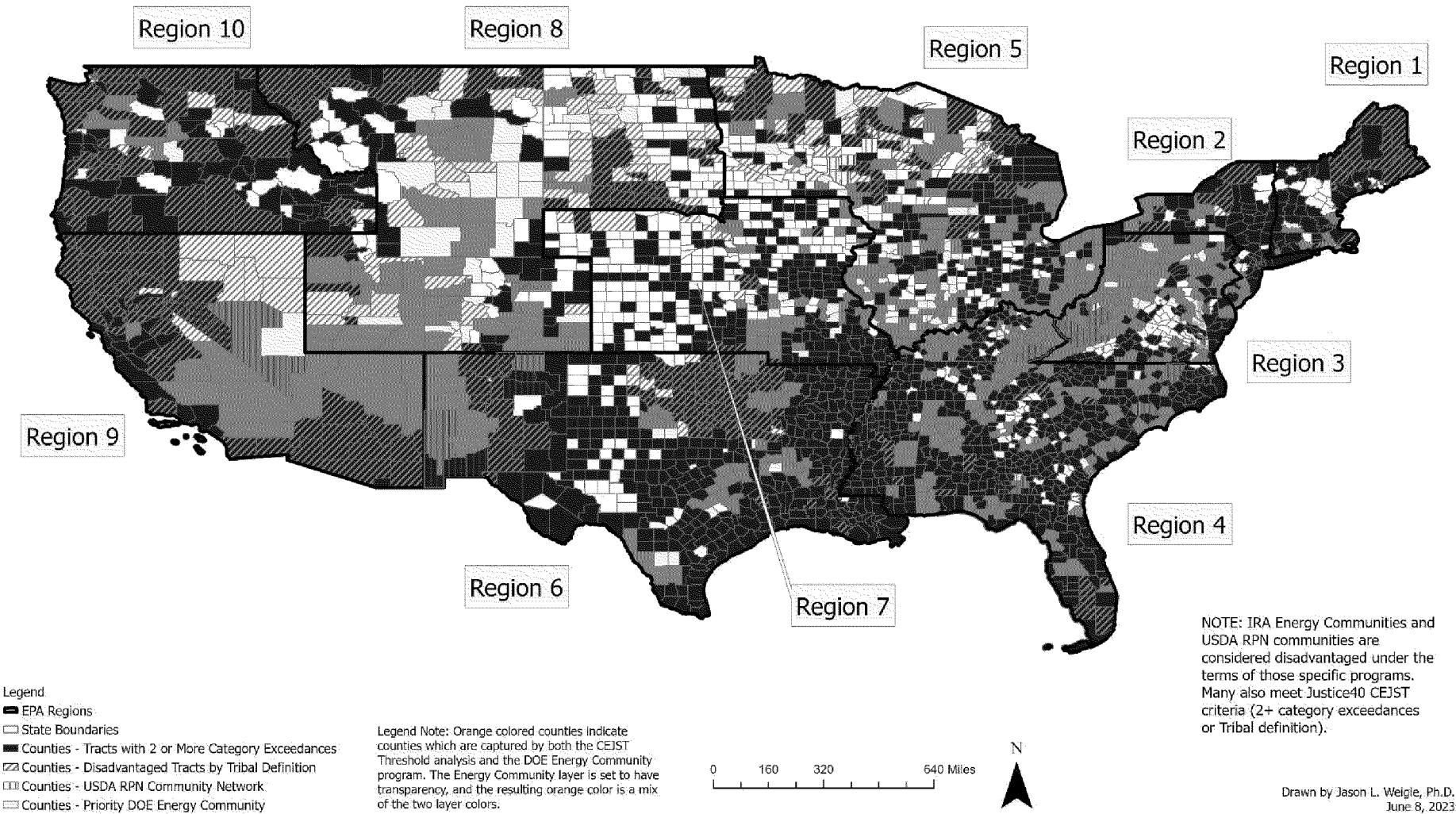
Drawn by Jason L. Weigle, Ph.D.
June 22, 2023

NOTES:
CEJST data is incomplete for Guam, Northern Marianas Islands, American Samoa, the US Virgin Islands, and the Freely Associated States.
IRA Energy Communities and USDA RPN communities are considered disadvantaged under the terms of those specific programs. Many also meet Justice40 CEJST criteria (2+ category exceedances or Tribal definition).

MAP 5

EXF National Grantmaking Program
Counties with CEJST Disadvantaged (2+ Exceedances) & Tribal Definition
Tracts; DOE Energy Communities; USDA RPN Participating Counties -
Contiguous US

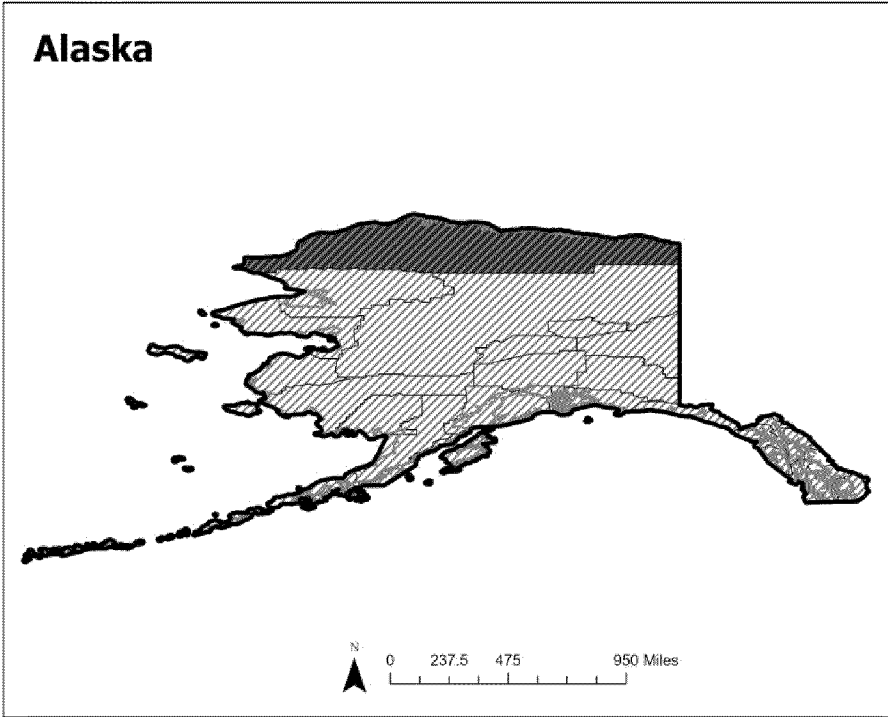
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MAP 6

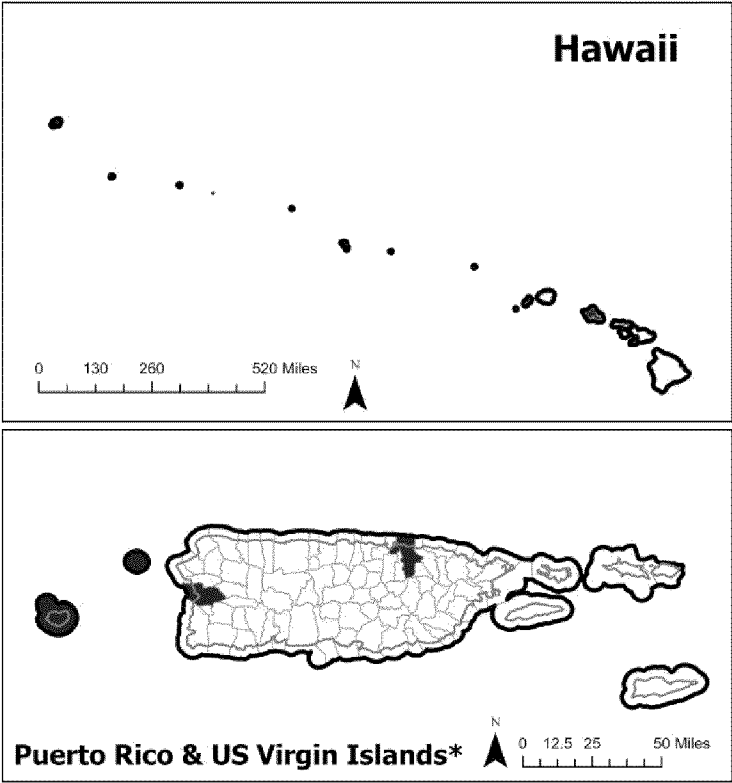
EXF National Grantmaking Program
Counties with CEJST Disadvantaged (2+ Exceedances) & Tribal Definition Tracts; DOE Energy
Communities; USDA RPN Participating Counties -
Alaska, Hawaii, and Puerto Rico

Review Copy



- Legend**
- EPA Regions
 - State & Territory Boundaries
 - Counties - Disadvantaged Tracts by Tribal Definition
 - Counties - Tracts with 6 or more Category Exceedances

Drawn by Jason L. Weigle, Ph.D.
June 22, 2023



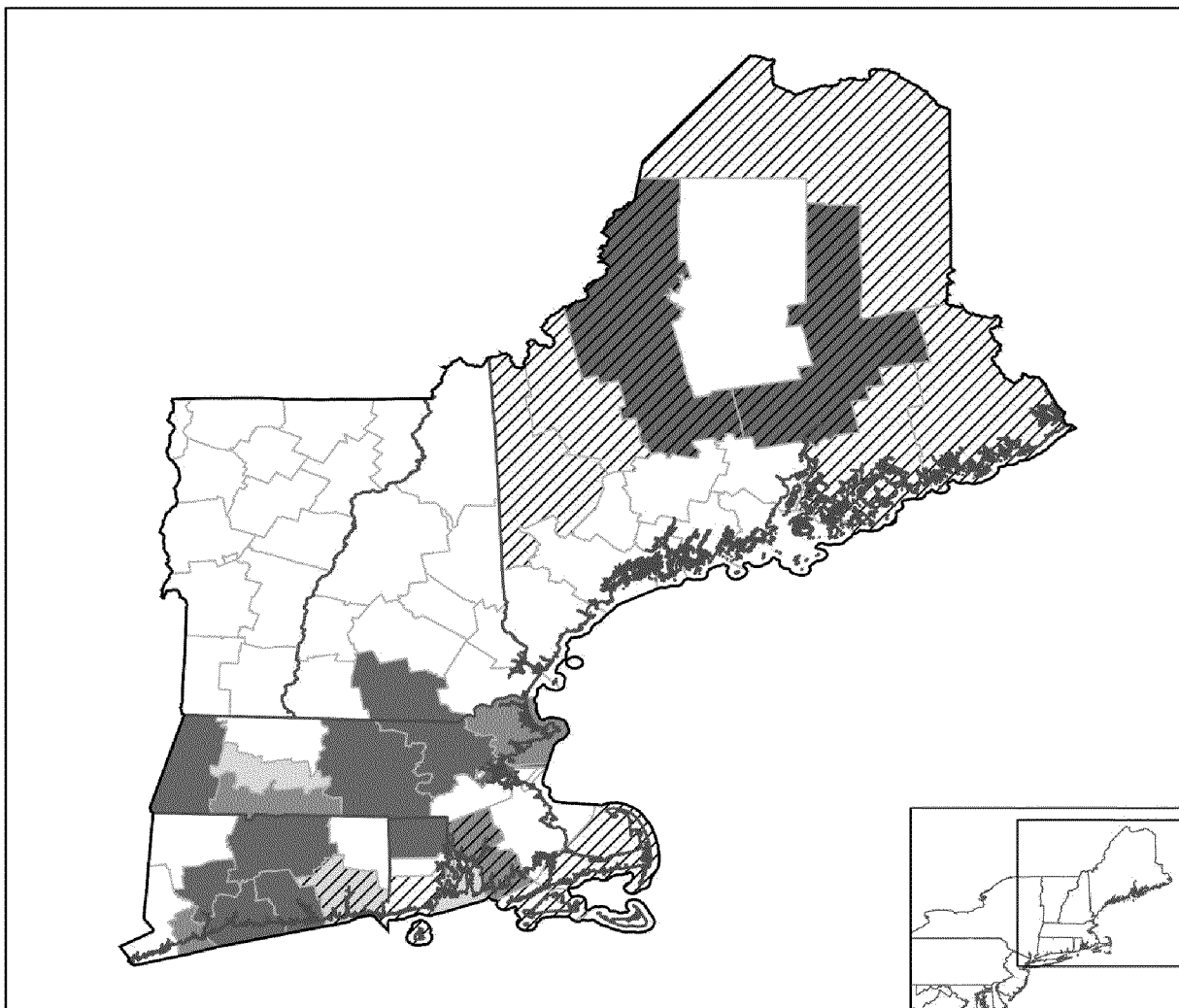
NOTES:
CEJST data is incomplete for Guam, Northern Marianas Islands, American Samoa, the US Virgin Islands, and the Freely Associated States.
IRA Energy Communities and USDA RPN communities are considered disadvantaged under the terms of those specific programs. Many also meet Justice40 CEJST criteria (2+ category exceedances or Tribal definition).

MAP 7

EXF Disadvantaged Community
Landscape Analysis

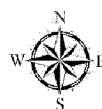
Review Copy

EPA Region 1



Legend

- State Boundaries
- County Boundaries
- USDA RPN Community Network Counties
- Counties - Contains Disadvantaged Tracts by Tribal Definition
- Counties - Contains DOE Energy Community Tracts
- Counties - Contains Tracts with 6 or more Category Exceedances



0 21.5 43 86 129 172
Miles

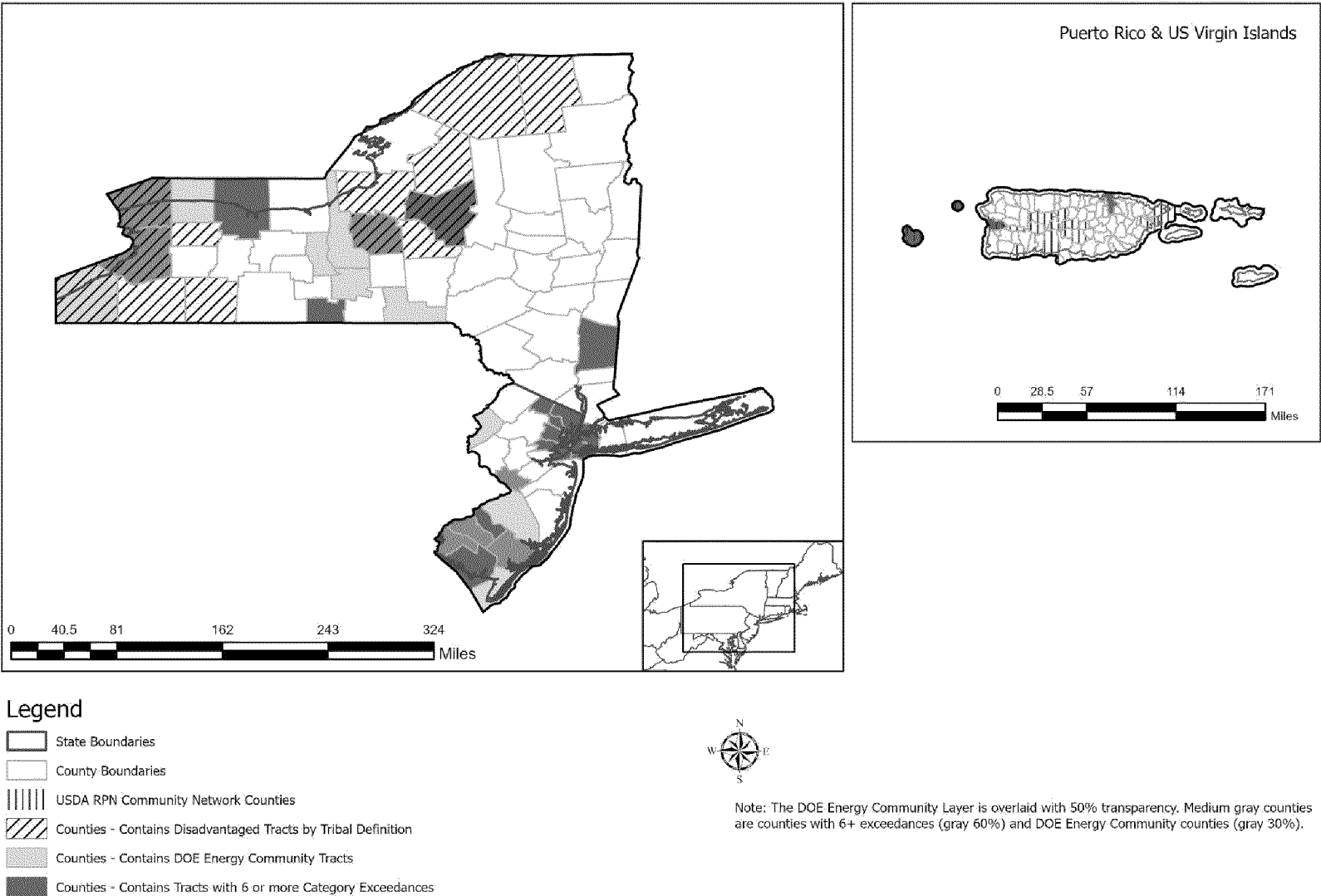
Note: The DOE Energy Community Layer is overlaid with 50% transparency. Medium gray counties are counties with 6+ exceedances (gray 60%) and DOE Energy Community counties (gray 30%).

Drawn by: JMW 6/25/2023

MAP 8

EXF Disadvantaged Community Landscape Analysis
EPA Region 2

Review Copy



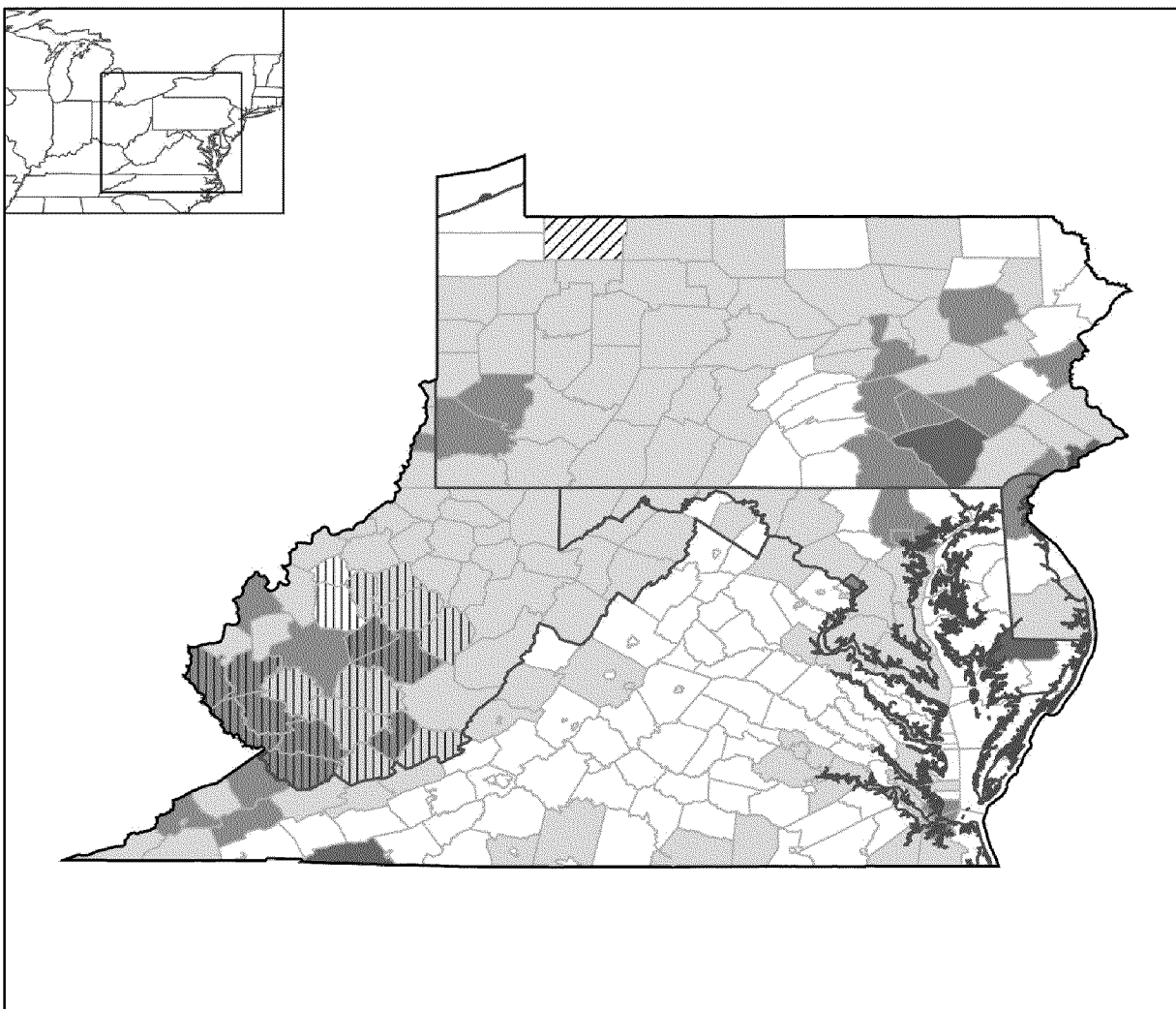
Drawn by: JMW 6/25/2023

MAP 9

EXF Disadvantaged Community
Landscape Analysis

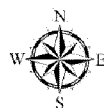
Review Copy

EPA Region 3



Legend

- State Boundaries
- County Boundaries
- USDA RPN Community Network Counties
- Counties - Contains Disadvantaged Tracts by Tribal Definition
- Counties - Contains DOE Energy Community Tracts
- Counties - Contains Tracts with 6 or more Category Exceedances



0 25.5 51 102 153 204 Miles

Note: The DOE Energy Community Layer is overlaid with 50% transparency. Medium gray counties are counties with 6+ exceedances (gray 60%) and DOE Energy Community counties (gray 30%).

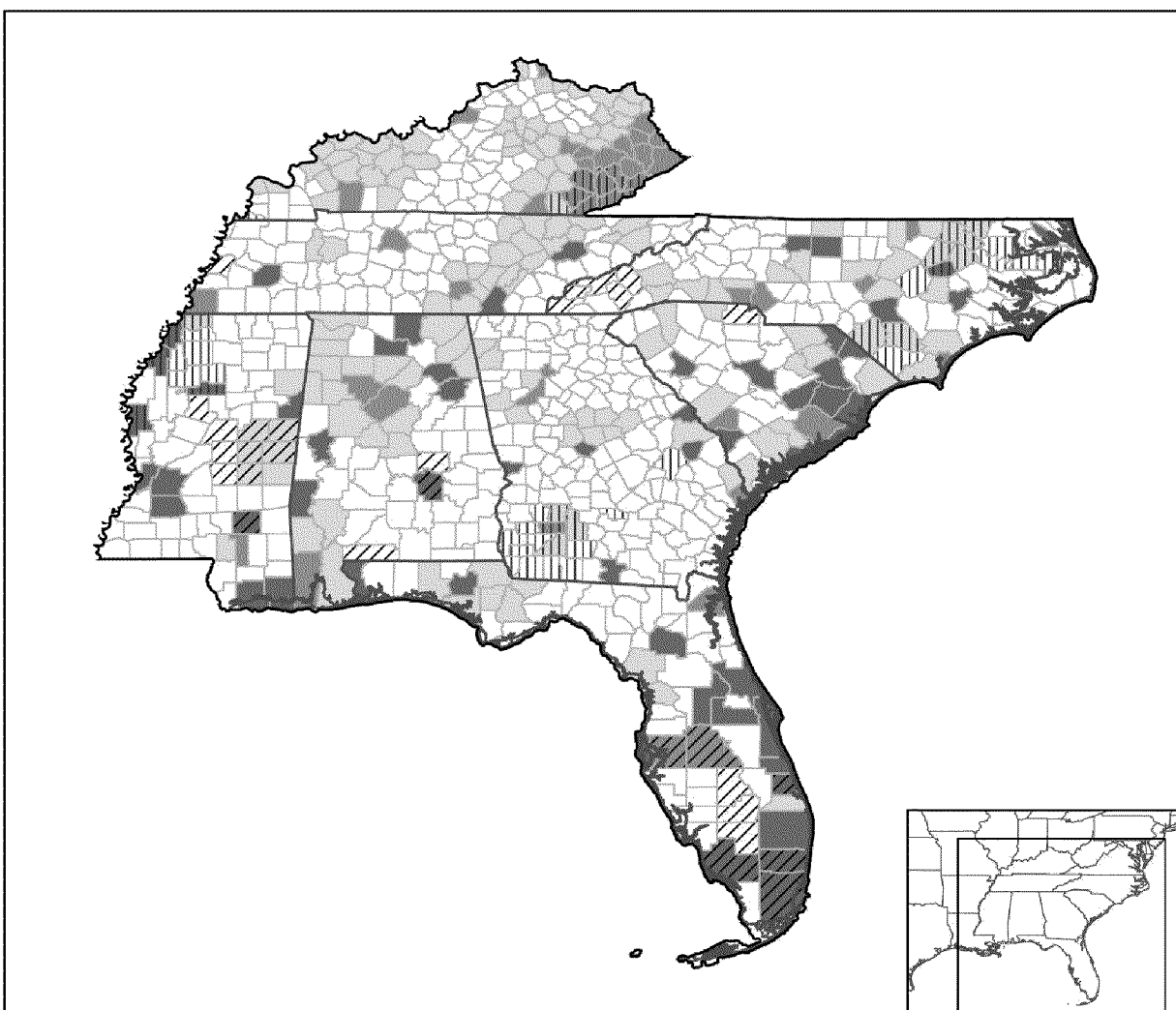
Drawn by: JMW 6/25/2023

MAP 10

EXF Disadvantaged Community
Landscape Analysis

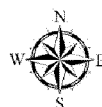
Review Copy

EPA Region 4



Legend

- State Boundaries
- County Boundaries
- USDA RPN Community Network Counties
- Counties - Contains Disadvantaged Tracts by Tribal Definition
- Counties - Contains DOE Energy Community Tracts
- Counties - Contains Tracts with 6 or more Category Exceedances



0 49.5 99 198 297 396
Miles

Note: The DOE Energy Community Layer is overlaid with 50% transparency. Medium gray counties are counties with 6+ exceedances (gray 60%) and DOE Energy Community counties (gray 30%).

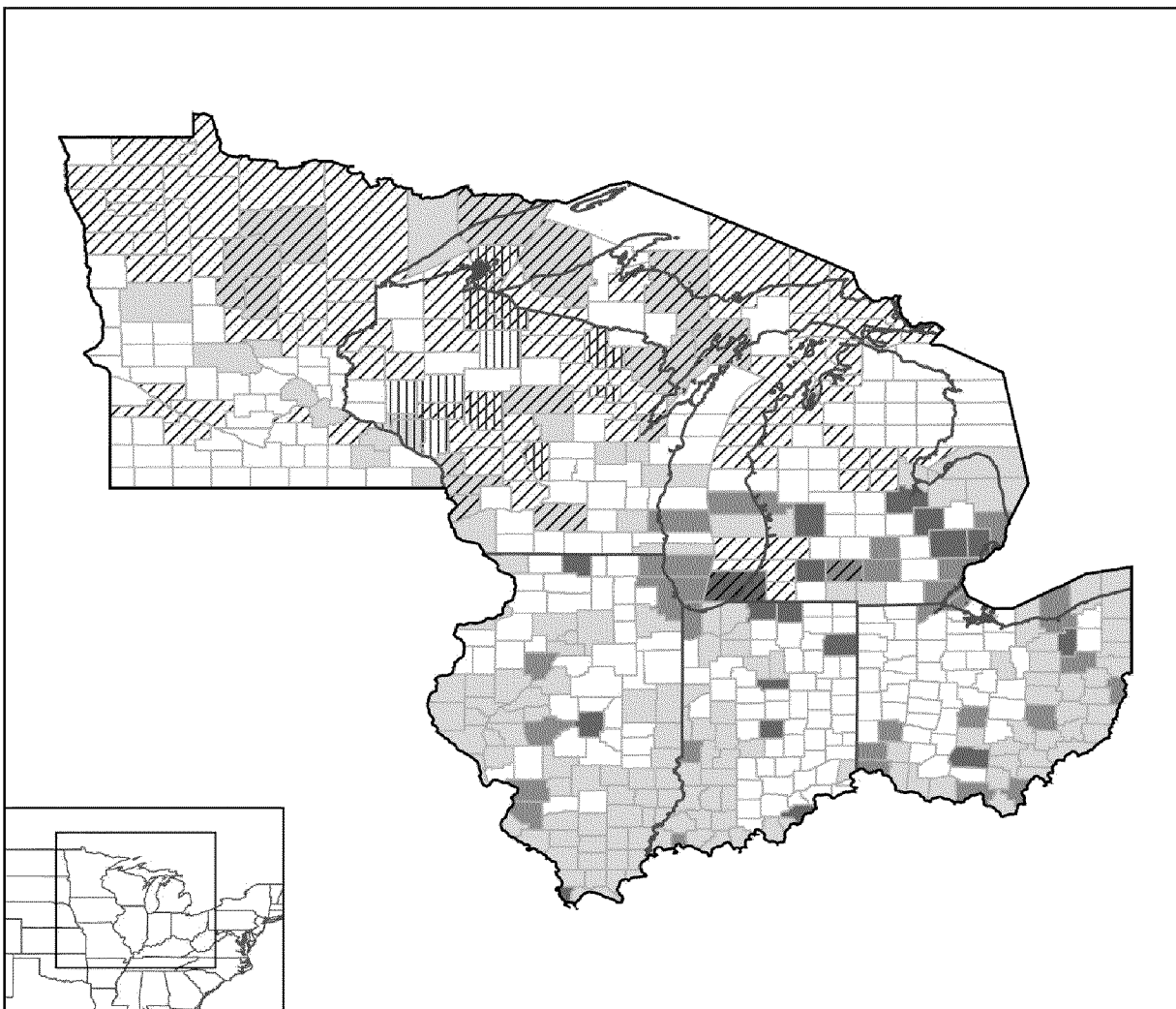
Drawn by: JMW 6/25/2023

MAP 11

EXF Disadvantaged Community
Landscape Analysis

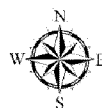
Review Copy

EPA Region 5



Legend

- State Boundaries
- County Boundaries
- USDA RPN Community Network Counties
- Counties - Contains Disadvantaged Tracts by Tribal Definition
- Counties - Contains DOE Energy Community Tracts
- Counties - Contains Tracts with 6 or more Category Exceedances



0 47.5 95 190 285 380 Miles

Note: The DOE Energy Community Layer is overlaid with 50% transparency. Medium gray counties are counties with 6+ exceedances (gray 60%) and DOE Energy Community counties (gray 30%).

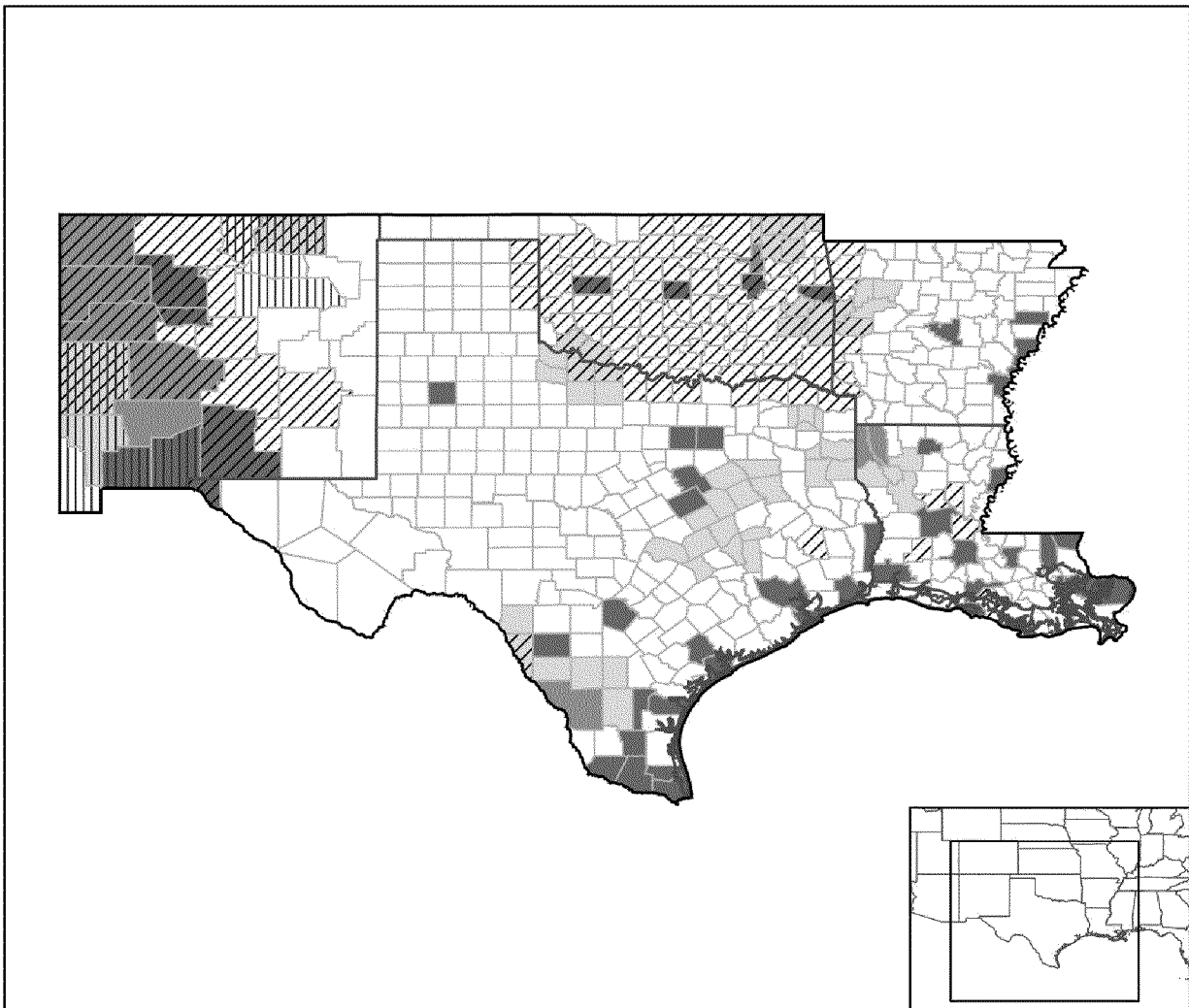
Drawn by: JMW 6/25/2023

MAP 12

EXF Disadvantaged Community
Landscape Analysis

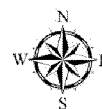
Review Copy

EPA Region 6



Legend

- State Boundaries
- County Boundaries
- USDA RPN Community Network Counties
- Counties - Contains Disadvantaged Tracts by Tribal Definition
- Counties - Contains DOE Energy Community Tracts
- Counties - Contains Tracts with 6 or more Category Exceedances



0 55 110 220 330 440
Miles

Note: The DOE Energy Community Layer is overlaid with 50% transparency. Medium gray counties are counties with 6+ exceedances (gray 60%) and DOE Energy Community counties (gray 30%).

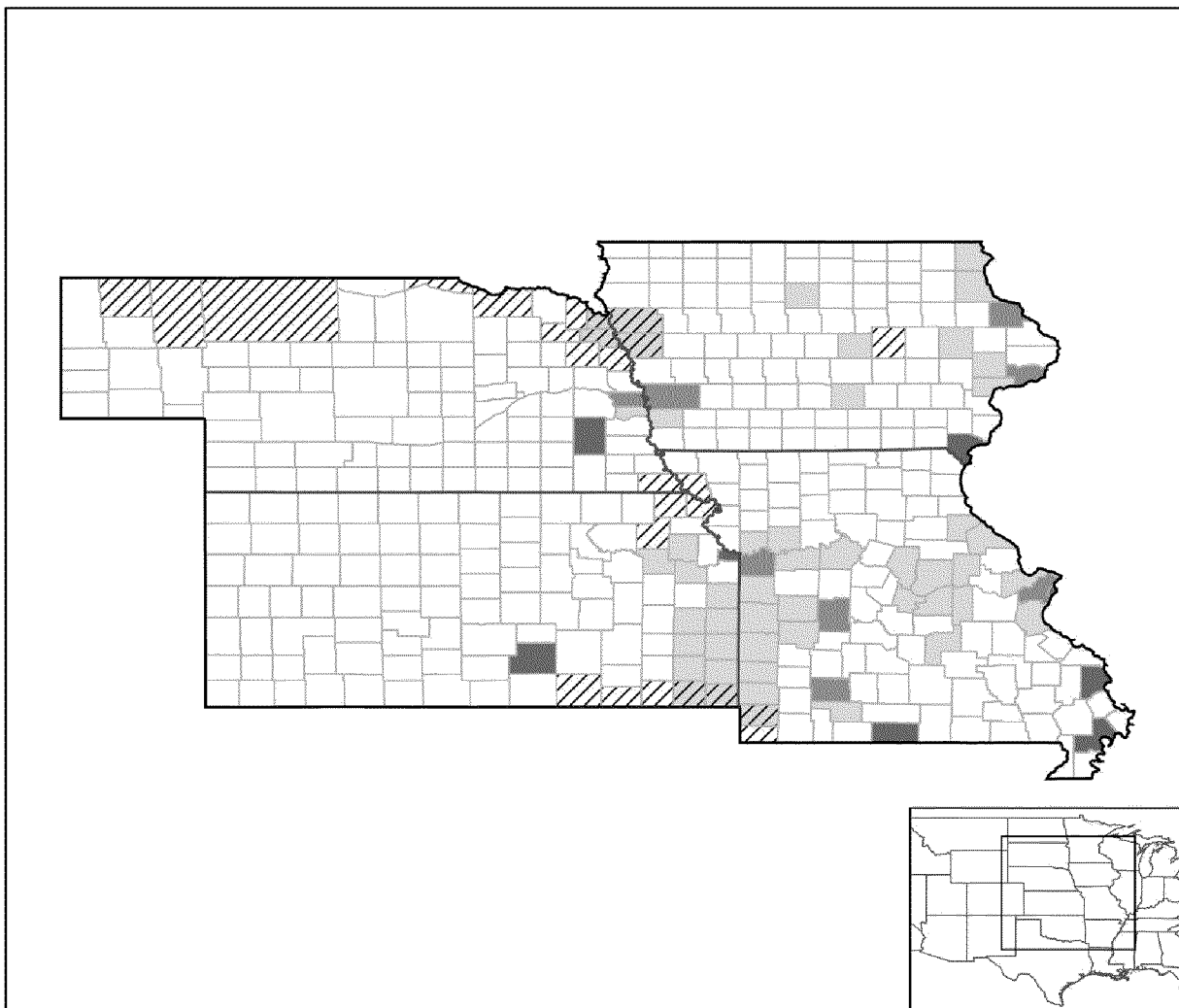
Drawn by: JMW 6/25/2023

MAP 13

EXF Disadvantaged Community
Landscape Analysis

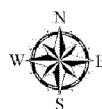
Review Copy

EPA Region 7



Legend

- State Boundaries
- County Boundaries
- USDA RPN Community Network Counties
- Counties - Contains Disadvantaged Tracts by Tribal Definition
- Counties - Contains DOE Energy Community Tracts
- Counties - Contains Tracts with 6 or more Category Exceedances



0 42.5 85 170 255 340 Miles

Note: The DOE Energy Community Layer is overlaid with 50% transparency. Medium gray counties are counties with 6+ exceedances (gray 60%) and DOE Energy Community counties (gray 30%).

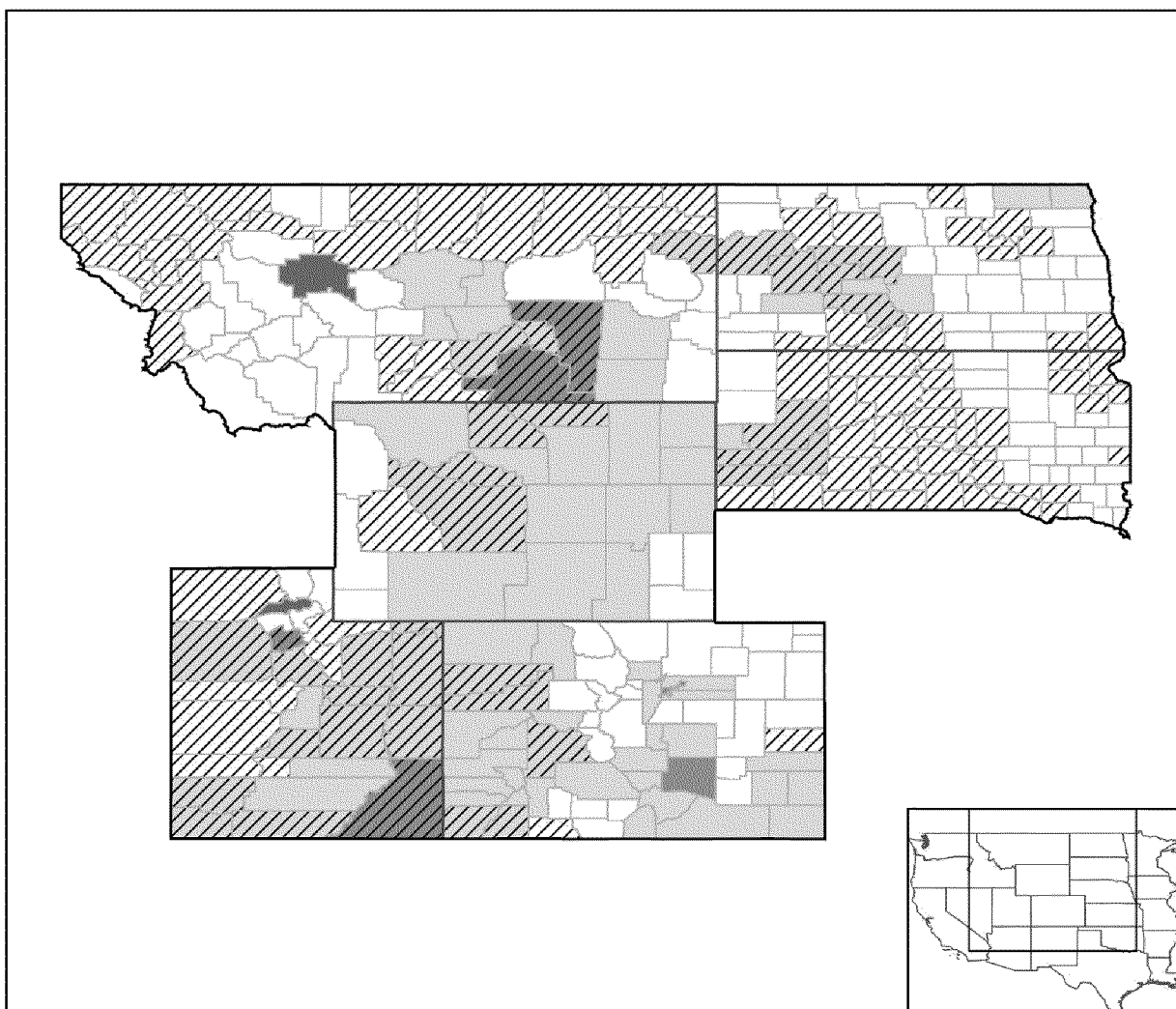
Drawn by: JLV 6/25/2023

MAP 14







EXF Disadvantaged Community
Landscape Analysis

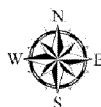
Review Copy

EPA Region 8



Legend

-  State Boundaries
-  County Boundaries
-  USDA RPN Community Network Counties
-  Counties - Contains Disadvantaged Tracts by Tribal Definition
-  Counties - Contains DOE Energy Community Tracts
-  Counties - Contains Tracts with 6 or more Category Exceedances



0 55 110 220 330 440
Miles

Note: The DOE Energy Community Layer is overlaid with 50% transparency. Medium gray counties are counties with 6+ exceedances (gray 60%) and DOE Energy Community counties (gray 30%).

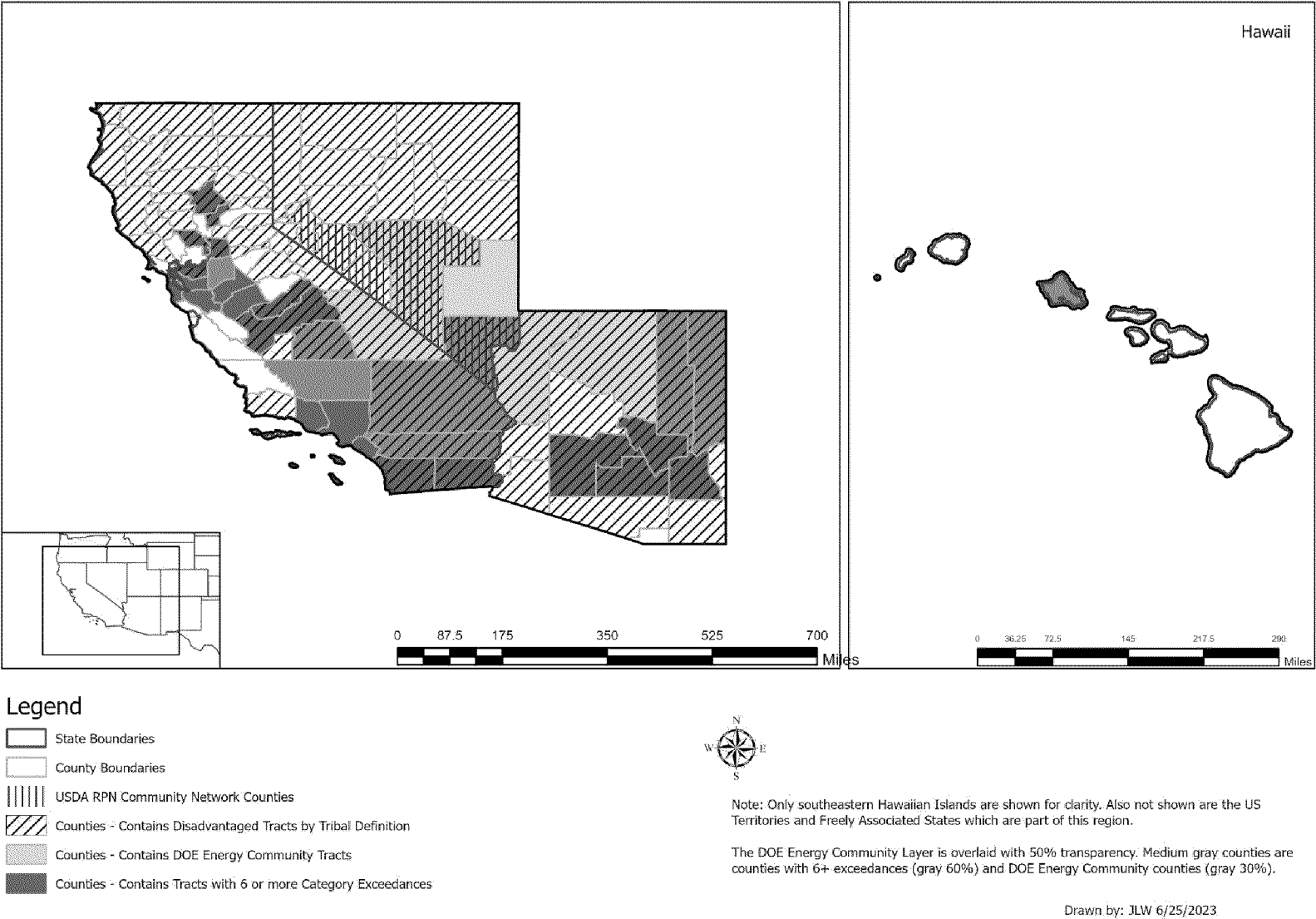
Drawn by: JMW 6/25/2023

MAP 15

EXF Disadvantaged Community Landscape Analysis

Review Copy

EPA Region 9

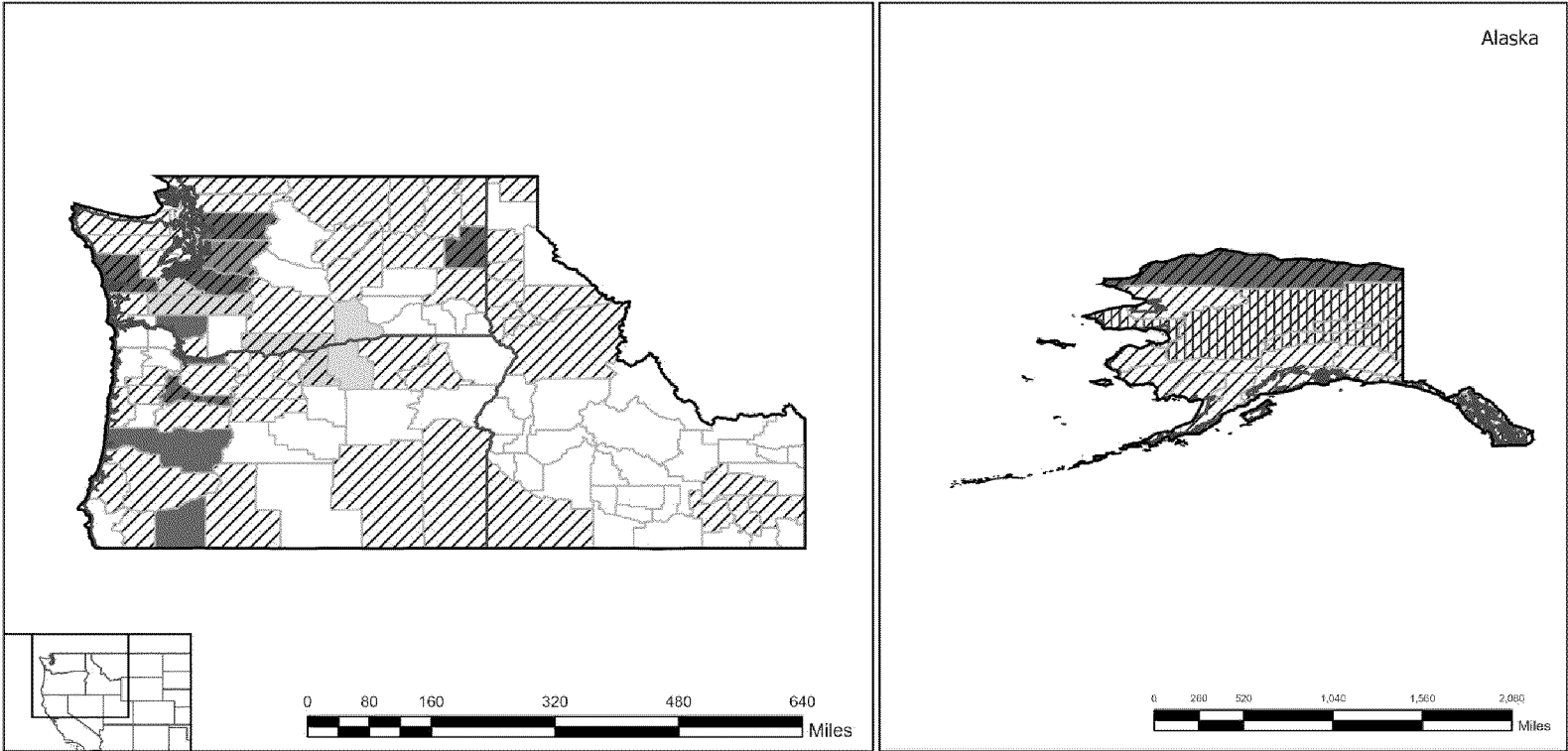


MAP 16

EXF Disadvantaged Community Landscape Analysis

Review Copy

EPA Region 10



Legend

- State Boundaries
- County Boundaries
- USDA RPN Community Network Counties
- Counties - Contains Disadvantaged Tracts by Tribal Definition
- Counties - Contains DOE Energy Community Tracts
- Counties - Contains Tracts with 6 or more Category Exceedances



Note: The DOE Energy Community Layer is overlaid with 50% transparency. Medium gray counties are counties with 6+ exceedances (gray 60%) and DOE Energy Community counties (gray 30%).

Drawn by: JLW 6/25/2023

Appendix II

USDA NIFA Land-Grant Colleges and Universities Map and List

Section A.2. - EXF NGM Program Staff and Technical Assistance Network



NIFA LAND-GRANT COLLEGES AND UNIVERSITIES (1862, 1890, AND 1994)

ALABAMA

Alabama A&M University, Normal
Auburn University, Auburn Tuskegee
University, Tuskegee

ALASKA

Ilisagvik College, Barrow University
of Alaska, Fairbanks

AMERICAN SAMOA

American Samoa Community
College, Pago Pago

ARIZONA

Diné College, Tsaile University of
Arizona, Tucson
Tohono O'Odham Community
College, Sells

ARKANSAS

University of Arkansas, Fayetteville
University of Arkansas at Pine Bluff,
Pine Bluff

CALIFORNIA

D-Q University, (Davis vicinity)
University of California System-
Oakland as Headquarters, Oakland

COLORADO

Colorado State University, Fort
Collins

CONNECTICUT

University of Connecticut, Storrs

DELAWARE

Delaware State University, Dover
University of Delaware, Newark

DISTRICT OF COLUMBIA

University of the District of Columbia,
Washington

FLORIDA

Florida A&M University, Tallahassee
University of Florida, Gainesville

GEORGIA

Fort Valley State University, Fort
Valley
University of Georgia, Athens

GUAM

University of Guam, Mangilao

HAWAII

University of Hawaii, Honolulu

IDAHO

University of Idaho, Moscow

ILLINOIS

University of Illinois, Urbana

INDIANA

Purdue University, West Lafayette

IOWA

Iowa State University, Ames

KANSAS

Haskell Indian Nations University,
Lawrence Kansas State University,
Manhattan

KENTUCKY

Kentucky State University, Frankfort
University of Kentucky, Lexington

LOUISIANA

Louisiana State University, Baton
Rouge
Southern University and A&M
College, Baton Rouge

MAINE

University of Maine, Orono

MARYLAND

University of Maryland, College Park
University of Maryland Eastern
Shore, Princess Anne

MASSACHUSETTS

University of Massachusetts, Amherst

MICHIGAN

Bay Mills Community College,
Brimely Keweenaw Bay Ojibwa
Community College, Baraga Michigan
State University, East Lansing
Saginaw Chippewa Tribal College,
Mount Pleasant

MICRONESIA

College of Micronesia, Kolonia,
Pohnpei

MINNESOTA

Fond du Lac Tribal & Community
College, Cloquet Leech Lake Tribal
College, Cass Lake
Red Lake Nation College, Red Lake
University of Minnesota, St. Paul
White Earth Tribal
and Community College, Mahnomen

MISSISSIPPI

Alcorn State University, Lorman
Mississippi State University, Starkville

MISSOURI

Lincoln University, Jefferson City
University of Missouri, Columbia

MONTANA

Blackfeet Community College,
Browning
Chief Dull Knife College, Lame Deer
Aaniiih Nakoda College, Harlem Fort
Peck Community College, Poplar
Little Big Horn College, Crow Agency
Montana State University, Bozeman
Salish Kootenai College, Pablo Stone
Child College, Box Elder

NEBRASKA

Little Priest Tribal College,
Winnebago
Nebraska Indian Community College,
Winnebago
University of Nebraska, Lincoln

NEVADA

University of Nevada, Reno

NEW HAMPSHIRE

University of New Hampshire,
Durham

NEW JERSEY

Rutgers University, New Brunswick

NEW MEXICO

Navajo Technical College,
Crownpoint
Institute of American Indian and
Alaska Native Culture and Arts
Development, Sante Fe
New Mexico State University, Las
Cruces
Southwestern Indian Polytechnic
Institute, Albuquerque

NEW YORK

Cornell University, Ithaca

NORTH CAROLINA

North Carolina A&T State University,
Greensboro North Carolina State
University, Raleigh

NORTH DAKOTA

Fort Berthold Community College,
New Town Cankdeska Cikana
Community College, Fort Totten
North Dakota State University, Fargo
Sitting Bull College, Fort Yates Turtle
Mountain Community College,
Belcourt
United Tribes Technical College,
Bismarck

NORTHERN MARIANAS

Northern Marianas College, Saipan,
CM

OHIO

Central State University, Wilberforce
Ohio State University, Columbus

OKLAHOMA

College of the Muscogee Nation,
Okmulgee
Langston University, Langston
Oklahoma State University, Stillwater

OREGON

Oregon State University, Corvallis

PENNSYLVANIA

Pennsylvania State University,
University Park

PUERTO RICO

University of Puerto Rico, Mayaguez

RHODE ISLAND

University of Rhode Island, Kingston

SOUTH CAROLINA

Clemson University, Clemson
South Carolina State University,
Orangeburg

SOUTH DAKOTA

Oglala Lakota College, Kyle Sinte
Gleska University, Rosebud
Sisseton Wahpeton College, Sisseton
South Dakota State University,
Brookings

TENNESSEE

Tennessee State University, Nashville
University of Tennessee, Knoxville

TEXAS

Prairie View A&M University, Prairie
View
Texas A&M University, College Station

UTAH

Utah State University, Logan

VERMONT

University of Vermont, Burlington

VIRGIN ISLANDS

University of the Virgin Islands, St.
Croix

VIRGINIA

Virginia Tech, Blacksburg Virginia
State University, Petersburg

WASHINGTON

Northwest Indian College,
Bellingham
Washington State University,
Pullman

WEST VIRGINIA

West Virginia State University,
Institute
West Virginia University, Morgantown

WISCONSIN

College of Menominee Nation,
Keshena
Lac Courte Oreilles Ojibwa,
Community College, Hayward
University of Wisconsin, Madison

WYOMING

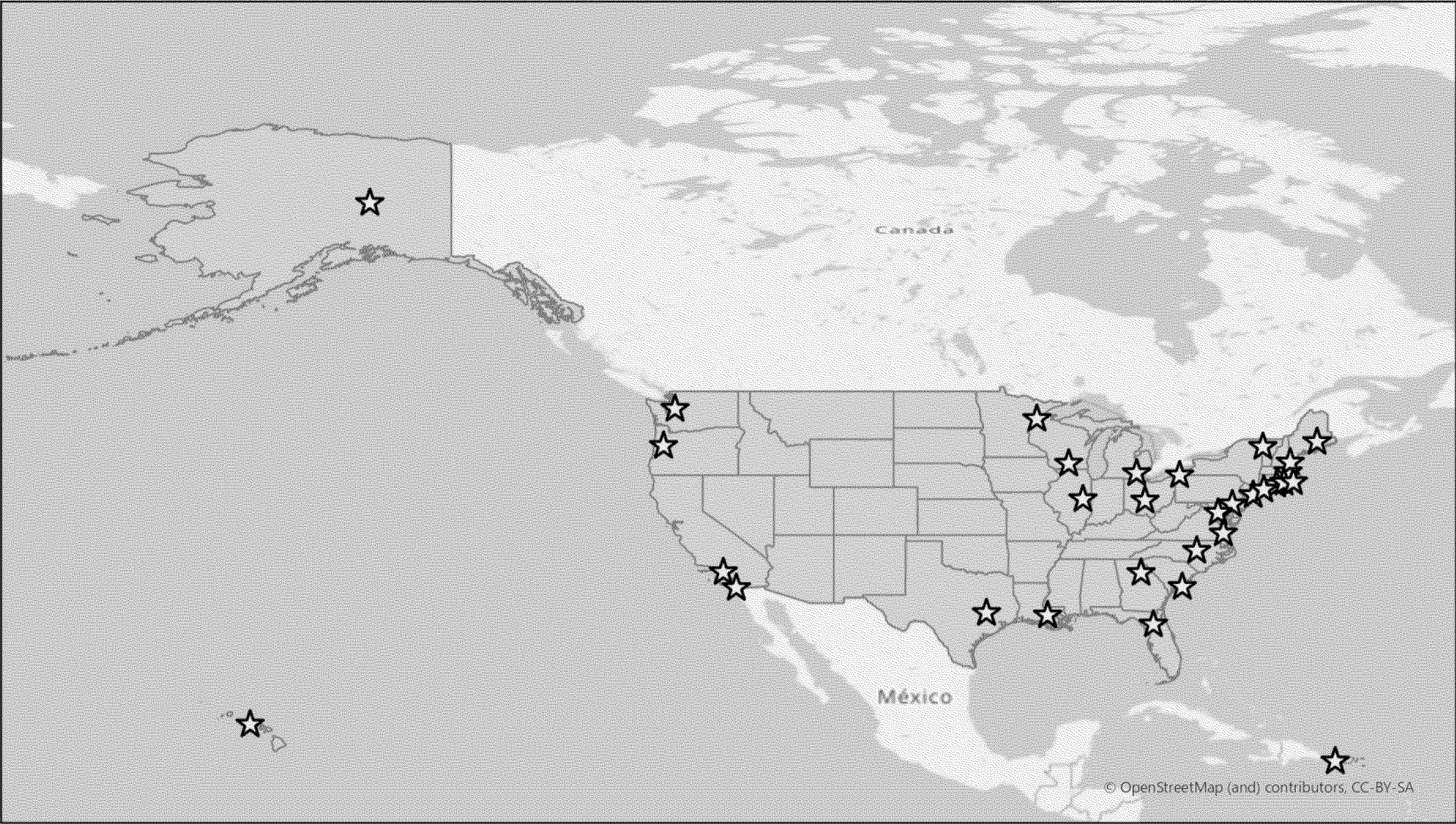
University of Wyoming Laramie, WY

Appendix III

Sea Grant Colleges and Universities Map and List

Section A.2. - EXF NGM Program Staff and Technical Assistance Network

U.S. Sea Grants



Name
Alaska Sea Grant
California Sea Grant
Connecticut Sea Grant
Delaware Sea Grant
Florida Sea Grant
Georgia Sea Grant
Hawaii Sea Grant
Illinois-Indiana Sea Grant
Lake Champlain (Vermont) Sea Grant
Louisiana Sea Grant
Maine Sea Grant
Maryland Sea Grant Program
Michigan Sea Grant
Minnesota Sea Grant
MIT Sea Grant
New Hampshire Sea Grant Program
New Jersey Marine Sciences Inc
New York Sea Grant
North Carolina Sea Grant Program
Ohio Sea Grant
Oregon Sea Grant
Penn Sea Grant
Puerto Rico Sea Grant
Rhode Island Sea Grant
South Carolina Sea Grant Consortium
Southern California Sea Grant
Texas Sea Grant
Virginia Sea Grant
Washington Sea Grant
Wisconsin Sea Grant
Woods Hole Sea Grant (Massachusetts)

Note: Derived from Google Earth data downloaded from <https://www.google.com/maps/d/edit?mid=1FY5MbUJOIWg-dyTMOGPp44ZNmHE&msa=0&ll=50.1321548630867%2C-116.63521353124997&z=5> on June 17, 2023; owner Puerto Rico Sea Grant

Drawn by Jason Weigle, 6/17/2023

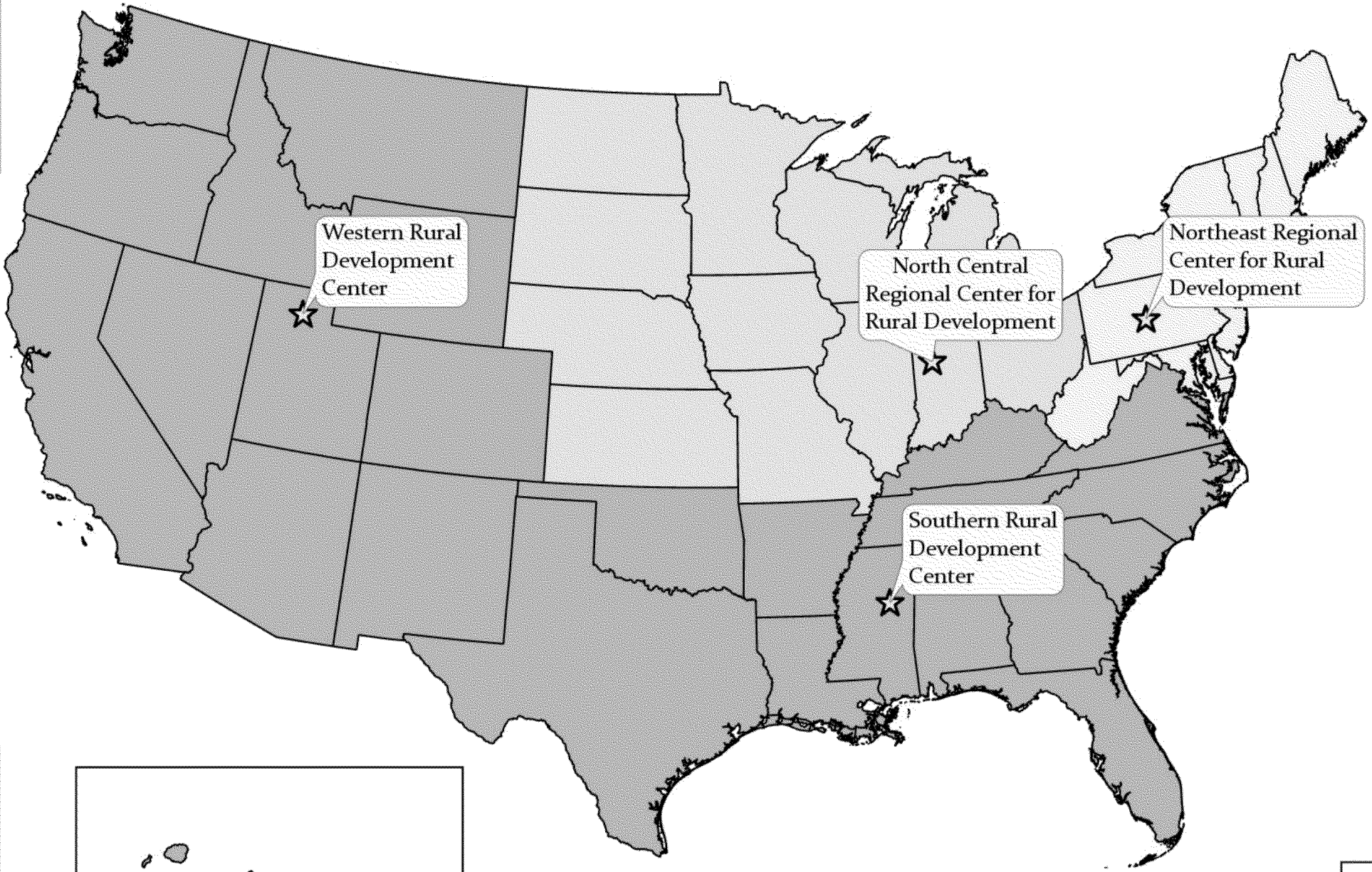
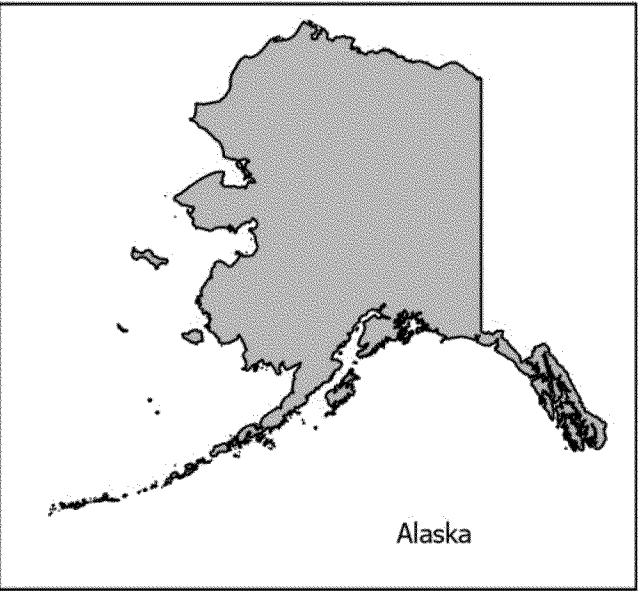
Appendix IV

Regional Rural Development Centers (RRDCs) Regional Map

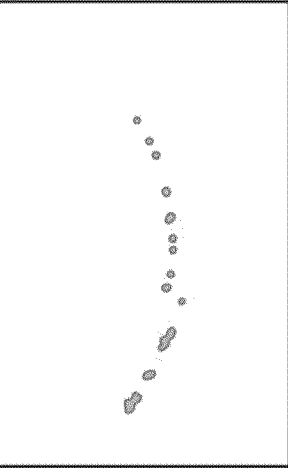
Section A.2. - EXF NGM Program Staff and Technical Assistance Network

U.S. Regional Rural Development Centers

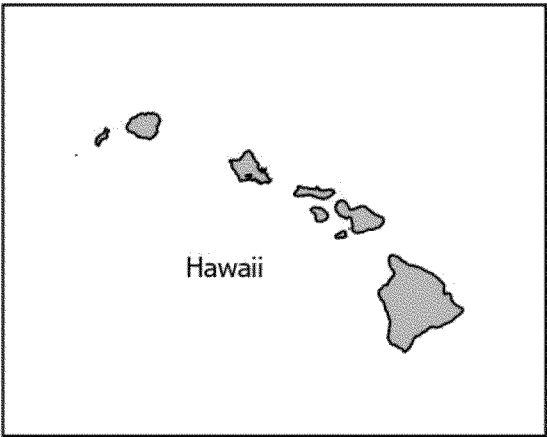
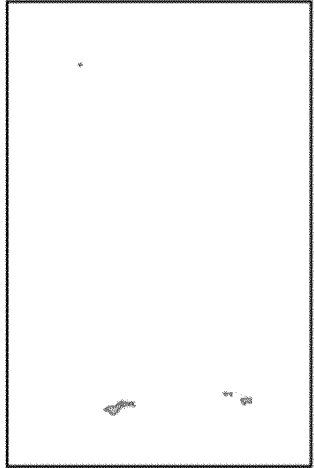
States and Territories Served



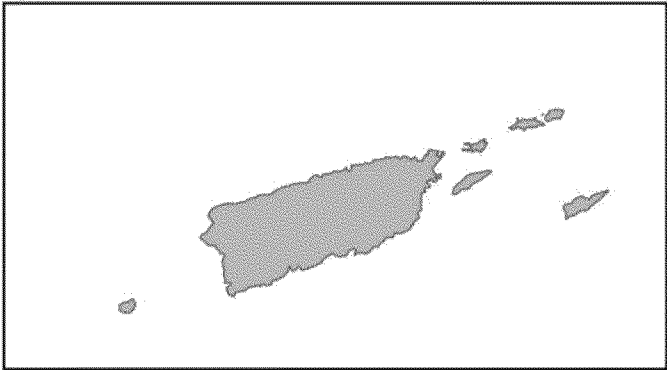
Guam and Northern Mariana Islands



American Samoa



Puerto Rico and the US Virgin Islands



Appendix V

EXF Subgrant Project Proposal Guidance Sheet Timeline Template

Section A.3. Grantmaking Process

View only

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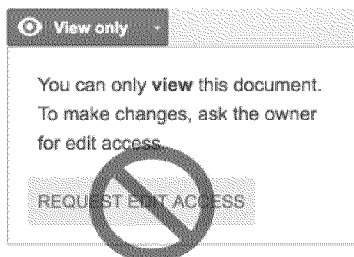
PROJECT TITLE		INSTITUTION NAME	
Project Lead Jason Weigle		DATE 2/1/25-11/30/26	

		Use for Two Year Projects																							
		QUARTER ONE			QUARTER TWO			QUARTER THREE			QUARTER FOUR			QUARTER ONE Y2			QUARTER TWO Y2			QUARTER THREE Y2			QUARTER FOUR Y2		
TASK TITLE	TASK OWNER	March	April	May	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June	July	Aug	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.
Initiation																									
EX: "Kick-off meeting" with local partner(s)	Jason Weigle	X																							
EX: Hiring staff	Jason Weigle	X	X																						
Maintenance																									
EX: Leadership meetings	Jason Weigle	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X						
EX: Quarterly meetings with partners	Regan Emmons	X			X			X			X			X			X								
EX: Monthly meetings with coaches	Regan Emmons	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X						
Implementation																									
EX: Identify community partners	Jason Weigle	X	X						X	X															
EX: Distribute educational fliers	Jason Weigle			X	X	X	X	X	X	X						X	X	X	X						
EX: Hold community forums	Jason Weigle										X	X	X	X	X										
	Regan Emmons	X	X	X						X	X	X													
Evaluation & Reporting																									
EX: Evaluate project objectives	Jason Weigle	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X						
EX: Submit monthly reports	Jason Weigle	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X						
Marketing Success Stories																									
EX: Share findings	Jason Weigle											X	X	X	X	X	X	X	X						
EX: Submit news story or release	Jason Weigle																X	X	X						

Appendix VI

EXF Subgrant Project Proposal Guidance Sheet Budget Template

Section A.3. Grantmaking Process

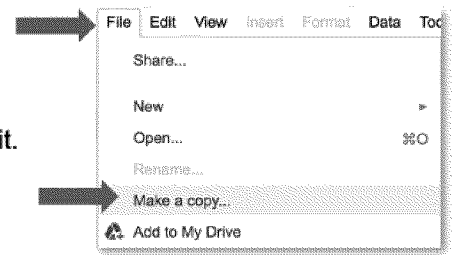


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PROJECT BUDGET FORM

INSTRUCTIONS:

Please complete the Instructions Checklist and the Budget detail and justifications section. You may insert additional lines in the justification section to capture each expenditure type/need. After you have completed the form please upload to the application form.

INSTRUCTIONS CHECKLIST

Please complete this Instructions Checklist before submitting the application form to Extension Foundation.

All Highlighted Sections Completed - All applicable categories have been completed with requested budget numbers.

Justifications - Detailed justification and descriptions have been provided for all requested budget items.

Total Costs are Equal - Total Costs in the Requested Budget Table equal Total Costs in the Budget Justifications section

Organization or Institution

Project Lead Name

Project Title

BUDGET SUMMARY (autofilled from detail sections starting on Line 41):

	Requested Budget Total
<i>Line Items (in italics)</i>	
Personnel Costs	
<i>Salaries & Wages</i>	\$ -
<i>Fringe Benefits</i>	\$ -
Total Personnel Costs	\$ -
Other Direct Costs	
<i>Capital Equipment</i>	\$ -
<i>Travel</i>	\$ -
<i>Participant Support Costs</i>	\$ -
<i>Other Direct Costs</i>	\$ -
Total Other Direct Costs	\$ -
INDIRECT COSTS	
<i>Total Indirect Costs (if allowed by this program)</i>	\$ -
TOTAL COSTS	\$ -

REQUESTED BUDGET DETAIL AND JUSTIFICATIONS

REQUESTED PERSONNEL COSTS <small>Personnel names (if known) and titles, level of effort or number of hours, salary, and fringe benefits</small>			REQUESTED BUDGET
	<u>Salary</u>	<u>Fringe</u>	\$ -
enter name here		\$ -	Please provide more detail as needed for each entry.
enter role here			
enter name here	\$ -	\$ -	
enter role here			
enter name here	\$ -	\$ -	
enter role here			
enter name here	\$ -	\$ -	
enter role here			
enter name here	\$ -	\$ -	
enter role here			
enter name here	\$ -	\$ -	
enter role here			

REQUESTED CAPITAL EQUIPMENT <small>Special purpose equipment items with a unit cost of \$5,000 or more</small>		REQUESTED BUDGET
<u>Description</u>	<u>Amount (\$)</u>	\$ -
Enter description here	\$ -	

Enter description here	\$ -	Please provide more detail as needed for each entry.
------------------------	------	--

REQUESTED TRAVEL Employee costs for transportation, lodging, subsistence, and related items		REQUESTED BUDGET
Description	Amount (\$)	\$ -
Enter description here	\$ -	Please provide more detail as needed for each entry.
Enter description here	\$ -	

REQUESTED PARTICIPANT SUPPORT COSTS Stipends/honoraria/gift cards paid to educational/training participants or to individuals that support an educational/training program. Includes subsistence and travel payments.		REQUESTED BUDGET
Description	Amount (\$)	\$ -
Enter description here	\$ -	Please provide more detail as needed for each entry.
Enter description here	\$ -	
Enter description here	\$ -	

REQUESTED OTHER DIRECT COSTS Materials & supplies, publication costs, consultant services, contractual costs and subawards		REQUESTED BUDGET
Description	Amount (\$)	\$ -
Enter description here	\$ -	Please provide more detail as needed for each entry.
Enter description here	\$ -	
Enter description here	\$ -	
Enter description here	\$ -	

Enter description here	\$ -
------------------------	------

REQUESTED INDIRECT COSTS		REQUESTED BUDGET
Description	Amount (\$)	\$ -
Direct Cost Base		Please provide details - i.e., rate percentage, rate type/cost basis. Also, include current negotiated rate agreement with your application unless de minimis rate is claimed.
Calculated Indirect Costs		

Appendix VII

National Evaluation Plan

Section C. EXF's National Grantmaker and National Coordinator Evaluation Programs

National Evaluation Plan

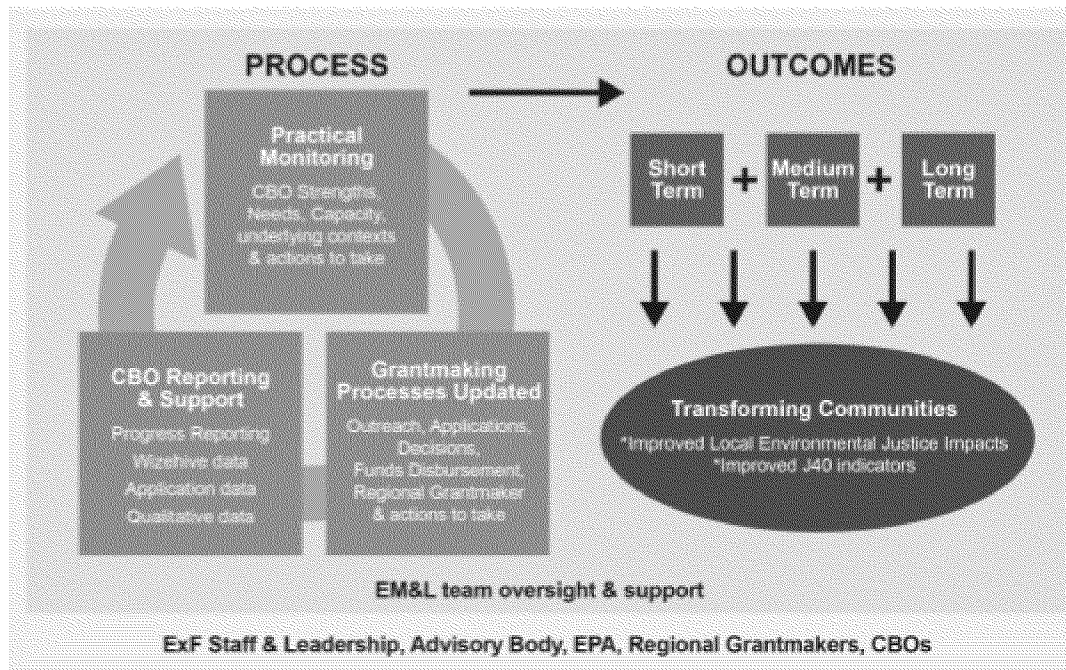
Purpose. Extension Foundation (EXF) will serve as the National Evaluation Team for the National and Regional Grantmakers (RGMs). The purpose of the National Evaluation is to understand how well grantmaking activities are impacting short, medium, and long-term national indicators (Tables 1,3,5).

Goals & Objectives. The goals of the National Evaluation Plan are to understand the extent to which the grant program 1) is accessible to eligible organizations, particularly in disadvantaged areas and/or areas identified in the landscape analysis; 2) decreases burdens in applying for and/or accessing federal funds for environmental justice (EJ) projects; 3) increases EJ funding in historically disadvantaged groups/areas; 4) the grant application & management processes are easy to use; 5) funds are quickly & equitably disbursed; 6) eligible organizations are satisfied with grantmaking processes; and 7) grantmakers are tracking the Justice40 (J40) indicators being addressed by funded projects.

The National Evaluation Team will achieve the following objectives:

1. In the initial 3 months of the grant, EXF will develop a National Evaluation Plan in collaboration with RGMs. This includes finalizing indicators related to EPA grantmaking outcomes (Table 1), J40 indicators, and subrecipients' overall progress toward their local short, medium, and long-term outcomes.
2. Assess which Outreach & Communication efforts are influencing engagement with potential applicants and track subsequent changes in volume and diversity of applications submitted.
3. Track and estimate the extent to which applicants and RGMs, serving areas identified as high need in the landscape analysis, are leveraging EXF and partner networks for project support, implementation, and/or partnerships across funded and unfunded projects (Table 2).
4. Implement and manage a data collection process to routinely collect and report on key indicators, and incorporate findings into EXF's and RGM's grantmaking processes (Tables 2,4,6).
5. Assess the effectiveness of the RGM coordination and the accessibility of data collection tools and resources (Tables 5-6).
6. In partnership with RGMs, EXF will create a national and public-facing dashboard that displays information on the number of applications received, number of applications funded, J40 indicators funded projects address, and information on funded projects.

Figure 1. Practical & Transformative Evaluation Approach in Action



Evaluation Approach. Using a *participatory*, or Empowerment Evaluation (Fetterman, 2017), RGMs will systematically provide data to EXF on indicators related to these goals (Figure 1; Tables 1,3,5). RGMs may also devise indicators germane to their regional needs and contexts. EXF will support the collection of these data in easily reportable formats and link them to the overall EPA funding goals.

EXF will utilize Empowerment Evaluation to understand the impact of grantmaking activities on outcomes across EPA regions. While approaches to evaluation may differ, grantmakers will be expected to provide meaningful opportunities for applicants and funded projects to provide feedback on and

demonstrate improvements in grantmaking processes. The Empowerment Evaluation model assumes that 1) communities are the experts on their strengths, needs, and outcomes; 2) evaluation should be actionable; and 3) evaluation aids transformative change in communities served by subrecipients. These assumptions underpin the two pieces of the Empowerment Evaluation model—Practical (Continuous Quality Improvement) and Transformative (Outcomes and Impacts) and will be critical in understanding progress and impact across national indicators (Figure 1).

EXF will use mixed methods to assess outputs and outcomes of its grantmaking program, subrecipients' local environmental impacts, and J40 indicators. For example, barriers to quickly spending down grant funds could be due to local political contexts. Surfacing these contexts, needs, and the strategies to address them, are critical to understanding progress toward national indicators and local evaluation outcomes. This Evaluation model centers community expertise and strengths and provides the opportunity to understand nuanced impact.

Key Terms in the Evaluation Plan.

AB	Advisory Body
Applicant	Organizations that have applied for funds
CQI	Continuous Quality Improvement
Demo Factors	Characteristics or variables including geographical area(s), population characteristics of geographical areas, population(s) served by CBO/applicant/subrecipient, characteristics of CBOs/applicant/subrecipient (e.g., size, type),
EJ	Environmental Justice
EM&L Team	Evaluation, Monitoring, & Learning Team
EXF	Extension Foundation
J40	Justice 40
LA	Landscape Analysis
RGM	Regional Grantmaker
Subrecipient	Organization that has been awarded funding

Operationalizing the Evaluation Plan. To implement the evaluation plan in a way that is subrecipient-centered and renders actionable information, the EM&L Team will collaborate with stakeholders, participants, and decision-makers. Surfacing participants' strengths, needs, and self-identified indicators of programmatic success is key to this approach.

Stakeholders: EPA, partners, Advisory Body, subrecipients, RGMs, and EXF staff.

Participants: Applicants, subrecipients, Field Engagement Team/Regional Liaisons, RGMs, and partners. Data will be collected from these participants to inform Practical/CQI efforts and make mid-course corrections of grantmaking and technical assistance activities.

Decision makers: EM&L Team, Core Project Team, and Advisory Body.

The EM&L Team will work with stakeholders to establish and implement the evaluation plan, and will coordinate with RGMs on data collection, analysis, reporting, and feedback loops across grantmaking activities.

Coordinating Evaluation Methods with RGMs (e.g., Indicators, Measures, Data Collection)

The EM&L Team and the NGC Partnership Coordinator will collaborate with the RGMs to establish and implement the National Evaluation Plan that describes the impact of the grantmaking efforts while collecting uniform data on national indicators, as well as indicators of interest to RGMs. The goals of the evaluation coordinating efforts will be to 1) establish expectations of evaluation

across RGMs; 2) synchronize data collection and analysis methods as appropriate; 3) provide actionable data for grantmakers & EPA; and 4) summarize grantmaking outcomes nationally and by EPA region. Coordinating efforts will also establish roles and responsibilities of the National Grantmaker versus RGMs related to data collection and assessing the impact on outcomes.

Practical/CQI approach. The EM&L Team will operationalize a Practical/CQI approach by routinely collecting data across objectives & indicators (see tables below). The foci will be on applicant and subrecipient strengths and needs. For example, in an application or progress report, a subrecipient may be asked, “List/Explain your organization's strengths in working in this area when you don’t have sufficient resources?” and, “How would sufficient resources leverage your organization’s strengths?” Participants may be offered a number of responses to choose and/or write a narrative. Mixed methods analyses will be used to identify strengths and needs.

The evaluation questions will be embedded in routine progress reporting. This will minimize the reporting burden and allow for the extrapolation of themes from information already being provided. In order to aggregate results, subrecipients will be asked the same questions in surveys and routine reporting, and in similarly themed questions during listening sessions. Embedding these questions in routine reports also allows sub-recipients to report on and receive prompt feedback or assistance.

EXF will be able to understand underlying needs, conditions that must be addressed, how to improve processes, and what resources are needed to sustain program successes across regions. EXF will provide subrecipients without access to the internet alternative ways to provide feedback and complete reporting.

Transforming Communities by Measuring Outcomes. CQI will incorporate subrecipients’ success stories and progress toward achieving their short, medium, and long-term EJ outcomes, as well as J40 indicators. The EM&L Team will aggregate progress data (local and J40 indicators) over time while reducing subrecipients’ reporting burdens. Administrative data will be used to analyze the distribution of projects by EPA region, topical area, and community demographics, and included in the Climate & Environmental Justice Screening Tool (CEJST). EXF will collect data in ways that meet subrecipient needs and consider their infrastructure capabilities (e.g., internet access). The EM&L Team will also collect qualitative data from progress reports, meeting notes, and listening sessions to describe community impacts.

Evaluation Methodology. A mixed methods approach will be implemented. It includes analyses of quantitative and qualitative data captured in administrative data sets (WizeHive, HubSpot). These administrative data allow for longitudinal and point-in-time progress toward short, medium, and long-term outcomes. CQI processes will be implemented to surface strengths, needs, and leveraging of resources among applicants and subrecipients. Information and insights gained from CQI/Practical approach will be summarized, and presented to stakeholders, and actions will be taken to improve the grantmaking processes. These changes and actions will be tracked and summarized throughout the grant. Evaluation efforts will prioritize applicant and subrecipient perceptions, strengths, and self-determined needs related to grantmaking and receipt of and spending down of funds. In addition to the analysis of administrative data (intakes, applications, progress reports, client engagement), other qualitative methodologies will be employed to surface insights not captured in the administrative data. Data sources will include meeting notes, narrative data from the intake process, applications, and progress reports. Qualitative data sources will also include notes from meetings with RGMs, Regional Liaisons, Advisory Body, EPA, applicants, and subrecipients as appropriate. Data will be summarized, coded, and triangulated to validate themes, trends, and impacts of the grantmaking processes as well as progress toward short, medium, and long-term goals.

Quantitative data collection. EXF will utilize WizeHive, HubSpot, and qualitative methods to collect and analyze data against key indicators (Tables 1-7, appendix). EXF will utilize WizeHive and HubSpot for cross-region collection and analysis of quantitative data. Both EXF and RGMs will use WizeHive for grants management processes, centralizing data collection and analyses related to grants submission, review, decisions, disbursement of funds, and data extracted for progress reporting purposes across all grantmakers. Therefore, EXF will have access to all data housed within the national grantmaking infrastructure and can track indicators overall and by EPA region. These data can be analyzed by Phase I-III status, J40 indicator(s), disbursement of funds, subrecipient characteristics, geographic and characteristics of populations served, as well as other indicators requested by EPA. If RGMs opt out of WizeHive for grants management, EXF will work with the RGM to upload clean data for a database such as RedCap for analysis.

WizeHive. WizeHive is the grants management system used for the overall project and for evaluation. Using WizeHive, EXF will aggregate progress report data (local and J40 indicators) over time while reducing the reporting burden on the subrecipients. These administrative data will be disaggregated to understand the distribution of projects by EPA region, topical area, community demographics, and indicators included in the CEJST.

HubSpot. EXF will utilize HubSpot to monitor and understand engagement with RGMs as well as subrecipients funded through the National Grantmaker Program. Data sources include targeted communications, campaigns (email, social media, client

engagement), and search engine optimization, among others. HubSpot allows EXF to understand the extent to which clients are interacting with content and campaigns, and allows for client management as well as information and outreach customization. In addition to longitudinal analysis of client engagement, HubSpot can capture point-in-time feedback on satisfaction with and utility of the grant management processes. EXF will collect data in ways that meet subrecipient needs and consider their infrastructure capabilities (e.g., internet access).

Qualitative Data Collection. EXF will also collect qualitative data from applications, progress reports, meeting notes, and listening sessions. Groups providing data include key stakeholders, applicants, and subrecipients. Qualitative data abstracted from WizeHive would include open-ended questions on applications and progress reports. Foci of the questions are applicant/subrecipient strengths, leveraging strengths to address barriers, and explanations of progress toward short, medium, and long-term outcomes. Open-ended questions on applications and progress reports will be abstracted, and themes identified, coded, and summarized. Listening sessions will also be held with the Field Engagement team, RGMs, and subrecipients as appropriate. Notes from listening sessions and other meetings will be summarized, coded, and analyzed for quality improvement themes.

Grantmaking & Project Management Logic Model & Evaluation Methods (Tables 1 and 2). CQI efforts will monitor the extent to which the 1) grant program is accessible to eligible applicants, particularly in disadvantaged areas; 2) outreach efforts and networks are leveraged to invite grant applications; 3) grant application & management processes are easy to use; 4) grant review & decision processes are fast; 5) funds are quickly & equitably disbursed; 6) eligible applicants/subrecipients are satisfied with grantmaking processes across Phase I-III project applications.

Table 1. National Grantmaking Logic Model

		Practical Outcomes ⇨ ⇨ ⇨ ⇨ ⇨ ⇨ Transformative Outcomes		
Grantmaking Activities	Outputs	Short	Med	Long
Application Intake, Review, Award processes	Application intake and Review infrastructure, staffing team established	1. # & % increase in applications received from orgs across focused outreach efforts & J40 indicators¹⁻⁴	6. 30% increase in applications received across Phase I-III projects¹⁻³ from underserved communities	9. 20-30% increase in receipt of funding for next phase funding¹⁻³
Advisory Body & Review Panel	Equity & accessibility of grant processes analyses	2. Identify areas of satisfaction with grantmaking processes¹⁻⁴	7. 30% increase in satisfaction with grantmaking process¹⁻⁴	10. 20-30% increase in capacity of applicant to expand programming and grant application capacity³
Technical Support to applicants/subrecipients	Phase I-III & non-competitive applications developed & deployed	3. Identify number & demo factors of projects nationally, by region, & J40 indicators	8. 10-30% increase in applicant capacity to apply for and manage funding ¹⁻³	11. 10-30% increase of applicants to improve EJ outcomes linked to their project¹⁻³
Project management processes implemented	Advisory & review on a rolling basis	4. Improvements in mean, median times to award decision¹⁻²		
	Technical support on application, program evaluation, for applicants/subrecipients			

Building Thriving Communities: A National Network-Based Grantmaking Program

		5. Improvements in time to 1st disbursement of funds¹⁻²		
Data collection	Administrative data analyses from WizeHive &/or HubSpot, ¹ progress reporting, ² listening sessions &/or one-on-one interviews, ³ in-meeting polls, comments, surveys ⁴			
Assumptions	Historically disadvantaged communities disproportionately suffer the negative drivers to and impacts of climate change. Many organizations dedicated to improving outcomes for workforce development, civic engagement, health, and blunting the impact of climate change need better infrastructure to compete for grant funds. EPA: 1) needs an organization with inroads to communities nationwide; 2) with experience in quickly shepherding grant funds to organizations with varying levels of grants management infrastructure & scaled projects; & 3) with technical assistance experience across a range of climate change issues to increase funding in disadvantaged areas and across J40 indicators.			
Resources	Experienced personnel, connections to 1862, 1890, 1994 institutions, and Extension offices in every US county, borough, parish and territory, WizeHive, HubSpot, Online spaces for TA, Connect Extension platform			

National Indicators in Bold

Table 2. National Grantmaking Evaluation Methods

Objective: By the end of the grant period, accessibility of the grants program for organizations identified as high need in the landscape analysis increased.				
Questions	Indicators (See Logic Model)*	Data Sources	Analyses	Timeframe
To what extent are the grants application and management processes easy and/or efficient?	1,2,3,8, 10-11	Administrative data; intakes, applications (WizeHive) Notes from meetings, listening sessions with applicants, subrecipients, Field Engagement teams, and RGMs.	CQI. Descriptive statistics on the perceptions of applications & grants management processes across applicants, subrecipients, RGMs, and Liaisons triangulated with themes identified from qualitative data related to ease & efficiency of grants management processes. Outcome: Aggregate applicant & subrecipient data over time, descriptive statistics on key variables overall & by J40 indicators & progress toward short, medium, and long-term goals. Where appropriate, conduct inferential statistics to identify significant changes and triangulate data with qualitative findings.	Y1-Y3
Feedback loop	CQI: Regular reports about time to review, decision, and funding outcomes will be generated and shared in meetings and brief reports with EXF staff, AB, & stakeholders. The quantitative data will be paired with satisfaction data and qualitative data from liaisons and others to course correct for application, review, and funding processes. Decisions will be these reports will also include decisions about changes made to processes, tracked, and maintained in a project management database.			

Building Thriving Communities: A National Network-Based Grantmaking Program

By the end of the grant period, the National and Regional grantmaking infrastructures will increase funding to address J40 indicators in historically under-resourced areas &/or communities quickly & equitably.				
Questions	Indicators*	Data Sources	Analyses	Timeframe
<p>A. To what extent has the Grant program increased funding to address J40 indicators among historically under-resourced geographic areas and/or groups?</p> <p>B. To what extent have National and Regional grantmakers helped to quickly shepherd EJ funding into local communities?</p>	3-6, 9-11	<p>Applications, progress reports (WizeHive)</p> <p>Notes from meetings, listening sessions with RGMs, Field Engagement teams, key stakeholders</p>	<p>A.CQI: Descriptive statistics on funds disbursed by Demo Factors, J40 indicators, EPA region, Phase I-III and non-compete projects, and areas identified in LA</p> <p>B. CQI: Descriptive statistics on perceptions and satisfaction with Grantmaking activities; Identifying key themes through coding & summarizing of qualitative data</p> <p>A-B.Outcome: Aggregate applicant & subrecipient data over time, descriptive statistics on demo factors overall & by J40 indicators & progress toward short - long-term goals. Where appropriate, conduct inferential statistics to identify significant changes and triangulate data with qualitative findings.</p>	Y1Q2-Y3Q4
How quickly are EJ funds being disbursed, overall and by Demo factors?	4-6, 9, 11	WizeHive	Practical/CQI: Conduct descriptive statistics (mean, median) of time between receipt of application to funding decision and funding award decision to time of 1st disbursement. Time analyses will be analyzed by Demo factors,	<p>CQI: Y1-Y3</p> <p>Outcome: Y1Q4; Y2Q4; Y3Q3-4.</p>

Building Thriving Communities: A National Network-Based Grantmaking Program

			nationally & by EPA region Outcome: Descriptive statistics annually and by progress toward short, med, long-term outcomes	
Feedback Loop:	CQI: Regular reports about time to review, decision, and funding outcomes will be generated and shared in meetings and brief reports with EXF staff, AB, Field Engagement teams, and RGMs if appropriate. The quantitative data will be paired with satisfaction data and qualitative data from liaisons and others to course correct for application, review, and funding processes. Decisions will be these reports will also include decisions about changes made to processes, tracked, and maintained in a project management database.			

*Indicators align with numbered short, medium, & long-term indicators in the corresponding logic model

Outreach & Communication Logic Model & Evaluation Methods. (Tables 3 and 4) Practical CQI of outreach and communication will track 1) interest in the EJ grant program from potential applicants/subrecipients; 2) receipt of intakes and/or applications from eligible applicants. EM&L activities include marketing and social media analytics, pre-award event (webinar, meetings, etc.) participation linked to marketing outreach, as well as describing participants in pre-award events by applicant demographics, topical area, EPA region, and other characteristics. CQI efforts will be focused on identifying gaps in outreach outcomes, and identifying areas with and without engagement after marketing efforts. The time-bound benchmarks for these, and other grant evaluation activities will be responsive to the workflow of grantmaking activities and the overall collaborative decision-making processes.

Table 3. Outreach & Communications Logic Model

Outreach & Communication Logic Model		Practical Outcomes → → → → → Transformative Outcomes		
Outreach & Communication Activities	Outputs	Short	Med	Long
LA developed Marketing activities developed	LA fielded Website, RFA broadcast, social media outreach Electronic & direct mailing outreach In-person & virtual outreach Customizable public-facing dashboard	1.>100 outreach opportunities identified ¹⁻³ 2.50% increase in social, web, email marketing interactions ¹ 3.50% increase in event participation ^{2,5-6} 4.50% increase in awareness of RFA among applicants	5.30% increase & trends identification in applications received from areas of focused outreach pre & post outreach ⁴ 6.30% increase in participation in grant events ²⁻⁶ 7. Increased dashboard utilization over time	8. 50% increase in subrecipients from areas of focused outreach ⁴
Data collection	Web, social media, email Marketing analytics ¹ ; event participation registration ² , ONE assessment ³ , WizeHive applications received ⁴ , in-meeting satisfaction polls ⁵ , etc.; coding of documents,meeting			

Building Thriving Communities: A National Network-Based Grantmaking Program

	notes ⁶ ,
Assumptions	In order to fund organizations doing EJ work in tenuous circumstances, communicating the RFA opportunity to grantmaking alert systems will be critical. This is particularly important for organizations lacking in the infrastructure (e.g., internet, staffing) to receive grant opportunity information and act upon it. Identifying areas of high need and tailoring outreach is necessary to elicit applications and quickly fund projects.
Resources	Experienced personnel, connections to 1862, 1890, and 1994 institutions, and Extension offices in every U.S. county, borough, parish and territory, WizeHive, HubSpot, Online spaces for TA, Connect Extension platform

Table 4. Outreach & Communication Evaluation Methods

Objective: Organizations identified as high need by the landscape analyses, will have increased awareness of the RFA and/or engaged with EXF through community-based, digital, web, & print channels.				
Questions	Indicators (see logic model)	Data Sources	Analyses	Timeframe
<p>A. Are there increases in receipt of intakes and/or grant applications overall and by areas of concentrated outreach?</p> <p>B. What is the reach of digital, print, & community-based?</p>	1,2,5,7,8	<p>Landscape Analyses, HubSpot, WizeHive</p> <p>Liaison tracking & meeting notes, meeting or workshop attendance by applicants/subre</p>	<p>A.CQI. Estimate the number of applicants identified by Demo Factors, referrals from Partners</p> <p>B. CQI. Pre/Post analyses of marketing data (click rates, impressions, info sharing, and IP addresses); website & chatbot data (traffic analytics, IP addresses); # of print pieces distributed, # of attendees and demographics, applicant/subrecipient type, populations</p>	Y1-Y3

Building Thriving Communities: A National Network-Based Grantmaking Program

C. How does engagement change before and after digital, print pushes, across Demo factors, and EPA regions?		recipients	<p>served (in-person meetings)</p> <p>A-C. CQI: Estimate & describe number of applications received from areas identified in the landscape analyses, pre/post-marketing outreach nationally, by EPA region, and J40 indicators of interest. Trends & utilization patterns of the dashboard by Demo Factors and EPA region. Triangulation of quantitative data with themes identified in meeting notes, feedback from RGMs, liaisons, subrecipients, and key stakeholders</p> <p>A-C. Outcome: Estimating and summarizing number of disadvantaged areas reached by outreach method & by area, subrecipient, and J40 indicators. Describe diffusion of marketing efforts in areas of focused outreach.</p>	
D. What is the effect of outreach efforts on engagement by groups identified in LA?	2-4,6,7	HubSpot, Social Media analytics, Website WizeHive	<p>D. CQI. Pre/Post analyses of marketing data (click rates, impressions, info sharing, and IP addresses); website & chatbot data (traffic analytics, IP addresses); social media engagement; trends in utilization of the dashboard</p> <p>D. Outcome: Pre/Post analyses of marketing data vs. receipt of applications nationally, by EPA region, Demo factors, and whether they were identified in the LA</p>	<p>CQI: Y1Q1-Y3Q2</p> <p>Outcome: Y1Q4; Y2Q4; Y3Q3-4</p>

Building Thriving Communities: A National Network-Based Grantmaking Program

E. Which J40 indicators are applicants interested in addressing?	8	WizeHive	<p>E.CQI: Identify J40 indicators listed on applications nationally, by EPA region, and by areas identified in the landscape analyses</p> <p>A-E. Outcome: Estimating and summarizing number of disadvantaged areas reached by outreach method & by area, applicants, J40 indicators Describe diffusion of marketing efforts in areas of focused outreach</p>	<p>CQI: Y1-Y3 quarterly</p> <p>Outcome: Y1-Y3 Biannually</p>
Feedback loop	<p>CQI: Regular reports describing marketing outreach, online & in-person engagement, and subsequent applications received will be generated and shared in meetings and brief reports with EXF staff, AB, appropriate key stakeholders. These reports will include decisions made to improve outreach and grantmaking. Per the grant, these decisions will be tracked, and maintained in a project management database.</p>			

*Indicators align with numbered short, medium, & long-term indicators in the corresponding logic model

Wraparound Services for Regional Grantmakers Logic Model & Evaluation Methods. (Tables 5 and 6) The Practical phase will also include monitoring of needs and strengths of RGMs as appropriate, as well as participation in, the utility of, and satisfaction with EXF wraparound services. CQI processes include utilizing marketing outreach efforts (email marketing), listening sessions, and/or reporting out during routine meetings with EXF, Advisory Body, and RGM staff. Outcome evaluation for RGMs will include the routine data collection on National indicators to understand cross-site or cross-EPA region variations in National indicators as well as applicants/subrecipients within RGM’s portfolios of progress toward local short, medium, and long-term EJ outcomes.

Table 5. Wraparound Services for Regional Grantmakers Logic Model

Wraparound Services Logic Model		Practical ➡ ➡ ➡ ➡ ➡ ➡ ➡ ➡ ➡ ➡ Transformative		
	Outputs	Short	Med	Long
Strategy sessions	Tools, databases, trainings fielded to increase outreach to applicants & subrecipients	1. RGMs have implemented WiseHive & outreach to eligible applicants	4.% increased self-efficacy of RGMs with WiseHive ³⁻⁵	6.% increase in funding quickly dispersed to subrecipients ¹
Tools/platform development		2.% increase in participation in technical service events ²⁻³	5.% increase in applications in RGMs regions linked to outreach activities ^{1,5}	
Trainings, webinars, technical services		WiseHive opt-in for RGMs	3.% increase in utilization of platforms, tools, etc ¹	
	Technical service meetings, webinars, outreach			
Data collection	WiseHive ¹ , Event registration ² , in-meeting polls ³ and comments ⁴ , listening sessions ⁵ ,			
Assumptions	Regional grantmakers may have varying needs for grantmaking outreach, support, and evaluation. A national grantmaker will facilitate uniform grantmaking processes & data collection across EPA regions, applicants/subrecipients. Uniform processes and data collections increases RGMs’ ability to efficiently receive applications, make award decisions, and disburse funds equitably and efficiently. Uniform data			

Building Thriving Communities: A National Network-Based Grantmaking Program

	collection allows for efficient CQI efforts and tracking J40 indicators, and subrecipient progress across short, medium, & long term outcomes.
Resources	Experienced personnel, connections to 1862, 1890, 1994 institutions, and Extension offices in every U.S. county, borough, parish and territory, WizeHive, HubSpot, Online spaces for TA, Connect Extension platform

Table 6. Wraparound Services for Regional Grantmakers Evaluation Methods.

Objective: Regional grantmakers can easily access all EXF wraparound services, grantmaking tools, plans, and EXF support to manage applications and grants as well as assist subrecipients.				
Questions	Indicators (See Logic Model)	Data Sources	Analyses	Timeframe
A. To what extent are RGMs receiving and processing applications, decisions, and funds for Phase I-III projects?	1,5,6	HubSpot, WizeHive	<p>A.CQI. Estimate number of applicants identified by Demo Factors, referrals from Partners</p> <p>A. CQI: Estimate & describe number of applications received from areas identified in the Landscape Analysis, pre/post marketing outreach nationally, by EPA region, and J40 indicators of interest.</p> <p>A. Outcome: Estimating and summarizing number of disadvantaged areas reached by outreach method & by area, subrecipient, J40 indicators</p>	Y1-Y3

Building Thriving Communities: A National Network-Based Grantmaking Program

			Describe diffusion of marketing efforts in areas of focused outreach.	
B. To what extent do RGMs access National Grantmaker technical assistance?	2-4	HubSpot WizeHive In-meeting polls Point in time satisfaction surveys (HubSpot)	B. Identify trends in RGM technical assistance events, meetings, and accessing resources via Connect Extension using descriptive statistics & longitudinal analyses of client engagement D. Outcome: Estimate % change in self-reported capacity to administer grants overall and by subrecipient, paired with grants applications & timeliness of funds' disbursement	Y1Q4,Y2Q4; Y3Q3-4
E. To what extent are networks leveraged (partner, EPA, Cooperative Extension System) to increase applications from CBOs in disadvantaged areas?	1,3,4,6	WizeHive, HubSpot	E. Longitudinal analysis of client engagement across digital modalities and/or client properties; point in time satisfaction with intake/grant processes	Y1-Y3Q2
F. Which J40 indicators are applicants interested in addressing?	7	WizeHive	F.CQI: Identify J40 indicators listed on applications nationally, by EPA region, and by areas identified in the landscape analyses A-F. Outcome: Estimating and summarizing the number of disadvantaged areas reached by outreach	CQI: Y1-Y3Q2 - quarterly Outcome: Y1Q4;Y3Q3-4

Building Thriving Communities: A National Network-Based Grantmaking Program

			method & by area, J40 indicators Describe diffusion of marketing efforts in areas of focused outreach	
Feedback loop	CQI: Routine data reporting with RGMs, Advisory Body, & EXF staff to understand trends, gaps, strengths, and decide on mid-course corrections. Provide routine updates to eligible applicants, and subrecipients on findings, and relative changes, and invite them to comment.			

Summarizing & Communicating Lessons Learned.

Practical/CQI: Regular reports will be generated to inform grantmaking improvements for the National Grantmaker and RGMs, as appropriate. These reports will be used to help the AB and Community Engagement Team understand trends in grantmaking processes as well as community strengths and needs. *Outcomes:* For Y1 and Y2, brief reports summarizing applicants, subrecipients, J40 indicators, and progress toward short to long-term goals will be provided to EPA and key stakeholders.

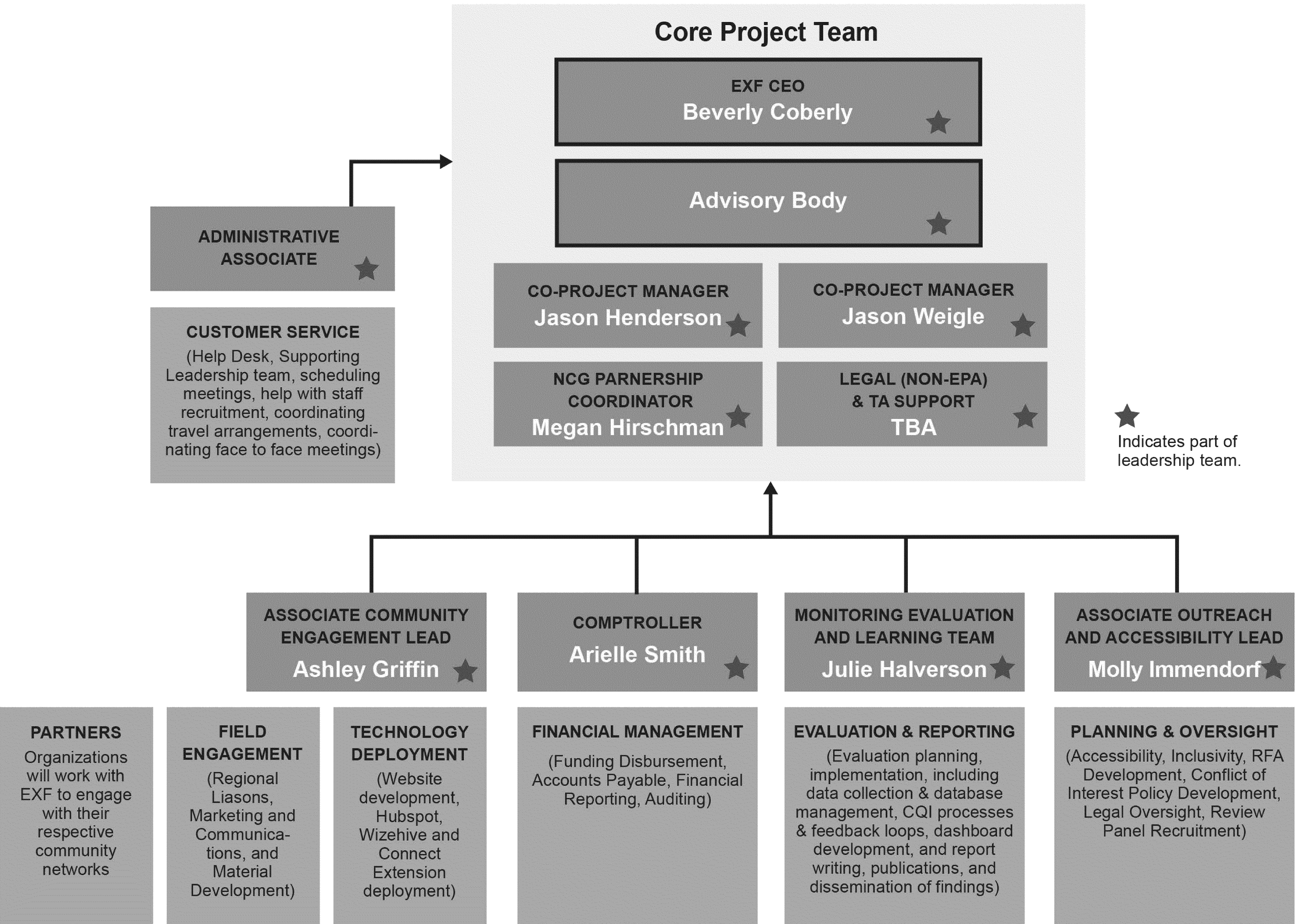
Information sharing: Each subrecipient will be provided with the reports created with the data they provide to the EM&L Team. If desired and at the end of their grant cycle, they will also be given a data file (e.g., Excel) and codebook that includes their progress reporting data. In addition, the EM&L and Leadership teams will share data with EPA about J40 indicators being addressed by subrecipients nationally and by EPA region. The publicly-facing dashboard will have readily available information about the grant program, subrecipients, areas of impact, and other characteristics. *Outcomes:* A final evaluation report will be produced for EPA, key stakeholders, subrecipients, and other audiences. This includes a key takeaways document and/or presentation that highlights subrecipients' projects and success stories, grantmaking findings, and lessons learned.

Appendix VIII

EXF Organizational Chart

Section E. Budget and Staffing

Appendix VIII EXF Organizational Chart



Appendix IX

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Application for Federal Assistance SF-424

* 1. Type of Submission:

- ☐ Preapplication
☒ Application
☐ Changed/Corrected Application

* 2. Type of Application:

- ☒ New
☐ Continuation
☐ Revision

* If Revision, select appropriate letter(s):

* Other (Specify):

* 3. Date Received:

06/30/2023

4. Applicant Identifier:

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

State Use Only:

6. Date Received by State:

7. State Application Identifier:

8. APPLICANT INFORMATION:

* a. Legal Name:

The Surfus Foundation

* b. Employer/Taxpayer Identification Number (EIN/TIN):

27-2500843

* c. UEI:

XMRUMCVBK9K4

d. Address:

* Street1:

233 Fulton St. E

Street2:

Ste. 210F

* City:

Grand Rapids

County/Parish:

Kent

* State:

MI: Michigan

Province:

* Country:

USA: UNITED STATES

* Zip / Postal Code:

49503-3261

e. Organizational Unit:

Department Name:

Division Name:

f. Name and contact information of person to be contacted on matters involving this application:

Prefix:

Dr.

* First Name:

Christopher

Middle Name:

Robin

* Last Name:

Surfus

Suffix:

Ph.D.

Title:

President

Organizational Affiliation:

The Surfus Foundation

* Telephone Number:

6162382011

Fax Number:

* Email:

chris.surfus@surfus.org

Application for Federal Assistance SF-424

* 9. Type of Applicant 1: Select Applicant Type:

M: Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education)

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

* 10. Name of Federal Agency:

Environmental Protection Agency

11. Catalog of Federal Domestic Assistance Number:

66.615

CFDA Title:

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

* 12. Funding Opportunity Number:

EPA-R-OEJECR-OCS-23-03

* Title:

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

13. Competition Identification Number:

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

1234-EPA Region 5 Geographic Area.docx

Add Attachment

Delete Attachment

View Attachment

* 15. Descriptive Title of Applicant's Project:

Region 5 Environmental Justice Thriving Communities Grantmaking Program

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424**16. Congressional Districts Of:*** a. Applicant * b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

Add Attachment

Delete Attachment

View Attachment

17. Proposed Project:* a. Start Date: * b. End Date: **18. Estimated Funding (\$):**

* a. Federal	<input type="text" value="50,000,000.00"/>
* b. Applicant	<input type="text" value="0.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="50,000,000.00"/>

*** 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- ☐ a. This application was made available to the State under the Executive Order 12372 Process for review on .
- ☐ b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- ☒ c. Program is not covered by E.O. 12372.

*** 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**☐ Yes ☒ No

If "Yes", provide explanation and attach

Add Attachment

Delete Attachment

View Attachment

21. *By signing this application, I certify (1) to the statements contained in the list of certifications and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 18, Section 1001)**

☒ ** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: * First Name:

Middle Name:

* Last Name:

Suffix:

* Title: * Telephone Number: Fax Number: * Email: * Signature of Authorized Representative: * Date Signed:

BUDGET INFORMATION - Non-Construction Programs

OMB Number: 4040-0006
Expiration Date: 02/28/2025

SECTION A - BUDGET SUMMARY

Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1. Subgrants	66.615	\$	\$	\$ 40,000,000.00	\$ 0.00	\$ 40,000,000.00
2. Grant Administration	66.615			10,000,000.00	0.00	10,000,000.00
3.						
4.						
5. Totals		\$	\$	\$ 50,000,000.00	\$ 0.00	\$ 50,000,000.00

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SECTION B - BUDGET CATEGORIES

6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY				Total (5)
	(1) Subgrants	(2) Grant Administration	(3)	(4)	
a. Personnel	\$ 0.00	\$ 5,100,000.00	\$	\$	\$ 5,100,000.00
b. Fringe Benefits	0.00	1,275,000.00			1,275,000.00
c. Travel	0.00	150,000.00			150,000.00
d. Equipment	0.00	300,000.00			300,000.00
e. Supplies	0.00	150,000.00			150,000.00
f. Contractual	0.00	600,000.00			600,000.00
g. Construction	0.00	0.00			0.00
h. Other	40,150,000.00	2,275,000.00			42,425,000.00
i. Total Direct Charges (sum of 6a-6h)	40,150,000.00	9,850,000.00			\$ 50,000,000.00
j. Indirect Charges	0.00	0.00			\$ 0.00
k. TOTALS (sum of 6i and 6j)	\$ 40,150,000.00	\$ 9,850,000.00	\$	\$	\$ 50,000,000.00
7. Program Income	\$ 0.00	\$ 0.00	\$	\$	\$ 0.00

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SECTION C - NON-FEDERAL RESOURCES					
(a) Grant Program		(b) Applicant	(c) State	(d) Other Sources	(e)TOTALS
8.	Subgrants	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
9.	Grant Administration	0.00	0.00	0.00	0.00
10.					
11.					
12. TOTAL (sum of lines 8-11)		\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

SECTION D - FORECASTED CASH NEEDS					
	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$ 16,666,666.66	\$ 1,000,000.00	\$ 5,222,222.22	\$ 5,222,222.22	\$ 5,222,222.22
14. Non-Federal	\$ 0.00	0.00	0.00	0.00	0.00
15. TOTAL (sum of lines 13 and 14)	\$ 16,666,666.66	\$ 1,000,000.00	\$ 5,222,222.22	\$ 5,222,222.22	\$ 5,222,222.22

SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT					
(a) Grant Program		FUTURE FUNDING PERIODS (YEARS)			
		(b)First	(c) Second	(d) Third	(e) Fourth
16.	Subgrants	\$ 13,333,333.34	\$ 13,333,333.34		
17.	Grant Administration	3,333,333.33	3,333,333.33		
18.					
19.					
20. TOTAL (sum of lines 16 - 19)		\$ 16,666,666.67	\$ 16,666,666.67		

SECTION F - OTHER BUDGET INFORMATION	
21. Direct Charges:	22. Indirect Charges:
23. Remarks:	

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Environmental Protection Agency

66.615

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

EPA-R-OEJECR-OCS-23-03

Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)

2023-02-23

2023-06-30

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Deshaune
Munsell

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Ex. 6 Personal Privacy (PP)

Ex. 6 - Personal Privacy (PP)

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Application
New
2023-06-30
The Surfus Foundation

Ex. 6 Personal Privacy (PP)

XMRUMCVBK9K4
233 Fulton St. E
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Grand Rapids
Kent
MI: Michigan
49503-3261
USA: UNITED STATES

Dr.
Christopher
Robin
Surfus
Ph.D.

President
The Surfus Foundation
6162382011
chris.surfus@surfus.org
M: Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education)
Environmental Protection Agency
66.615
Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)
EPA-R-OEJECR-OCS-23-03
Environmental Justice Thriving Communities Grantmaking Program (EJ TCGM)
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Region 5 Environmental Justice Thriving Communities Grantmaking Program
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c. Program is not covered by E.O. 12372.
N: No
Y: Yes
Dr.
Christopher
Robin
Surfus
Ph.D.

President
6162382011
chris.surfus@surfus.org
Christopher R Surfus
2023-06-30

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1238-Meeting Facilities- Surfus Foundation.pdf
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1239-EPA Budget Template_V1.xlsx

application/vnd.openxmlformats-officedocument.spreadsheetml.sheet
tpozGmkj1DbMRjAJXZMTAtJskbQ=

1240-Region Five Environmental Justice Thriving Communities Grantmaking Program Grantee
Application.docx

application/vnd.openxmlformats-officedocument.wordprocessingml.document
ZzGTVTwYd+9yUG/INxldbIWgaOM=

The Surfus Foundation
233 Fulton St. E, Ste. 210F
Grand Rapids
MI: Michigan
49503-3261

XMRUMCVBK9K4
Christopher R. Surfus, Ph.D.
6162382011
chris.surfus@surfus.org
President

N: No

None.

None.

None.

N: No

Y: Yes

Y: Yes

Y: Yes

Y: Yes

Y: Yes

Y: Yes

Not Applicable. Applicant is not an educational program or activity.

Not Applicable. Applicant is not an educational program or activity.

Christopher R Surfus

President

2023-06-30

KzZLjb4lpl06+e72wZseNa3iOZE=
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Christopher R Surfus
GRANT13928595

WORKPLAN

A. PROJECT SUMMARY PAGE

Applicant Name: The Surfus Foundation

Applicant Address: 233 Fulton St. E, Ste. 210F, Grand Rapids, MI 49503-3261

Applicant Main Contact: Chris R. Surfus, Ph.D., President and Project Manager/Director

Applicant Phone: (616) 238-2011

Applicant Email: chris.surfus@surfus.org

Applicant Second Contact: Sheri Munsell, Director of Communication and Administrative Co-Director

Applicant Second Phone: [Ex. 6 - Personal Privacy (PP)]

Applicant Second Email: [Ex. 6 - Personal Privacy (PP)]

Applicant Third Contact: Janai Gardner, MPA, Director of Development and Administrative Co-Director

Applicant Third Phone: [Ex. 6 - Personal Privacy (PP)]

Applicant Third Email: [HYPERLINK "mailto:janai.gardner@surfus.org" \h]

Applicant Organization: The Surfus Foundation is Grand Rapids, MI's first LGBTQ+ foundation that will support the advancement of Michigan's LGBTQ+ community in a variety of policy areas. Our mission is to advance human rights by building a diverse and inclusive future for all of us. Past successes include education and advocacy efforts with a broad coalition that ultimately led to the passage of the 2020 nondiscrimination ordinance in the City of Holland, Michigan, assisting corporations to adopt LGBTQ+ inclusive protections, advocating for bullied youth in our schools, taking on hate groups that violate our values, and pressing for changes in various policies to ensure the LGBTQ+ community is treated with dignity and respect in policy. The organization is led by Dr. Chris R. Surfus, who is published on the Flint Water Crisis and has extensive academic conference presentation experience on environmental justice issues, including environmental racism.

Organization a qualifying Minority Serving Institution: No, The Surfus Foundation is not a higher education institution. It is a Community Based Organization (CBO) under IRS Section 501(c)(3) and a Federalwide Assurant (FWA) for federal research under the U.S. Department of Health and Human Services.

Community-Based Partners: There are no community-based partners, but community-based partners will provide recruitment and outreach for the Grantmaking Decision Committee. One of

our outreach strategies involves reaching out to other nonprofit organizations and community groups for participation. We will use other organizations for guidance with the application review. Any organization that may be eligible to receive funding will not be participating as a community-based partner.

Project Title: Region Five Environmental Justice Thriving Communities Grantmaking Program

Project Start: 02/01/2024 (estimated) **Project End:** 01/31/2027 (estimated)

Project Geographic Area: Regional Geographic Area #5 includes EPA Region 5 (IL, IN, **MI**, MN, OH, WI, and 35 tribes)

Date of Submission: June 30, 2023

Funding Opportunity Number: EPA-R-OEJECR-OCS-23-03

Total Federal Funding Requested: \$50,000,000 (\$16,666,666.67 per year for three years)

Total Non-Federal Cost Share: \$0.00 (\$0.00 per year for three years)

Project Abstract

The **goals** of the program are to support environmental justice activities by grantmaking and philanthropy, administration of EPA grants and programming, and to ensure racial justice by fulfilling the vision of key Executive Orders. The **objectives** are to support programming that is environmentally friendly by acting as a pass-through grantmaking agency that not only promotes the environmental health of the United States but supports a thriving green energy future to support American excellence and innovation.

The **activities** are to administer, monitor, and evaluate environmental justice grants to support thriving communities by ensuring a robust and efficient application process, by having stakeholder-engaged decision-making on prospective grantee applications, and to evaluate all programming to provide effective and impactful reports to Congress, the EPA, and the American people.

The **outputs** are to provide approximately 53 grants per year averaging \$250,000 to eligible entities, including Phase I, Phase II, and Phase III grant recipients, through a robust and efficient application process that promises grant decision-making within 60-90 days (about 3 months), consistent with EPA goals of 6 months or less. Approved grantees will provide regular reporting to the grantor pass-through agency, which will provide reports to the EPA, the Congress, and the American people through the usage of an accessible platform to provide useful programming, results, and reporting.

The **outcomes** are a substantial number of grant programs funded to promote environmental justice and thriving communities, an innovative green energy future, and strength through resiliency for the American people. Outcomes will be measured by the grantmaking pass-through

agency through an advanced evaluation process that will ensure EPA commitments to quality assurance.

B. PARTNERSHIPS, COLLABORATIONS, PARTICIPATORY GOVERNANCE, AND LETTERS OF COMMITMENT

1. Development of Application Submission, Evaluation, and Subgrant Processes

Prospective grantees will be provided with an application process (see Project Proposal Guidance) that provides for a goal of 60 days from application to grant decision by the Grantmaking Decision Committee. Applicants will submit their application through The Surfus Foundation's Grant Central platform, followed by a 60-90 day (90 days maximum) waiting period after review by a community stakeholder staffed panel with oversight by the Chairperson of Grantmaking Decision Committee and the Project Director. Decisions requiring advanced review will be conducted by The Surfus Foundation's Board of Directors as a final grantmaking decision authority. In compliance with the Justice40 commitment to 40% of grants made to minority owned/managed entities, The Surfus Foundation will use stakeholders, including other community-based organizations that it outreaches to, to staff a community stakeholder staffed panel, which is named the Grantmaking Decision Committee. This provides for an accountable and transparent application and selection process.

Grantmaking to eligible applicants include Phase I, Phase II, and Phase II subgrants in a variety of areas, including but not limited to: Air quality and asthma, fence line air quality monitoring, monitoring of effluent discharges from industrial facilities, water quality and sampling, small cleanup projects, improving food access to reduce vehicle miles traveled, stormwater issues and green infrastructure, lead and asbestos contamination, pesticides and other toxic substances, healthy homes that are energy/water use efficient and not subject to indoor air pollution, illegal dumping activity awareness and education, emergency preparedness and disaster resiliency, environmental job training for occupations that reduce greenhouse gases and other pollutants, and environmental justice youth training.

Phase I will include Assessment activities. Phase II will include Planning activities. Phase III will include Project Development. Programming will support capacity-building activities consistent with the Consolidated Appropriations Act, 2022 and 2023. Activities will support CAA 138, including subsections (b) and (b)(2).

A minimum of 80 percent of the overall \$50 million budget in Region Five will be spent on grants with the goal of spending \$41 million or 82 percent on total grants distributed to over 150 applicants in Phase I, Phase II, and Phase III. All grants disbursed will be focused on Justice40's goal of 40 percent made by minority owned and managed projects and programs to support racial equity.

No more than two EJ Thriving Community subgrants will be made to a single entity within a three-year period. This allows for an initial application to be funded and a renewal period pending positive program evaluation results.

2. Communications Planning and Outreach Activities

Strategic Office Locations

The main headquarters of The Surfus Foundation is in downtown Grand Rapids, MI, which is the second largest city in the state of Michigan after Detroit and the largest city in West Michigan. Grand Rapids is situated at the center of precious environmental resources at the epicenter of the largest freshwater source in the world. It operates in the same region as Flint, which is the site of one of the greatest environmental catastrophes in U.S. history.

The Surfus Foundation in the administration of grants, fulfillment, and evaluation will operate multiple offices with evaluation staff, including single offices in Minneapolis, Chicago, and Columbus.

Outreach Strategies

A. Zoom/Webex/Microsoft Teams

Informational/Pre-application: The Surfus Foundation will offer both in-person and virtual information sessions to provide potential applicants with background information, application criteria and available resources to assist with the application process. We will ask that applicants sign-up for the information session. This will also allow staff to gather brief information about accommodations that may be needed prior to beginning the session. All online information platforms by The Surfus Foundation are WCAG 2.1 AA compliant with the Rehabilitation Act and the Americans with Disabilities Act.

B. In-person

For individuals who do not have access to the internet, require accommodations or who need to utilize office space for the application, The Surfus Foundation's downtown office can be used to complete the application. Applicants will have access to the internet, printers, staff to help if accommodations are needed and printed hard copies of the application.

C. Social Media

The project will utilize developed social media networks, including The Surfus Foundation's 2,100+ Facebook supporters. Dr. Chris Surfus has over 1,100 Facebook page supporters, 841 LinkedIn connections (including many department managers in government at local, state, and federal levels), Twitter, and Instagram. Sheri Munsell is in 27 Facebook groups and a total reach of 329,400 individuals.

D. Google Ads

The Surfus Foundation has Google Ads for Nonprofits. Its past spending on in-kind donated advertising was \$120,000. It generated 328,000 impressions and over 30,000 clicks. The clickthrough rate (CTR) was 9.5%, which is five times the CTR of a well-developed advertising campaign.

3. Development of a Project Management Tracking and Reporting System

The Surfus Foundation will utilize its Microsoft 365 platform that uses SharePoint for project management for employees. Microsoft is an in-kind donor of The Surfus Foundation. The Surfus Foundation has VPS web-hosting on WCAG 2.1 AA accessible platforms to ensure both accessibility and speed of access. Approved grants to prospective grantees will be applied to, decisions rendered by, managed, evaluated, and reported through a professional grant management system, such as Salesforce or GovGrants. The Surfus Foundation has run quotes already to implement such a system for grants management, tracking, and reporting.

All procurement activities, stakeholder relationships, and collaborative in-kind relationships are made with equal opportunities and competitiveness in mind. The Surfus Foundation will not favor any procurement relationship or any sponsor or supporter to ensure fairness in competition and opportunity.

Outputs

The **outputs** are to provide approximately 53 grants per year averaging \$250,000 to eligible entities, including Phase I, Phase II, and Phase III grant recipients, through a robust and efficient application process that promises grant decision-making within 60-90 days (about 3 months), consistent with EPA goals of 6 months or less. Approved grantees will provide regular reporting to the grantor pass-through agency, which will provide reports to the EPA, the Congress, and the American people through the usage of an accessible platform to provide useful programming, results, and reporting.

Outcomes

The **outcomes** are a substantial number of grant programs funded to promote environmental justice and thriving communities, an innovative green energy future, and strength through resiliency for the American people. Outcomes will be measured by the grantmaking pass-through agency through an advanced evaluation process that will ensure EPA commitments to quality assurance. Short-term, intermediate, and long-term outcomes will be provided to each specific applicant based on the content of their grant proposal and application submission. Each metric is specific to the individual grant application. Metrics that the applicant will be measured on will be specified at the 60 day (up to 90 day) point for decision-making. This ensures that there is full awareness of what the prospective grantee will be evaluated on.

4. Grantmaker Geographic Coverage

Regional Geographic Area #5 includes EPA Region 5 (IL, IN, **MI**, MN, OH, WI, and 35 tribes)

There will be physical office locations in Grand Rapids, MI (main office), Minneapolis, MN, Chicago, IL, and Columbus, OH. The MN, IL, and OH offices are regional satellite offices to enhance evaluation and site visit capabilities. These regional satellite offices will work remotely with the Grand Rapids office, while serving as a single small office in three to support reporting and evaluation for the entire Region Five area.

The main office will communicate with other Region offices for grantmaking pass-through agencies to ensure that regional offices can provide coverage within the EPA network and to ensure support of the national geographic area, including rural spaces and underserved communities.

5. Grantmaker Results, Success Stories, and Feedback

Feedback: To receive feedback from subrecipients, we will require that participants complete a questionnaire describing their experiences with the application process, receiving the funds and accounting for the usage of the funds.

For those who complete the application process and were not selected to receive grant funds, we would also ask for their feedback regarding the application process and their experience working with The Surfus Foundation. We are open to levels of feedback and ways we could improve our processes.

The Surfus Foundation will be compliant with 5 CFR Part 1320 to ensure its compliance with the Paperwork Reduction Act. The Surfus Foundation is a Federal wide Assurant (FWA) with Grand Valley State University as an Institutional Review Board (IRB), under the Belmont Report through the U.S. Department of Health and Human Services. All research activities relating to process and administration are by Dr. Chris Surfus, the FWA director.

The Surfus Foundation has not been a pass-through agency before, but has the capabilities to implement systems to support its role as a pass-through agency.

No activities or funds during this federal EPA grant will support lobbying to be compliant with 2 CFR 200.450, legal advice, services, or representation, travel for federal employees, and costs for other activities that are unallowable under 2 CFR Part 200, Subpart E.

C. SCHEDULE OF ACTIVITIES

Year One

In the first quarter of Year One, The Surfus Foundation will start the grantmaking process, open the technical assistance and resource center, and provide informational sessions on available grants in addition to meeting with key EPA staff as needed. The first quarter (Q1) has a smaller budget than Year One (Q2, Q3, and Q4) because no grants will be made during the first quarter. This is the ramp-up operational phase that supports hiring key staff (15 additional) after the initial three staff members, opening the technical assistance and resource center, and

implementing the grantmaking processes. The budgets in Q2 through Q4 of Year One are substantially higher to account for additional staff and funded grants. There will be a total of 53 grants funded for Phase I (\$150,000), Phase II (\$250,000), and Phase III (\$350,000) that average \$250,000 per approved grant recipient.

The Grantmaking Decision Committee comprised of diverse representatives that look like America (i.e, racially diverse, LGBTIQ+, disabilities, veterans, etc.) will provide participatory governance in design of the subgrants programming, including the application, selection, and evaluation processes. The Project Director is Dr. Chris R. Surfus, who has a Ph.D. in Public Administration and expertise in environmental justice through conference presentations and publications. Dr. Surfus is LGBTIQ+ and has a disability. The Administrative Director of the grantmaking application processes will be Janai Gardner, MPA, who is a BIPOC female. The Administrative Director of the grantmaking selection process will be the Chair of the Grantmaking Decision Committee. The Administrative Director of the selection processes is Sheri Munsell, who is a BIPOC female. Our core competencies on diversity, equity, and inclusion ensure that we are able to equitably administer, make decisions, and evaluate environmental justice programming.

Year Two and Year Three

Operations in Year Two and Year Three are similar in terms of budget sizes for each quarter. An additional 53 grants are made in Year Two and 53 grants made in Year Three. Evaluation processes increase in scope with the first annual report due from Year One funded projects. Offices open in other cities in Region Five to support site visits and evaluation processes to ensure grantees are compliant with federal regulations, achieve optimal outputs and outcomes, and ensure high-impact programming.

D. PAST PERFORMANCE

Our organization has no past grants experience. Our organization formally incorporated in March 2010 and was renamed The Surfus Foundation in June 2021. Our organization has experience advancing civil and human rights for the LGBTIQ+ community, including notable accomplishments such as nondiscrimination policies, anti-bullying programming, and other activities. Dr. Surfus is published on the Flint Water Crisis through Routledge/Taylor & Francis, which is one of the largest publishers in the world. Their expertise in this area is from two book chapters, including a currently published work here: [[HYPERLINK](https://www.taylorfrancis.com/chapters/edit/10.4324/9781003186076-5/flint-water-crisis-chris-surfus-cara-sanner) "https://www.taylorfrancis.com/chapters/edit/10.4324/9781003186076-5/flint-water-crisis-chris-surfus-cara-sanner" \h].

The Surfus Foundation will measure the number of Phase I, Phase II, and Phase III applications it receives compared to the number of Phase I, Phase II, and Phase III applications that it approves for funding. A portion of available funds will be made in accordance with the EPA request of noncompetitive funding.

Performance Measurement

The short-term results include funding up to 53 projects per year to support the Justice40 goals and advance the Executive Orders. The long-term grantmaking results are to see a measurable improvement in environmental justice programming in the EPA Region Five area as part of the broader national strategy. Each application will have a “number of days since application” metric to ensure we are reaching the target of 60 days to approval of the grant project. The maximum timeframe is 90 days, with the goal of 60 days. Records will be maintained for each applicant. An average days to funded will be reported to ensure that we are accountable to the public. A summary report of funded projects, including key reported metrics, will be provided to the EPA staff contact. Organizations that are funded will provide at minimum a semi-annual report to The Surfus Foundation for usage as part of its reporting and compilation for key areas to report to the EPA.

In addition to quantitative measurement, we will implement qualitative measurement to determine whether each funded project has met its goals and objectives as stated in their grant application.

E. ITEMIZED BUDGET TEMPLATE

See attached Excel and PDF files (both formats provided of the same content) for full budget and description.

F. RESUMES/CVs OF KEY PROJECT PERSONNEL

CV/Resumes of Chris R. Surfus, Ph.D., Sheri Munsell, and Janai Gardner, MPA are attached.

Manifest for Grant Application # GRANT13928595

Grant Application XML file (total 1):

1. GrantApplication.xml. (size 31548 bytes)

Forms Included in Zip File(total 6):

1. Form ProjectNarrativeAttachments_1_2-V1.2.pdf (size 16050 bytes)

2. Form SF424A-V1.0.pdf (size 23219 bytes)

3. Form EPA4700_4_5_0-V5.0.pdf (size 40274 bytes)

4. Form OtherNarrativeAttachments_1_2-V1.2.pdf (size 15929 bytes)

5. Form SF424_4_0-V4.0.pdf (size 23880 bytes)

6. Form EPA_KeyContacts_2_0-V2.0.pdf (size 37372 bytes)

Attachments Included in Zip File (total 7):

1. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1236-EPA Budget Template_V1.xlsx - Group.pdf application/pdf (size 31811 bytes)

2. ProjectNarrativeAttachments_1_2 ProjectNarrativeAttachments_1_2-Attachments-1235-EPA Grant- The Surfus Foundation_FINAL.docx application/vnd.openxmlformats-officedocument.wordprocessingml.document (size 27067 bytes)

3. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1237-Grant CVs & Resumes.pdf application/pdf (size 367510 bytes)

4. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1238-Meeting Facilities- Surfus Foundation.pdf application/pdf (size 393472 bytes)

5. SF424_4_0 SF424_4_0-1234-EPA Region 5 Geographic Area.docx application/vnd.openxmlformats-officedocument.wordprocessingml.document (size 12211 bytes)

6. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1239-EPA Budget Template_V1.xlsx application/vnd.openxmlformats-officedocument.spreadsheetml.sheet (size 59366 bytes)

7. OtherNarrativeAttachments_1_2 OtherNarrativeAttachments_1_2-Attachments-1240-Region Five Environmental Justice Thriving Communities Grantmaking Program Grantee Application.docx application/vnd.openxmlformats-officedocument.wordprocessingml.document (size 16703 bytes)

Overall Combined Budget

All Years	Description	Total
Personnel	18 FTEs	\$5,100,000
Fringe Benefits	Fringe Benefits for 18 FTEs	\$1,275,000
Travel	Travel expenses for site visits of prospective grantees and other necessary meetings to support grants administration.	\$150,000
Equipment	Office equipment that is needed in order to operate grant program	\$300,000
Supplies	Supplies needed for day to day operations, including paper, pens, folders, toner, shredder, tape, file folders, paper clips, stapler, envelopes, labels, postage, coffee, snacks, water, cleaning supplies and toiletries.	\$150,000
Contractual	Required obligatory expenses including rent, payroll and accounting	\$600,000
Other (including subawards)	Subgrants including a minimum of 80% of total budget, with full compliance with the Justice40 goal of 40% to minority-owned or managed entities.	\$42,425,000
Indirect Charges (Note that as provided in the definition of Modified total direct costs in 2 CFR 200.1 indirect cost rates may only be applied to the first \$25,000 of subawards.)	No indirect charges	\$0
Total 3-year Budget		\$50,000,000

Year 1 of 3	Description		Total
Personnel	Annual salaries for Chris Surfus, PH.D in the amount of \$171,000. Dr. Surfus has experience teaching, he is also a published author, Sheri Munsell in the amount of \$103,876. Sheri has over ten years of administrative experience and Janai Gardner in the amount of \$118,000. One Evaluation Director (\$100,000 x 1), Five Evaluators (\$75,000 x 5), Four Program Officers (\$80,000 x 4), Five Administrative Support (\$60,000 x 5)	\$	1,600,000.00
Fringe Benefits	Fringe Benefits will average 25% (fringe benefit rate) of salary paid positions.	\$	400,000.00
Travel	This \$50,000 travel budget will be utilized to travel to applicants location for in-person site visits if needed to evaluate prospective grantees.	\$	50,000.00
Equipment	The \$150,000 annual expense includes computers for 18 employees, monitors, desks, computer chairs, keyboards and telephones. Separate from employee equipment, two Xerox printers will support the technical assistance and resource center.	\$	200,000.00
Supplies	Paper, pens, folders, toner, shredder, tape, file folders, paper clips, stapler, envelopes, labels, postage, coffee, snacks, water, cleaning supplies and toiletries.	\$	50,000.00
Contractual	Payroll management contractual expenses, accounting/auditing, consulting, office rent for 18 staff (Grand Rapids main office with Minneapolis, Chicago, and Columbus satellite offices to support site visits), subscription services, telecommunications, etc.	\$	200,000.00
Other (including subawards)	Grants made to grantees and other budget expenses as needed.	\$	14,166,666.67
Indirect Charges (Note that as provided in the definition of Modified total direct costs in 2 CFR 200.1 indirect cost rates may only be applied to the first \$25,000 of subawards.)	There will be no indirect costs for this EPA grant.	\$	-
Total Year 1 Budgeted Costs =			\$16,666,666.67

Year 2 of 3	Description	Total
Personnel	Annual salaries for Chris Surfus, PH.D in the amount of \$171,000. Dr. Surfus has experience teaching, he is also a published author, Sheri Munsell in the amount of \$103,876. Sheri has over ten years of administrative experience and Janai Gardner in the amount of \$118,000. One Evaluation Director (\$100,000 x 1), Five Evaluators (\$75,000 x 5), Four Program Officers (\$80,000 x 4), Five Administrative Support (\$60,000 x 5)	\$ 1,700,000.00
Fringe Benefits	Fringe Benefits will average 25% (fringe benefit rate) of salary paid positions.	\$ 425,000.00
Travel	This \$50,000 travel budget will be utilized to travel to applicants location for in-person site visits if needed to evaluate prospective grantees.	\$ 50,000.00
Equipment	Ongoing maintenance of the equipment in Year 1, including equipment replacement, repairs, and expenses for additional equipment as necessary.	\$ 50,000.00
Supplies	Paper, pens, folders, toner, shredder, tape, file folders, paper clips, stapler, envelopes, labels, postage, coffee, snacks, water, cleaning supplies and toiletries.	\$ 50,000.00
Contractual	Payroll management contractual expenses, accounting/auditing, consulting, office rent for 18 staff (Grand Rapids main office with Minneapolis, Chicago, and Columbus satellite offices to support site visits), subscription services etc.	\$ 200,000.00
Other (including subawards)	Grants made to grantees and other budget expenses as needed.	\$ 14,191,666.67
Indirect Charges (Note that as provided in the definition of Modified total direct costs in 2 CFR 200.1 indirect cost rates may only be applied to the first \$25,000 of subawards.)	There will be no indirect cost for this EPA grant.	\$ -
Total Year 2 Budgeted Costs =		\$16,666,667

Year 3 of 3	Description	Total
	Annual salaries for Chris Surfus, PH.D in the amount of \$171,000. Dr. Surfus has experience teaching, he is also a published author, Sheri Munsell in the amount of \$103,876. Sheri has over ten years of administrative experience and Janai Gardner in the amount of \$118,000. One Evaluation Director (\$100,000 x 1), Five Evaluators (\$75,000 x 5), Four Program Officers (\$80,000 x 4), Five Administrative Support (\$60,000 x 5)	\$ 1,800,000.00
Personnel		
Fringe Benefits	Fringe Benefits will average 25% (fringe benefit rate) of salaries	\$ 450,000.00
	This \$50,000 travel budget will be utilized to travel to applicants location for in-person site visits if needed to evaluate prospective grantees.	\$ 50,000.00
Travel		
	Ongoing maintenance of the equipment in Year 1, including equipment replacement, repairs, and expenses for additional equipment as necessary.	\$ 50,000.00
Equipment		
	Paper, pens, folders, toner, shredder, tape, file folders, paper clips, stapler, envelopes, labels, postage, coffee, snacks, water, cleaning supplies and toiletries.	\$ 50,000.00
Supplies		
	Payroll management contractual expenses, accounting/auditing, consulting, office rent for 18 staff (Grand Rapids main office with Minneapolis, Chicago, and Columbus satellite offices to support site visits), subscription services etc.	\$ 200,000.00
Contractual		
Other (including subawards)	Grants made to grantees and other budget expenses as needed	\$ 14,066,666.67
Indirect Charges		
(Note that as provided in the definition of Modified total direct costs in 2 CFR 200.1 indirect cost rates	There will be no indirect costs for this EPA grant.	\$ -
Total Year 3 Budgeted Costs =		\$16,666,666.67



EPA KEY CONTACTS FORM

OMB Number: 2030-0020
Expiration Date: 06/30/2024

Authorized Representative: *Original awards and amendments will be sent to this individual for review and acceptance, unless otherwise indicated.*

Name:	Prefix: <input type="text" value="Dr."/>	First Name: <input type="text" value="Christopher"/>	Middle Name: <input type="text" value="Robin"/>
	Last Name: <input type="text" value="Surfus"/>	Suffix: <input type="text" value="Ph.D."/>	
Title:	<input type="text" value="President"/>		
Complete Address:			
Street1:	<input type="text" value="233 Fulton St. E"/>		
Street2:	<input type="text" value="Ste. 210F"/>		
City:	<input type="text" value="Grand Rapids"/>	State:	<input type="text" value="MI: Michigan"/>
Zip / Postal Code:	<input type="text" value="49503-3261"/>	Country:	<input type="text" value="USA: UNITED STATES"/>
Phone Number:	<input type="text" value="6162382011"/>	Fax Number:	<input type="text"/>
E-mail Address:	<input type="text" value="chris.surfus@surfus.org"/>		

Payee: *Individual authorized to accept payments.*

Name:	Prefix: <input type="text" value="Dr."/>	First Name: <input type="text" value="Christopher"/>	Middle Name: <input type="text" value="Robin"/>
	Last Name: <input type="text" value="Surfus"/>	Suffix: <input type="text" value="Ph.D."/>	
Title:	<input type="text" value="President"/>		
Complete Address:			
Street1:	<input type="text" value="233 Fulton St. E"/>		
Street2:	<input type="text" value="Ste. 210F"/>		
City:	<input type="text" value="Grand Rapids"/>	State:	<input type="text" value="MI: Michigan"/>
Zip / Postal Code:	<input type="text" value="49503-3261"/>	Country:	<input type="text" value="USA: UNITED STATES"/>
Phone Number:	<input type="text" value="6162382011"/>	Fax Number:	<input type="text"/>
E-mail Address:	<input type="text" value="chris.surfus@surfus.org"/>		

Administrative Contact: *Individual from Sponsored Programs Office to contact concerning administrative matters (i.e., indirect cost rate computation, rebudgeting requests etc).*

Name:	Prefix: <input type="text" value="Ms."/>	First Name: <input type="text" value="Sheri"/>	Middle Name: <input type="text" value="Deshaune"/>
	Last Name: <input type="text" value="Munsell"/>	Suffix: <input type="text"/>	
Title:	<input type="text" value="Administrative Director"/>		
Complete Address:			
Street1:	<input type="text" value="233 Fulton St. E"/>		
Street2:	<input type="text" value="Ste. 210F"/>		
City:	<input type="text" value="Grand Rapids"/>	State:	<input type="text" value="MI: Michigan"/>
Zip / Postal Code:	<input type="text" value="49503-3261"/>	Country:	<input type="text" value="USA: UNITED STATES"/>
Phone Number:	<input type="text" value="Ex. 6 Personal Privacy (PP)"/>	Fax Number:	<input type="text"/>
E-mail Address:	<input type="text" value="Ex. 6 Personal Privacy (PP)"/>		

EPA KEY CONTACTS FORM

Project Manager: *Individual responsible for the technical completion of the proposed work.*

Name: **Prefix:** **First Name:** **Middle Name:**
Last Name: **Suffix:**
Title:

Complete Address:

Street1:
Street2:
City: **State:**
Zip / Postal Code: **Country:**
Phone Number: **Fax Number:**
E-mail Address:

CURRICULUM VITAE

EDUCATION

UNIVERSITY DEGREES

Western Michigan University (Kalamazoo, MI)	
Public Health (MPH)	2023 – Present
Public Administration (Ph.D.)	2021
Grand Valley State University (Allendale, MI)	
Business Administration (MBA): Health Sector Management	2014
Public Administration (MPA): Health Administration	2013
Graduate Certificate in Nonprofit Leadership (GCNL)	2013
Cornerstone University (Grand Rapids, MI)	
Business Administration (BSBA)	2010

ONLINE CERTIFICATIONS

Johns Hopkins University Bloomberg School of Public Health	2022
Epidemiology Specialization (Coursera)	
University of Colorado Boulder	2021
Anti-Racism Specialization (Coursera)	

APPOINTMENTS

Western Michigan University (Kalamazoo, MI)	2022 – 2023
School of Public Affairs and Administration: Faculty Specialist I	
University of New Hampshire (Durham, NH)	2021 – 2022
Institute on Disability: Postdoctoral Research Associate	

PUBLICATIONS

(9 Published, 4 Pending)

1. Brucker, D., Surfus, C.R. & Henly, M. (2023). Disparities in mental health, receipt of mental health treatment, and unmet need for mental health treatment among U.S. adults with disabilities who identify as LGBT during the COVID-19 pandemic. In Print.
2. Jablonski, E. S., Surfus, C. R., & Henly, M. (2023). Full-time caregiving during COVID-19 based on minority identifications, generation, and vaccination status. Research in the Sociology of Health Care. Emerald Publishing Limited. Accepted.
3. Surfus, C. R. (2023). The COVID-19 impact on employment for LGBT individuals with disabilities: An examination of the 2021 Household Pulse Survey. Pending.
4. Surfus, C. (2023). The Flint water crisis, the aftermath, and implications for administrative law and social equity. In Holzer, M. & Williamson, A., Public Administration and Nonprofit Management in Practice: A Case Study Collection. New York, NY: Routledge. Pending.
5. Surfus, C. R. (2023). A statistical understanding of disability in the LGBT community. Statistics and Public Policy. <https://doi.org/10.1080/2330443X.2023.2188056>. Published.

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6. Surfus, C.R., Amoateng, E., Hadley, W., & Edwards, V. (2023). A comparative review to understand disability and educational attainment among Gen Z. Pending.
7. Surfus, C. R. (2022). COVID-19 and the impact on LGBT disabled Americans. In Swan, W., COVID-19, the LGBTQ+ Community and Public Policy. New York, NY: Routledge. Published.
8. Surfus, C. R. (2022). An international pandemic, misinformation, and policy harms. In Swan, W., COVID-19, the LGBTQ+ Community and Public Policy. New York, NY: Routledge. Published.
9. Surfus, C. R. (2022). Reclaiming our time: From discrimination to dignity. In Swan, W., COVID-19, the LGBTQ+ Community and Public Policy. New York, NY: Routledge. Published.
10. Surfus, C. R., & Sanner, C. (2022). The Flint water crisis. In Murphy Greene, C., Environmental Justice and Resiliency in an Age of Uncertainty. New York, NY: Routledge-Taylor & Francis, Inc. Published.
11. Surfus, C. R. (2021). Michigan municipal manager perceptions on LGBTQ+ inclusion: A narrative policy framework case study. [Doctoral dissertation, Western Michigan University]. Published.
12. Surfus, C. R. (2018). Challenges and opportunities for the LGBTQ community at the state and local levels. In Swan, W., The Routledge Handbook of LGBTQ Administration and Policy (Chapter 26). New York, NY: Routledge. Published.
13. Surfus, C. R. (2013). "Equity issues in LGBT funding: Inequality remains despite national progress," SPNHA Review: Vol. 9: Iss. 1, Article 7. Available at: <http://scholarworks.gvsu.edu/spnhareview/vol9/iss1/7>. Published.

CONFERENCES

(24 Total)

INTERNATIONAL (3)

International Public Policy Association (IPPA)

1. Co-Chair/Presenter (Toronto, Canada) with Vickie Edwards 2023
"Public Policy Methodologies and Innovations in Diversity Administration"
2. Co-Chair/Presenter (Barcelona, Spain) with Mohammed Al Janahi 2021
"Public Leadership and Crisis Management"

Korean Association for Public Administration (KAPA)

2022

1. Moderator and Presenter (Online)
"LGBTQ+ Data Collection and COVID-19 Statistics in Public Administration."
Discussant: "National Petition of South Korea" & "Participatory Budgeting"

NATIONAL (8)

American Society for Public Administration (ASPA)

1. Chair/Presenter (Online) 2023
ASPA LGBT Advocacy Alliance Section Panel.
2. Moderator/Presenter (Jacksonville, FL) 2022
"The COVID-19 Impact on Disability, LGBTQ+, and Employment:
An Examination of the 2021 Census Pulse Survey."
3. Presenter (Online) 2021
"COVID-19 and Implications for the LGBTQ+ Community"

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4. Presenter (Anaheim, CA) 2020
"Challenges and Opportunities for the LGBTQ Community at the State and Local Levels in the Modern Era." Panel cancelled due to COVID-19.
5. Presenter (Washington, D.C.) 2019
"Challenges and Opportunities for the LGBTQ Community at the State and Local Levels in the Modern Era"
- National LGBTQ Health Conference (NLGBTQ)** 2022
1. Poster Presenter (Chicago, IL)
U.S. Census Household Pulse Survey, Monkeypox Data Project, and "COVID-19, the LGBTQIA+ Community, and Public Policy."
- Social Equity Leadership Conference (SELC)**
1. Presenter (Kansas City, MO) 2023
"Protecting the Bureaucracy from LGBTQ+ Data Erasure." Pending.
2. Moderator/Presenter (Online) 2022
"COVID-19 and the Impact on LGBT Disabled Americans."
- REGIONAL (11)**
- Midwest Public Affairs Conference**
1. Presenter (Springfield, IL) 2022
"Learning from the 2021 Census Pulse Survey to Create Innovative Public Service Agencies."
2. Presenter (COVID-19 Cancelled) 2020
3. Presenter (Indianapolis, IN) 2019
"Challenges and Opportunities for the LGBTQ Community at the State and Local Levels in the Modern Era"
4. Presenter (Omaha, NE) 2017
"Modeling for LGBTQ Inclusion in Public Administration."
- Northeast Conference on Public Administration**
1. Moderator/Presenter (Online) 2022
"Understanding the Pandemic, LGBTQ+ People, and Public Policy."
"Environmental Justice and Resiliency in an Age of Uncertainty."
2. Moderator/Presenter (Online) 2021
"Understanding the 2021 Census Pulse Survey and the Current State of Inclusion."
3. Moderator/Presenter (Online) 2020
"Graduate Student Presentations Panel on COVID-19"
4. Presenter (New York, NY) 2019
"Challenges and Opportunities for the LGBTQ Community at the State and Local Levels in the Modern Era."
5. Moderator/Presenter (Baltimore, MD) 2018
"Emergency Management, Environmental Racism, and The New Jim Crow."
6. Presenter (Harrisburg, PA) 2016
"LGBTQ Inclusiveness in Public Organizations: A Catalyst for Collaborative Environments."
- Southeast Conference on Public Administration** 2022
1. Moderator/Presenter (Lexington, KY)
"COVID-19, the LGBTQIA+ Community, and Public Policy."

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LOCAL (2)

Opportunity Conference

2019

1. Presenter (Minneapolis, MN)
“Challenges and Opportunities for the LGBTQ Community
at the State and Local Levels in the Modern Era.”

Saint Louis County, Minnesota Health and Human Services Conference

1. Presenter (Online) 2022
“COVID-19, the LGBTQIA+ Community, and Public Policy.”

INVITED TALKS

1. **Western Michigan University** April 2023
SPAA Public Service Engagement Series (Online)
Moderator
2. **American Society for Public Administration** June 2022
Webinar (Online)
“Environmental Justice and Resiliency in an Age of Uncertainty”
3. **ASPA Michigan Capital Area Chapter** Feb. 2022
Chairperson of “Current Elections in Michigan” (Online)
Featuring: Michigan Secretary of State Jocelyn Benson
Panelists: Matthew S. Mingus, Ph.D. and Matthew Grossmann, Ph.D.
4. **ASPA Section on Democracy and Social Justice** June 2021
Chairperson of “Reclaiming Our Time: From Discrimination to Dignity”
5. **ASPA Michigan Capital Area Chapter** Feb. 2021
Chairperson of “COVID-19 and Implications for the LGBTQ+ Community”
6. **ASPA Michigan Capital Area Chapter** Sept. 2021
Host of “Moving Lansing’s Economy Ahead Under COVID-19”
A Presentation by Lansing Mayor Andy Schor

TEACHING

1. **PADM-2000** Introduction to Nonprofit Leadership (Online) Spring 2023
2. **PADM-3000** Foundations of Nonprofit Management (Online) Fall 2022 & Spring 2023
3. **PADM-6010** Economic Principles for Public Service (In-Person) Fall 2022
4. **PADM-6060** Applied Research Methods (In-Person) Spring 2023
5. **PADM-6435** Marketing and Community Engagement (In-Person) Spring 2023
6. **PADM-6520** Health Care Economics and Finance I (In-Person) Fall 2022

SERVICE

PROFESSIONAL

Western Michigan University

- Undergrad./Grad. Curriculum Development Committee 2022 – Present
- Doctoral Assistant for NASPAA Accreditation Project 2019

ASPA LGBT Advocacy Alliance Section

2022 – Present

- Chair (2022 - Present)
- Vice Chair (2022)

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ASPA Michigan Capital Area Chapter

2014 – Present

- President (2019 – Present)
- Vice President for Membership (2017 – 2019)
- At-Large Board Member (2015 – 2017)
- Board Liaison to WMU (2014 – 2015)

The Surfus Foundation

2010 – Present

- Founder, President, and Treasurer (2010 – Present)

Grand Rapids Pride Center

2010 – 2014

- Steering Committee Co-Chair (2010 – 2012)
- Facilitator (2012 – 2014)

PEER REVIEWER

1. Journal of Public and Nonprofit Affairs

2023 – Present

- Reviewer

2. Journal of Vocational Rehabilitation

2022 - Present

- Editorial Board
- Reviewer of one article (both initial and resubmission)

3. Policy Studies Journal

2022 - Present

- Reviewer of one article (both initial and resubmission)

ADVISORY/OTHER

1. University of New Hampshire

2022

Thesis (Proofreading/Advisory), Sawyer Rogers

2. ASPA Michigan Capital Area Chapter

2020 – 2021

Strategic Plan and Fund Development Plan

3. Network of Schools of Public Policy, Affairs, and Administration

2015 – 2016

Public Policy Student Simulation Competition

4. Grand Rapids Symphony Orchestra

2014

Marketing Plan Class Project

5. Grand Rapids Red Project

2013

Fund Development Plan Class Project

6. Disability Advocates of Kent County

2012

Strategic Plan Class Project

SKILLS

DATASET DEVELOPMENT

U.S. Census Bureau- Household Pulse Survey:

- Phase 3.2 (6 Week Panel)- 382,908 survey respondents
- Phase 3.2-3.4 (12 Week Panel)- 803,905 survey respondents
- Phase 3.5-3.7 (8 Week Panel)- 461,550 survey respondents
- Phase 3.2-3.7 (20 Week Panel) 1,265,455 survey respondents

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PROGRAMS

- **Quantitative Analysis:** Stata; SPSS
- **Qualitative Analysis:** NVIVO
- **Software:** Adobe Suite; Microsoft Suite; Zoom; Cisco Webex; Teams
- **Other:** Filezilla; Wordpress; Zotero; Google Ads

MEMBERSHIP

- | | |
|--|----------------|
| 1. American Sociological Association | 2021 – Present |
| 2. International Public Policy Association | 2021 – Present |
| 3. Association for Public Policy Analysis and Management | 2020 – Present |
| 4. Michigan Municipal Executives | 2020 – Present |
| 5. Public Administration Theory Network | 2020 – Present |
| 6. International City/County Management Association | 2020 – Present |
| 7. Pi Alpha Alpha at Western Michigan University | 2016 – Present |
| 8. American Society for Public Administration | 2013 – Present |
| 9. Young Nonprofit Professionals Network of Grand Rapids | 2012 – 2013 |

AWARDS

- | | |
|---|-------------|
| 1. Paula Overby Memorial Award (Awarded)
2023 ASPA Annual Conference
LGBT Advocacy Alliance Section Meeting | 2023 |
| 2. Marquis Who's Who in America (Awarded)
America's Top Public Administrators | 2022 |
| 3. Thurgood Marshall Doctoral Fellowship (Alternate) | 2015 |
| 4. Point Foundation LGBTQ+ Scholarship (National Semifinalist) | 2013 – 2015 |
| 5. GVSU Peace and Justice Scholarship (Recipient) | 2011 – 2012 |
| 6. West Shore Aware LGBT Scholarship (Recipient) | 2011 – 2012 |

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Nonprofit And Customer Service Professional

Address Ex. 6 Personal Privacy (PP)

Phone Ex. 6 - Personal Privacy (PP)

E-mail Ex. 6 - Personal Privacy (PP)

Skilled Development Assistant 10 years of experience supporting wide range of organizations in achievement of business objectives. Successful working with multidisciplinary teams in timely and quality completion of office functions. 5 years of grant writing and researching experience. Dedicated to service excellence, collaboration and cost efficiency.

Skills

Complaint resolution

Professional telephone demeanor

Creative problem solving

Technical Support

Training development aptitude

Administrative support

Recordkeeping strengths

Work History

2022-04 - 2023-09

Project Manager- Short Term Project

Grand Rapids Urban League, Grand Rapids, MI

- Met project deadlines without sacrificing build quality or workplace safety.
- Modified and directed project plans to meet organizational needs.
- Identified plans and resources required to meet project goals and objectives.
- Maintained clear communication with precise technical writing to document and inform critical processes.
- Called, text and emailed students to coordinate event

2021-06 - 2022-05

Case Manager

Steepletown Neighborhood Services, Grand Rapids, MI

- Managed caseload of 15 adults in manufacturing training to provide comprehensive, community-based care.
- Conducted recruiting activities in community to increase program reach.
- Worked with clients to improve life choices and maximize benefits of programs.
- Actively listened to customers, handled concerns quickly and escalated major issues to supervisor.
- Created plans and communicated deadlines to ensure projects were completed on time.

2019-01 - 2021-06

Salesforce Administrator

Upwork Global LLC, Remote, Work From Home

- Set up and controlled over 30 user profiles and access levels for each database segment to protect important data
- Tested programs and databases to identify issues and make necessary modifications
- Coordinated with project management staff on database development timelines and project scope
- Coordinated with team members via chat and email to answer salesforce related questions
- Administered, supported and monitored databases by proactively resolving database issues and maintaining servers
- Negotiated agreements between employees to clarify misunderstood directions and resolve conflicts affecting performance.

2016-02 - 2019-08

Remote Email Support

Extendware, Remote, Work From Home

- Assisted Head of Customer Service with initial greeting, routing, and tracking of emails
- Sorted through over 50 unassigned tickets daily, based on customer's concerns, use macros to request credentials for tech assistance skills
- Ensured to assign tickets where customers responded with credentials to either of tech team accordingly
- Deleted SPAM emails that arrive
- Documented Standard Operating Procedures (SOP) for Customer Service daily processes, update changes to SOP's
- Assisted Head of Customer Service with initial greeting, routing, and tracking of Computer literature CS Emails
- Sorted through unassigned tickets, based on customer's concerns, use macros to request credentials for tech assistance
- Assigned tickets where customers responded with credentials accordingly using Zendesk and other CRMS
- Assigned custom development and installation requests, refund requests, renewal complaints and queries, discount requests, and, newsletter subscription removals to Support Manager
- Aggregated customer service metrics from Groove Track and confirm customer response times for issues, based on goals in Papyrs

2015-01 - 2016-03

Client Support Specialist

Upwork.com - CoreTechs, Inc, Remote, Work From Home

- Worked within team, helping to train new agents and providing support to members of team
- Used tools like Zendesk and Skype and Internal Systems to provide excellent customer service to high-priority Upwork Clients through ticket, chat and phone support
- Used 10 applications daily and windows at once seamlessly and handled calls at high volume
- Utilized Google products such as Google docs, drive, sheets, hangouts, Gmail etc
- To maximize workflow
- Troubleshoot minor technical problems.

2014-01 - 2015-01

Remote Business Manager

First LA Media, Remote, Work From Home

- Responded to over 50 emails accurately and quickly every day
- Worked closely with CEO and other managers
- Exceeded all performance metrics
- Created accurate reports of daily activity Managed recording software

- Acquired 50 new customers through improved conversion techniques such as email follow-up messages
- Managed day-to-day business operations, including accounting, finance, HR, marketing and public relations
- Hired exceptional candidates and effectively lead staff to maximize productivity and eliminate process lags
- Communicated with customers and vendors positively with attention to problem resolution.

2011-01 - 2014-01

Assistant Market Manager

Our Kitchen Table, Grand Rapids, Michigan

- Assisted over 50 customer daily with customer service and sales
- Called each market vendor weekly for scheduling and check up
- Ensured accurate sales transactions and corrected changes
- Increased customer loyalty by providing excellent customer service to consumers and patrons
- Provided accurate descriptions of all produce
- Assisted with accurate sales and record keeping

2009-01 - 2011-01

Administrative Assistant

Take Hold Church, Grand Rapids, Michigan

- Managed 3 social media accounts and booked all appointments and provided excellent customer service to all visitors
- Served as secretary to Church Council and at monthly business meeting (take minutes)
- Answered multi-line phone system, routing calls, delivering messages to staff and greeting visitors
- Executed record filing system to improve document organization and management
- Recorded meeting minutes to provide historical account of actions, measure progress against strategic plan and drive accountability

Education

2022-01 - Current

Associate of Arts: Graphic Design

Grand Rapids Community College - Grand Rapids, MI

2020-01 - 2022-04

Career Certificate : Women's Entrepreneurship

Cornell University - Ithaca, NY

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EDUCATION

Western Michigan University April 2023

Master's Degree: Public Administration

Western Michigan University April 2016

Bachelor's Degree: University Studies: Concentrations in Criminal Justice, Addiction Studies, and Gender and Women's Studies

Kalamazoo Valley Community College April 2014

Associates Degree: Liberal Arts

PROFESSIONAL EXPERIENCE

Hamilton Law, PLC | Paralegal and Legal Assistant

Kalamazoo, MI

August 2017-Present

- Discuss cases of potential new clients to assess their need for legal representation
- Draft probate pleadings, and various estate planning documents
- Maintain consistent communication with clients, courts and opposing counsel
- Organize client documents and maintain accurate records for attorneys

Dement and Marquardt, PLC | Legal Assistant

Kalamazoo, MI

August 2017-August 2020

- Discuss cases of potential new clients to assess their need for legal representation
- Perform legal research and draft client documents and letters
- Draft various legal documents and maintain accurate records for attorneys
- Organize client documents and maintain accurate records for attorneys
- File monthly Medicaid application

Kalamazoo County Probate Court | Deputy Clerk

Kalamazoo, MI

August 2013-August 2017

- Assist customers with initial filings
- Complete weekly deposits to the finance office and collect filing fees
- Transcribe and observe mental health hearings
- Maintain organized files and confirm open cases are in good standing
- Provide hearing dates for filed pleadings and provide the Judge and the public with accurate docket information
- Order office supplies and track office expenses

COMMUNITY INVOLVEMENT

- Big Brothers Big Sisters Junior Leadership Committee: May 2021-Current
- Girl Scouts of America, Troop Leader: August 2017-March 2020
- Western Michigan University Bronco Bash: August 2014-2017
- NAACP – Kalamazoo Metropolitan Branch: January 2023- Current

SKILLS AND CERTIFICATIONS

- Notary Public
- Understanding of the court system and legal terminology
- Hands-on skills in managing case file and conducting client interviews and intake

- Proficient in Clio, ICLE, Calendly, Excel, Windows and Microsoft Office

Meeting Facilities

The following two pages are an overview of the meeting facilities available to The Surfus Foundation to provide trainings, events, and educational programming to support its grant programming. These meeting facilities are located in downtown Grand Rapids, which is Michigan's second largest city.

Rental Schedule for Masonic Center Room Reservations

OFFICE TENANT RENTALS

Ballroom \$825.00 (prime-time)

4th floor dining/meeting rooms

Weekday rate: \$50.00 per room
Weekend rate: \$70.00 per room

Conference Rooms No charge for **occasional** use

Room rentals for an office tenant's use applies to any tenant currently leasing space in the Masonic Center. Tenant rentals are intended for company use only, and all rental responsibilities will go directly to the tenant. Rooms cannot be rented for outside groups in a tenant's name. These rental rates are established for the benefit of our tenants.

Use of the conference rooms is on an occasional basis. Occasional is defined as no more than one hour per week or four hours per month. If more time is required, the charge is \$50 for the use per day.

Rooms can be reserved by making arrangements with the Masonic Center's management office. Telephone number: (616) 459-6401

If the building schedule allows, the Masonic Center's staff will arrange tables and chairs for functions at no additional cost. If a special table and chair arrangement is needed, a set-up sheet must be given to the management office at least one week in advance.

Alcohol may be served at events; however, certain regulations and guidelines apply to all events held in the Masonic Center.

Tenants may serve meals in the dining areas and use the building's china and flatware. A clean-up charge for using the dishes will be billed at the current rate. Catering is also permitted through a licensed caterer, and food must be prepared in the caterer's own establishment. A copy of the caterer's certificate of insurance, listing the Masonic Temple Association as also insured, must be submitted to the management office.

The dining and meeting areas are not air-conditioned; however fans are available to use and the 6th floor conference room is air-conditioned.

**The Surfus Foundation
Event/Meeting Facilities at the Grand Rapids Masonic Center**



The George B. Savage Conference Room



The George B. Savage Conference Room



One of Two Kitchens for Large Events



Large Event Dining Room

Region Five Environmental Justice Thriving Communities Grantmaking Program
Grantee Application

A. Applicant

Name: _____

Title: _____

Telephone: _____

Email: _____

B. Organization information

Name: _____

EIN: _____

Address: _____

Website: _____

Telephone number: _____

Mission: _____

Does this organization have a non-discrimination policy: (Yes/No)

Organization a qualifying Minority Serving Institution: (Yes/No)

Does this organization have a designated civil rights coordinator: (Yes/No)

Please describe how your organization is in compliance with the American with Disabilities Act: _____

Is this organization affiliated with any community partners? (Yes/No) If yes, please describe the relationship: _____

Please describe the organizations activities and/or success: _____

C. Project information (Please use an additional attachment to complete the below questions)

Project Abstract: _____

Amount of funds that are being requested: _____

Please attach an itemized budget for the requested funding.

Provide a detailed description of how your organization will make an impact on environmental justice and an anticipated timeline for the project.

How do you plan to measure the impact of your project?

Describe how your organization plans to make this project sustainable

Please describe any research your organization has done regarding environmental justice.

How do you plan to get your community involved in the project?

How will your program ensure equity?

D. Additional questions:

How did you hear about this funding opportunity: _____

Are you willing to complete a survey regarding your application process: (Yes/No)

Are you willing to share your experience and/or success with other organizations: (Yes/No)

Is there any additional information that you wish to provide the review committee: (Yes/No)

E. Mandatory documents

Resumes/CVs for all administrative personnel

Itemized budget for requested funds

Project Narrative File(s)

* **Mandatory Project Narrative File Filename:** 1235-EPA Grant- The Surfus Foundation FINAL.docx

Add Mandatory Project Narrative File

Delete Mandatory Project Narrative File

View Mandatory Project Narrative File

To add more Project Narrative File attachments, please use the attachment buttons below.

Add Optional Project Narrative File

Delete Optional Project Narrative File

View Optional Project Narrative File

Other Attachment File(s)

* Mandatory Other Attachment Filename: 1236-EPA Budget Template_V1.xlsx - Group.pdf

Add Mandatory Other Attachment

Delete Mandatory Other Attachment

View Mandatory Other Attachment

To add more "Other Attachment" attachments, please use the attachment buttons below.

Add Optional Other Attachment

Delete Optional Other Attachment

View Optional Other Attachment



Preaward Compliance Review Report for All Applicants and Recipients Requesting EPA Financial Assistance

Note: Read Instructions before completing form.

I. A. Applicant/Recipient (Name, Address, City, State, Zip Code)

Name:

Address:

City:

State: Zip Code:

B. Unique Entity Identifier (UEI):

C. Applicant/Recipient Point of Contact

Name:

Phone:

Email:

Title:

II. Is the applicant currently receiving EPA Assistance? ☐ Yes ☒ No

III. List all pending civil rights lawsuits and administrative complaints filed under federal law against the applicant/recipient that allege discrimination based on race, color, national origin, sex, age, or disability. (Do not include employment complaints not covered by 40 C.F.R. Parts 5 and 7.)

None.

IV. List all civil rights lawsuits and administrative complaints decided against the applicant/recipient within the last year that alleged discrimination based on race, color, national origin, sex, age, or disability and enclose a copy of all decisions. Please describe all corrective actions taken. (Do not include employment complaints not covered by 40 C.F.R. Parts 5 and 7.)

None.

V. List all civil rights compliance reviews of the applicant/recipient conducted under federal nondiscrimination laws by any federal agency within the last two years and enclose a copy of the review and any decisions, orders, or agreements based on the review. Please describe any corrective action taken. (40 C.F.R. § 7.80(c)(3))

None.

VI. Is the applicant requesting EPA assistance for new construction? If no, proceed to VII; if yes, answer (a) and/or (b) below.

☐ Yes ☒ No

a. If the grant is for new construction, will all new facilities or alterations to existing facilities be designed and constructed to be readily accessible to and usable by persons with disabilities? If yes, proceed to VII; if no, proceed to VI(b).

☐ Yes ☐ No

b. If the grant is for new construction and the new facilities or alterations to existing facilities will not be readily accessible to and usable by persons with disabilities, explain how a regulatory exception (40 C.F.R. 7.70) applies.

- VII. Does the applicant/recipient provide initial and continuing notice that it does not discriminate on the basis of race, color, national origin, sex, age, or disability in its program or activities? (40 C.F.R 5.140 and 7.95) ☒ Yes ☐ No
- a. Do the methods of notice accommodate those with impaired vision or hearing? ☒ Yes ☐ No
- b. Is the notice posted in a prominent place in the applicant's/recipient's website, in the offices or facilities or, for education programs and activities, in appropriate periodicals and other written communications? ☒ Yes ☐ No
- c. Does the notice identify a designated civil rights coordinator? ☒ Yes ☐ No
- VIII. Does the applicant/recipient maintain demographic data on the race, color, national origin, sex, age, or disability status of the population it serves? (40 C.F.R. 7.85(a)) ☒ Yes ☐ No
- IX. Does the applicant/recipient have a policy/procedure for providing meaningful access to services for persons with limited English proficiency? (Title VI, 40 C.F.R. Part 7, *Lau v Nichols* 414 U.S. (1974)) ☒ Yes ☐ No
- X. If the applicant is an education program or activity, or has 15 or more employees, has it designated an employee to coordinate its compliance with 40 C.F.R. Parts 5 and 7? Provide the name, title, position, mailing address, e-mail address, fax number, and telephone number of the designated coordinator.

Not Applicable. Applicant is not an educational program or activity.

- XI. If the applicant is an education program or activity, or has 15 or more employees, has it adopted grievance procedures that assure the prompt and fair resolution of complaints that allege a violation of 40 C.F.R. Parts 5 and 7? Provide a legal citation or applicant's/recipient's website address for, or a copy of, the procedures.

Not Applicable. Applicant is not an educational program or activity.

For the Applicant/Recipient

I certify that the statements I have made on this form and all attachments thereto are true, accurate and complete. I acknowledge that any knowingly false or misleading statement may be punishable by fine or imprisonment or both under applicable law. I assure that I will fully comply with all applicable civil rights statutes and EPA regulations.

A. Signature of Authorized Official

Christopher R Surfus

B. Title of Authorized Official

President

C. Date

06/30/2023

For the U.S. Environmental Protection Agency

I have reviewed the information provided by the applicant/recipient and hereby certify that the applicant/recipient has submitted all preaward compliance information required by 40 C.F.R. Parts 5 and 7; that based on the information submitted, this application satisfies the preaward provisions of 40 C.F.R. Parts 5 and 7; and that the applicant has given assurance that it will fully comply with all applicable civil rights statutes and EPA regulations.

A. *Signature of Authorized EPA Official

B. Title of Authorized Official

C. Date

General. Recipients of Federal financial assistance from the U.S. Environmental Protection Agency must comply with the following statutes and regulations.

Title VI of the Civil Rights Acts of 1964 provides that no person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance. The Act goes on to explain that the statute shall not be construed to authorize action with respect to any employment practice of any employer, employment agency, or labor organization (except where the primary objective of the Federal financial assistance is to provide employment). Section 13 of the 1972 Amendments to the Federal Water Pollution Control Act provides that no person in the United States shall on the ground of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under the Federal Water Pollution Control Act, as amended. Employment discrimination on the basis of sex is prohibited in all such programs or activities. Section 504 of the Rehabilitation Act of 1973 provides that no otherwise qualified individual with a disability in the United States shall solely by reason of disability be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance. Employment discrimination on the basis of disability is prohibited in all such programs or activities. The Age Discrimination Act of 1975 provides that no person on the basis of age shall be excluded from participation under any program or activity receiving Federal financial assistance. Employment discrimination is not covered. Age discrimination in employment is prohibited by the Age Discrimination in Employment Act administered by the Equal Employment Opportunity Commission. Title IX of the Education Amendments of 1972 provides that no person in the United States on the basis of sex shall be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance. Employment discrimination on the basis of sex is prohibited in all such education programs or activities. Note: an education program or activity is not limited to only those conducted by a formal institution. 40 C.F.R. Part 5 implements Title IX of the Education Amendments of 1972. 40 C.F.R. Part 7 implements Title VI of the Civil Rights Act of 1964, Section 13 of the 1972 Amendments to the Federal Water Pollution Control Act, and Section 504 of The Rehabilitation Act of 1973.

Items "Applicant" means any entity that files an application or unsolicited proposal or otherwise requests EPA assistance. 40 C.F.R. §§ 5.105, 7.25.

"Recipient" means any State or its political subdivision, any instrumentality of a State or its political subdivision, any public or private agency, institution, organizations, or other entity, or any person to which Federal financial assistance is extended directly or through another recipient, including any successor, assignee, or transferee of a recipient, but excluding the ultimate beneficiary of the assistance. 40 C.F.R. §§ 5.105, 7.25.

"Civil rights lawsuits and administrative complaints" means any lawsuit or administrative complaint alleging discrimination on the basis of race, color, national origin, sex, age, or disability pending or decided against the applicant and/or entity which actually benefits from the grant, but excluding employment complaints not covered by 40 C.F.R. Parts 5 and 7. For example, if a city is the named applicant but the grant will actually benefit the Department of Sewage, civil rights lawsuits involving both the city and the Department of Sewage should be listed. "Civil rights compliance review"

means: any federal agency-initiated investigation of a particular aspect of the applicant's and/or recipient's programs or activities to determine compliance with the federal non-discrimination laws. Submit this form with the original and required copies of applications, requests for extensions, requests for increase of funds, etc. Updates of information are all that are required after the initial application submission. If any item is not relevant to the project for which assistance is requested, write "NA" for "Not Applicable." In the event applicant is uncertain about how to answer any questions, EPA program officials should be contacted for clarification.

**Overall Combined
Budget**

All Years	Description
Personnel	18 FTEs
Fringe Benefits	Fringe Benefits for 18 FTEs
Travel	Travel expenses for site visits of prospective grantees and other necessary meetings to support grants administration.
Equipment	Office equipment that is needed in order to operate grant program
Supplies	Supplies needed for day to day operations, including paper, pens, folders, toner, shredder, tape, file folders, paper clips, stapler, envelopes, labels, postage, coffee, snacks, water, cleaning supplies and toiletries.
Contractual	Required obligatory expenses including rent, payroll and accounting
Other (including subawards)	Subgrants including a minimum of 80% of total budget, with full compliance with the Justice40 goal of 40% to minority-owned or managed entities.
Indirect Charges (Note that as provided in the definition of Modified total direct costs in 2 CFR 200.1 indirect cost rates may only be applied to the first \$25,000 of subawards.)	No indirect charges
Total 3-year Budget	

Total
\$5,100,000
\$1,275,000

\$150,000
\$300,000

\$150,000
\$600,000

\$42,425,000

\$0
\$50,000,000

Year 1 of 3

**Personnel
Fringe Benefits**

Travel

Equipment

Supplies

**Contractual
Other (including subawards)
Indirect Charges
(Note that as provided in
the definition of Modified
total direct costs in 2 CFR 200.1
indirect cost rates may only be
applied to the
first \$25,000 of
subawards.)**

Description

Annual salaries for Ex. 6 Personal Privacy (PP) in the amount of \$171,000 Ex. 6 Personal Privacy (PP) has experience teaching, he is also a published author Ex. 6 Personal Privacy (PP) in the amount of \$103,876 Ex. 6 Personal Privacy (PP) has over ten years of administrative experience and Ex. 6 Personal Privacy (PP) in the amount of \$118,000. One Evaluation Director (\$100,000 x 1), Five Evaluators (\$75,000 x 5), Four Program Officers (\$80,000 x 4), Five Administrative Support (\$60,000 x 5)
Fringe Benefits will average 25% (fringe benefit rate) of salary paid positions.
This \$50,000 travel budget will be utilized to travel to applicants location for in-person site visits if needed to evaluate prospective grantees.
The \$150000 annual expense includes computers for 18 employees, monitors, desks, computer chairs, keyboards and telephones. Separate from employee equipment, two Xerox printers will support the technical assistance and resource center.
Paper, pens, folders, toner, shredder,tape, file folders, paper clips, stapler, envelopes, labels, postage, coffee, snacks, water, cleaning supplies and toiletries.
Payroll management contractual expenses, accounting/auditing, consulting, office rent for 18 staff (Grand Rapids main office with Minneapolis, Chicago, and Columbus satellite offices to support site visits), subscription services, telecommunications, etc.
Grants made to grantees and other budget expenses as needed.

There will be no indirect costs for this EPA grant.

Total

\$	1,600,000.00
\$	400,000.00
\$	50,000.00
\$	200,000.00
\$	50,000.00
\$	200,000.00
\$	14,166,666.67

\$ -
Total Year 1 Budgeted Costs = \$16,666,666.67

Year 2 of 3

**Personnel
Fringe Benefits**

Travel

Equipment

Supplies

**Contractual
Other (including
subawards)
Indirect Charges
(Note that as provided
in
the definition of
Modified
total direct costs in 2
CFR 200.1 indirect cost
rates may only be
applied to the
first \$25,000 of
subawards.)**

Description

Annual salaries for [Ex. 6 Personal Privacy (PP)] in the amount of \$171,000. [Ex. 6 Personal Privacy (PP)] has experience teaching, he is also a published author, [Ex. 6 Personal Privacy (PP)] in the amount of \$103,876. [Ex. 6 Personal Privacy (PP)] has over ten years of administrative experience and [Ex. 6 Personal Privacy (PP)] in the amount of \$118,000. One Evaluation Director (\$100,000 x 1), Five Evaluators (\$75,000 x 5), Four Program Officers (\$80,000 x 4), Five Administrative Support (\$60,000 x 5)

Fringe Benefits will average 25% (fringe benefit rate) of salary paid positions.

This \$50,000 travel budget will be utilized to travel to applicants location for in-person site visits if needed to evaluate prospective grantees.

Ongoing maintenance of the equipment in Year 1, including equipment replacement, repairs, and expenses for additional equipment as necessary.

Paper, pens, folders, toner, shredder, tape, file folders, paper clips, stapler, envelopes, labels, postage, coffee, snacks, water, cleaning supplies and toiletries.

Payroll management contractual expenses, accounting/auditing, consulting, office rent for 18 staff (Grand Rapids main office with Minneapolis, Chicago, and Columbus satellite offices to support site visits), subscription services etc.

Grants made to grantees and other budget expenses as needed.

There will be no indirect cost for this EPA grant.

Total

\$	1,700,000.00
\$	425,000.00
\$	50,000.00
\$	50,000.00
\$	50,000.00
\$	200,000.00
\$	14,191,666.67

\$ -
Total Year 2 Budgeted Costs =
\$16,666,667

**Personnel
Fringe Benefits**

Travel

Equipment

Supplies

**Contractual
Other (including
subawards)
Indirect Charges
(Note that as provided
in
the definition of
Modified
total direct costs in 2
CFR 200.1 indirect cost
rates may only be
applied to the
first \$25,000 of
subawards.)**

Description

Annual salaries for [Ex. 6 Personal Privacy (PP)] in the amount of \$171,000. [Ex. 6 Personal Privacy (PP)] has experience teaching, he is also a published author, [Ex. 6 Personal Privacy (PP)] in the amount of \$103,876. [Ex. 6 Personal Privacy (PP)] has over ten years of administrative experience and [Ex. 6 Personal Privacy (PP)] in the amount of \$118,000. One Evaluation Director (\$100,000 x 1), Five Evaluators (\$75,000 x 5), Four Program Officers (\$80,000 x 4), Five Administrative Support (\$60,000 x 5)
Fringe Benefits will average 25% (fringe benefit rate) of salary paid positions.

This \$50,000 travel budget will be utilized to travel to applicants location for in-person site visits if needed to evaluate prospective grantees.

Ongoing maintenance of the equipment in Year 1, including equipment replacement, repairs, and expenses for additional equipment as necessary.

Paper, pens, folders, toner, shredder, tape, file folders, paper clips, stapler, envelopes, labels, postage, coffee, snacks, water, cleaning supplies and toiletries.

Payroll management contractual expenses, accounting/auditing, consulting, office rent for 18 staff (Grand Rapids main office with Minneapolis, Chicago, and Columbus satellite offices to support site visits), subscription services etc.

Grants made to grantees and other budget expenses as needed.

There will be no indirect costs for this EPA grant.

Total

\$ 1,800,000.00

\$ 450,000.00

\$ 50,000.00

\$ 50,000.00

\$ 50,000.00

\$ 200,000.00

\$ 14,066,666.67

\$ -

**Total Year 3 Budgeted Costs =
\$16,666,666.67**

EPA Region #5 is the geographic area. This includes Illinois, Indiana, Michigan, Ohio, Wisconsin, and Minnesota.

SAMPLE DRAFT EJ THRIVING COMMUNITIES SUBGRANT PROJECT PROPOSAL GUIDANCE SHEET

Overview

The Surfus Foundation plans to make approximately 159 grants under the Region Five Environmental Justice Thriving Communities Grantmaking Program. The actual range will be between 155 and 165 total grants for the full three-year project, allowing for some variation between awarding \$150,000 and \$350,000 grants. The target goal is to make grants of \$150,000 (Phase I), \$250,000 (Phase II), and \$350,000 (Phase III) in equal proportions, or an equal number of \$150,000 (Phase I), \$250,000 (Phase II), and \$350,000 (Phase III) grants. The average value of \$250,000 was used for each grant to determine the total amount distributed, with the total grantmaking target between \$40,000,000 and \$42,000,000 in compliance with the minimum 80 percent threshold.

Grantmaking Proposal Application and Process

A sample Grantee Application is provided to illustrate the requested information from each \$150,000 (Phase I), \$250,000 (Phase II), and \$350,000 (Phase III) grant applicant organization. Information requested includes applicant's name, title, telephone, and email contact information (Part A). This is the individual who works for the applicant organization. The applicant organization (Part B) name, Tax-ID/EIN, address, website, telephone number, and mission statement will be requested of all applicants. A question on whether or not the applicant has a nondiscrimination policy is included to ensure that all applicants that are awarded grants are in compliance with federal laws, rules, regulations, and Executive Orders. No grants will be made to organizations that are not in compliance with nondiscrimination policies. In our assessment, we will check both nondiscrimination policies and organization history, including statements made, to ensure that nondiscrimination policies are not just stated explicitly, but are applied in practice. The next part of the the applicant organization's application

requires them to answer whether or not they have a designated civil rights coordinator, such as a Chief Diversity Officer, Director of Equity and Engagement, or another related role ensures the organization is in full compliance with applicable laws of the United States of America and any state in the operational jurisdiction of the applicant organization's program.

The Surfus Foundation is an organization led by diverse individuals. We ensure that all applicants administer their programs in compliance with the Rehabilitation Act, the Americans with Disabilities Act, and other laws, rules, and regulations of the United States of America. In order to promote environmental justice, we must understand the unique burdens that environmental injustices pose on individuals, particularly in vulnerable and at-risk communities. We must also understand that environmental injustices lead to poor outcomes and increased disability prevalence, so we must tackle systemic environmental issues in multiple ways with unique and innovative approaches.

Next, we assess whether or not the applicant organization is affiliated with community partners, whether there are conflicts of interest, and how are community partners engaged. We use this information with the track record of organization accomplishments, particularly in regards to if the organization has been awarded a similar grant in the past. We want to specifically understand the evaluation process that took place to benchmark past performance and what outcomes were achieved. This ensures that we make grants that are feasible and accountable to the American people.

In Part C, we request project information, such as an Abstract or Executive Summary, the amount of funds being requested, an itemized budget to detail the project expenses, how the program will make an environmental justice impact, a timeline of the program, how the program will be evaluated to measure impact, and how the program will be sustainable to ensure a continued return on the grant investment. We will ask applicant organization to define and detail their research to support their proposed program. It is important that all programs are based on prior performance to structure innovative solutions for the American people. The Surfus Foundation will ask how the community is being involved in the program, in addition to the stakeholders such as other organization partners. This is especially important for

nonprofit organizations that are awarded grants, as there must be stakeholder engagement in their programming.

The Surfus Foundation asks organization applicants to detail how their program ensures equity. We want to ensure that the funds are being allocated to communities that have been hardest hit by environmental injustices, including areas that are former industrial sites that are situated in communities that are predominantly BIPOC communities. To do this, we will have an environmental scorecard of each state, including each metropolitan statistical area. This will be used, in addition to each state's population size within Region Five, to determine where to concentrate funding across Region Five to ensure the maximum possible benefit of the grant programs awarded. In Part D, we ask for additional information to understand and improve the application process. We also provide space for the applicant organization to provide additional information and attachments to understand the scope of the project, feasibility, fulfillment, and evaluation. \$150,000 (Phase I), \$250,000 (Phase II), and \$350,000 (Phase III) grants will be assessed through interviews and site visits. Satellite office locations will have an evaluation staff member that will conduct site visits and evaluations of proposed programs and applicant organizations.

Grantmaking Phases

All grantmaking phases will be conducted in compliance with Environmental Protection Agency regulations and laws and regulations of the United States of America. These regulations include, but are not limited to in 2 CFR 200.102(c), 2 CFR 200.201(b), and 2 CFR 200.333.

Phase I = Assessment projects for up to \$150,000 for a one-year project period

Phase II = Planning projects for up to \$250,000 for a 1-2 year project period, and

Phase III = Project Development projects for up to \$350,000 for a two-year project period.

Phase I: Assessment

Proposed programming under this Phase includes, but is not limited to the following:

research (that is incidental to the project design)

- Sampling
- Testing
- Monitoring
- Investigations
- Surveys and studies
- Public education

Phase II: Planning

Proposed programming under this Phase includes, but is not limited to the following:

- Partnership-building
- Public outreach and education
- Coordination with community stakeholders to address environmental issues
- Training activities for community organizations and community members
- Projects and activities to spur community involvement (e.g., cleanups of vacant lots)
- Smaller land purchases and acquisitions that require less than half of the total amount
- of subgrant funding

Phase III: Project Development

Proposed programming under this Phase includes, but is not limited to the following:

- Blueprints for construction or cleanup projects, schematics, and technical development
- Work to get permits in place directly related to an environmental project

- Smaller land purchases and acquisitions that require less than half of the total amount of subgrant funding
- Implementation of project plans
- Public outreach and education

Eligibility

All applicants applying through The Surfus Foundation are to be operational within Region Five and eligible based on the following areas of the “EPA EJ Thriving Communities Eligibility Guidelines.”

EPA EJ Thriving Communities Eligibility Guidelines

Eligible Subrecipients are as follows:

- Nonprofit organizations
- Community-based and grassroots nonprofit organizations
- Philanthropic and civic organizations with nonprofit status
- Tribal governments (both federally recognized and state-recognized) and intertribal consortia (i.e., a partnership between two or more tribes that work together to achieve a common objective.)
- Native American Organizations (includes Indian groups, cooperatives, nonprofit corporations, partnerships, and associations that have the authority to enter into legally binding agreements)
- Local governments (as defined by 2 CFR 200.1 – includes cities, towns, municipalities, and counties, public housing authorities and councils of government)
- Institutions of higher education (e.g., private and public universities and colleges,

including community colleges)

- Puerto Rico
- US Territories
- Freely Associated States (FAS) – including local governmental entities and local non-profit organizations in the Federated States of Micronesia, the Republic of the Marshall Islands, and Palau

Ineligible Subrecipients include:

- Individuals
- For profit businesses unless EPA's Award Official makes an exception based on factors such as those described in Appendix A of EPA's Subaward Policy.
- State governments

Eligible Project Types

The following types of projects are eligible to receive grants through The Surfus Foundation, operating as a pass-through agency for the Environmental Protection Agency (EPA):

- Air quality & asthma
- Fence line air quality monitoring
- Monitoring of effluent discharges from industrial facilities
- Water quality & sampling
- Small cleanup projects
- Improving food access to reduce vehicle miles traveled
- Stormwater issues and green infrastructure
- Lead and asbestos contamination
- Pesticides and other toxic substances

- Healthy homes that are energy/water use efficient and not subject to indoor air pollution
- Illegal dumping activities, such as education, outreach, and small-scale clean-ups
- Emergency preparedness and disaster resiliency
- Environmental job training for occupations that reduce greenhouse gases and other air pollutants
- Environmental justice training for youth

Region Five Environmental Justice Thriving Communities Grantmaking Program
Grantee Application

A. Applicant

Name: _____

Title: _____

Telephone: _____

Email: _____

B. Organization information

Name: _____

EIN: _____

Address: _____

Website: _____

Telephone number: _____

Mission: _____

Does this organization have a non-discrimination policy: (Yes/No)

Organization a qualifying Minority Serving Institution: (Yes/No)

Does this organization have a designated civil rights coordinator: (Yes/No)

Please describe how your organization is in compliance with the American with Disabilities Act: _____

Is this organization affiliated with any community partners? (Yes/No) If yes, please describe the relationship: _____

Please describe the organizations activities and/or success: _____

C. Project information (Please use an additional attachment to complete the below questions)

Project Abstract: _____

Amount of funds that are being requested: _____

Please attach an itemized budget for the requested funding.

Provide a detailed description of how your organization will make an impact on environmental justice and an anticipated timeline for the project.

How do you plan to measure the impact of your project?

Describe how your organization plans to make this project sustainable

Please describe any research your organization has done regarding environmental justice.

How do you plan to get your community involved in the project?

How will your program ensure equity?

D. Additional questions:

How did you hear about this funding opportunity: _____

Are you willing to complete a survey regarding your application process: (Yes/No)

Are you willing to share your experience and/or success with other organizations: (Yes/No)

Is there any additional information that you wish to provide the review committee: (Yes/No)

E. Mandatory documents

Resumes/CVs for all administrative personnel

Itemized budget for requested funds