

programs that address homelessness, elders in need, at-risk youth, families and individuals in transition from welfare to work, those in need of intensive rehabilitation such as addicts or prisoners, and organizations that help couples, who choose marriage for themselves, develop the skills and knowledge to form and sustain healthy marriages.

- The sub-award plan should focus on organizations that historically have not received grants from the federal government;

- Capacity-building activities that further the sustainability of sub-awardees' social service efforts should form the central focus of an intermediary's proposed sub-award concept. Sub-awards should be used to assist organizations in differing stages of development. For example, funds may be provided to *fledgling* organizations to improve their basic functions, such as attaining 501(c)(3) status or developing sound financial systems. Sub-awards may also be provided to *promising* organizations to expand the reach of existing programs. Such funding would allow a promising organization to move to a higher level of service, where it is able assist more people on a sustainable basis. Uses for such funding might include employing a key additional staff person; moving to a larger or better-equipped facility; upgrading case management or informational technology capabilities; or supporting a new social service; and

- Sub-awards should not be used for "direct" services. Rather, they should be used to improve the sub-awardee's efficiency and capacity. For example, an organization that distributes food to the poor should not receive a sub-award simply to purchase additional food. Nor, for example, should an organization that provides substance abuse treatment services receive additional funds simply to enable it to provide exactly the same services to more people. Although these sub-awards might well enable these organizations to assist additional individuals, they would not serve to improve the organizations' sustainability, efficiency, or capacity. Rather, the organizations would simply use additional funds in the same way they used existing funds, without fundamentally changing or improving their services.

Past Experience Working with Faith-Based and Community Organizations to Address Social Needs (15 Points). CCF intermediary organizations are expected to be established organizations with well-developed connections to and working relationships with faith-based and community organizations in well-

defined communities. They should also have demonstrated experience and a proven track record in providing technical assistance to smaller organizations in their communities. The applicant should list recent examples of technical assistance it has provided to faith-based and community organizations, citing dates, names of groups assisted, and the kind of technical assistance provided. Closely related experience as a partner in a successful collaborative effort should be similarly detailed.

2. Budget and Budget Justification: (20 Points)

CCF Project Budget (10 points). The application should include a budget that is clear, easy to understand, and that provides a detailed justification for the amount requested. (Applicants should refer to the budget information presented in the Standard Forms 424 and 424A and to the budget justification instructions in section C. General Instructions for the Uniform Project Description. Since non-Federal reviewers will be used in the review of applications, applicants may omit from the copies of the application submitted (not from the original), the specific salary rates or amounts for individuals in the application budget and instead provide only summary information.)

Cost share (5 points). The basis for an applicant's meeting its cost sharing commitments must be firm, and cannot be speculative. Cash commitments to meet the cost sharing requirement are preferable to in-kind commitments. If the applicant is submitting letters documenting costs-share commitments from collaborating partners, state, or local governments or philanthropic organizations, the cost-share letters must clearly state that these organizations are committed to providing the funds to the organizations should the applicant be awarded a grant. Commitments in excess of the 25 percent threshold will not receive extra points, though applicants should note that applicants will be held accountable for all cost-share included. Failure to provide the full amount committed in the grant award may result in disallowance of Federal match.

Recent Operating Budgets (5 points). The application should describe, in general, the recent operating budgets of the applicant. A detailed listing is not required, but the recent size of the applicant's operating budget should be proportional to the amount requested under the funding announcement. For example, it would be inappropriate for an organization that operated with \$100,000 in 2001 and \$110,000 in 2002

to request \$1 million in Federal funds. Additionally, the applicant should briefly describe why the amount requested is logical, given the organization's recent operating budgets.

3. Objectives and Need for Assistance: (10 Points)

Need of faith-based and community organizations to be served (5 points). The application should describe how the project addresses vital needs of the faith-based and community organizations that will be provided sub-awards and technical assistance.

Need of communities served (5 points). The application should describe how the faith-based and community organizations that will receive technical assistance and sub-awards serve vital needs in their communities.

4. Geographic Location: (10 Points)

ACF envisions that most CCF-funded intermediary organizations will be located in the same communities as the faith-based and community organizations that they serve. Organizations that provide technical assistance through single or short-term contacts (such as a nationwide series of conferences) are not encouraged to apply, and proposals for nationwide projects are not recommended. The application should include:

- A description of the precise region to be served, including the boundaries of the area, and the rationale for proposing the geographic area. Maps or other graphic aids may be included.
- Information about the experience and capability of the applicant to address the needs of faith-based and community organizations in the proposed region.
- A detailed description of the population served by faith-based and community organizations in the proposed area. The narrative should display an intimate knowledge of the population in the target area, including statistics and facts that convey an understanding of the unique needs of the population in the area.

5. Staff and Position Data: (10 Points)

The application should include a listing of key positions required to carry out the project, the individuals proposed to fill the positions, and a detailed description of the kind of work they will perform. The staff should have not only good technical skills, but also a record of working with faith-based and community organizations. The application should provide evidence of the staff's skill, knowledge and experience in carrying out the sort of activities to be assigned to them and