

DC Department of Parks and Recreation

FY 2024 Eastern Market Metro Park Grant

Request for Applications (RFA)

RFA No.: DPR-EMMP-2023

Release Date:

Monday, February 12, 2024

Pre-Application Meeting Virtual

Tuesday, February 27, 2024

(Please register at <u>DPR.Grants@dc.gov</u> if you will be attending the pre-application meeting.)

Application Submission Deadline:

Tuesday, March 12, 2024 at 5:00 pm

Applications shall be submitted electronically through the Grants Management Portal, click here: Grant Management System

PAPER, LATE, OR INCOMPLETE APPLICATIONS WILL NOT BE ACCEPTED

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Section A: Funding Opportunity Description

Introduction

The Eastern Market Metro Park (EMMP) is a public space surrounding the Eastern Market Metrorail and abutting the historic Eastern Market and 8th St. Barracks Row corridors. The 2019 project improved park connectivity, enhanced transit access, increased green infrastructure and play space, and transformed the Metro Park area including the Department of Parks and Recreation (DPR) parkland into a thriving plaza that can support a multitude of diverse social activities at the center of the Capitol Hill community.

Background

DPR strives to enhance the quality of life and wellness of District of Columbia residents and visitors by providing equal access to affordable and quality recreational services, organizing programs, activities, and events, and building and maintaining safe and beautiful open spaces and recreational amenities.

One way that DPR accomplishes its missions is by enhancing the physical, mental, and social well-being of residents and visitors by providing quality, customer-focused leisure and learning opportunities in more than Four Hundred (400) safe parks and facilities. These leisure and learning opportunities are amply demonstrated through the quality, diversity, and quantity of programs that are available to DC residents.

DPR recognizes the need to look beyond traditional approaches to providing services and values the participation of other organizations to broaden DPR's outreach, expand its focus on holistic programming, and make more use of its recreation spaces.

Scope

Under DC Code § 10-302 (f) on an annual basis and by part B of subchapter XII-A of Chapter 3 of Title 1, the Department of Parks and Recreation:

(1) Shall issue a grant of not less than \$150,000 to an organization to plan, promote, and manage events and programs for the community in the new Eastern Market Metro Park. The organizer shall obtain permits, book talent, publicize programming, and supervise the site during events and clean-up.

Also, for Fiscal Year 2024, an additional one-time \$75K enhancement was made authorizing DPR "Park Policy and Programs Division to support the EMMP Grants to provide dedicated behavioral health and substance abuse outreach within EMMP." See 2024 LBA of 2023 (Act 25-161)(July 10, 2023). HAO-6 FY2024 Approved Operating Budget Changes.

The Department of Parks and Recreation is seeking organizations that can activate the DPR park space for DC residents and visitors with diverse pop-up recreation and leisure activities for all age groups, in support of DPR's mission to promote health and wellness; conserve the natural environment; and provide universal access to parks and recreation services.

Program Requirements

- 1. Program the EMMP with consistently scheduled outdoor fitness, athletics, arts and cultural, and wellness activities for diverse populations.
- 2. Host educational/instructional demonstrations for environmental, health, cooking, gardening, conservation, urban farming, and other leisure recreational activities.
- 3. Convene community walking and nature tours originating and ending at the EMMP.
- 4. Convene pop-up fitness event.
- 5. Health and Wellness activities.
- 6. Substance Abuse programming and outreach
- 7. Conduct participation outreach to the socioeconomic challenged group.
- 8. Provide adequate staff and clean up for safety.
- 9. Provide event and marketing, social media, and other co-branding materials with DPR's logo.
- 10. Programs SHOULD NOT INCLUDE any activities involving the direct supervision of children or youth.

Program Outcomes

The vendor will be responsible for achieving the outcomes for all enrolled participants. The outcomes should be outlined in the plan provided in the application and DPR must approve the documents associated with each outcome listed below:

Outcomes

Number of Outdoor Fitness and Cultural and Instructional activities for diverse populations offered

Number of Health and Wellness Events Including substance abuse outreach

Number of participants engaged in nature walks and other historical activities

General Requirements

- 1. Grantee must comply with laws, Executive Orders, and DPR policy as to emergency operations.
- 2. Grantee must maintain and provide documentation related to this program for 3 years after submission of the final payment. At any time before final payment and 3 years thereafter, DPR may have the Grantee's invoices, vouchers, and statements of cost audited. Any payment may be reduced by amounts found by DPR not to constitute allowable costs as adjusted for prior overpayment or underpayment. If the District has made all payments to the Grantee and an overpayment is found, the Grantee shall reimburse the District for said overpayment within 30 days, after written notification.
- 3. Grantees shall collect and report statistical information as requested by DPR, including individual-level data on enrollment, youth demographics, specific services provided, and participation in workshops and other program-specific related activities and outcomes.

- 4. Grantees will be required to participate in ongoing monitoring and evaluation activities led by the DPR-designated evaluator. These may include technical/virtual site visits, surveys, interviews, focus groups, administrative records review, and other data collection and evaluation strategies.
- 5. Grantees shall collect data regarding contact with persons with Limited English Proficient (LEP) and Non-English Proficient (NEP).
- 6. Grantees shall provide interpretation services and translation of vital documents for persons with LEP/NEP. All translated materials must have a DPR brand.
- 7. Grantees shall incorporate the provided DPR logos, taglines, identifiers, and/or other branding on all products, programs, activities, services, resources, and related property and materials funded by DPR.
- 8. Grantees shall attend and comply with all DPR meetings, onboarding training, requests, etc.

Target Population

All DC residents, with a focus on marketing to ensure participation by 1) socioeconomically disadvantaged groups, 2) racially and ethnically diverse groups, and 3) diverse age groups.

Reporting and Deliverables

The required program deliverables for the target groups are described below and should be submitted by the timeline below.

Items	Deliverables	Method of Delivery	Due Date
Item 1	Work Plan	Via email	Two weeks from Program Orientation
Item 2	Advertising Plan and Social Media Use	Via email	Two weeks from Program Orientation
Item 3	Event Schedule	Via email	Two weeks from Program Orientation
Item 4	Attendance Data and Outcomes from events	Via email	Monthly
Item 5	Monthly Status Reports	Grant Management System	Monthly by the 10th of the subsequent month

Item 6	Monthly Expenditure Report	Grant Management System	Monthly by the 10th of the subsequent month
Item 7	Closeout/Final Report	Grant Management System	30 days after the grant end date
Item 8	Invoices	DIFS System	Outlined in NOGA

The Grantee shall provide DPR with a final report as to programming, costs, and number of participants served. Reports shall include 1) photographs, 2) accounting, 3) narratives and explanation of programming, 4) brochures/marketing materials, and 5) data regarding participants and outcomes.

The Grantee shall keep accurate records of the program and the ongoing progress of the program activities.

All program reports and deliverables must be submitted per the schedule provided above and final program deliverables must be submitted to DPR no later than the end of the grant.

DPR is the sole owner of and controls all deliverables, reports, data, information, processes, procedures, or products by, for, or from this grant award. The Grantee must receive written permission from DPR to use or distribute any deliverable, report, data, information, process, procedure, or product by, for, or from this grant award, before the proposed use or distribution.

Source of Grant Funding

The funds are made available through District of Columbia appropriations. Funding for grant awards is contingent on the availability of funds and the quality of the applications. This RFA DPR does not commit DPR to make a grant award. DPR maintains the right to adjust the number of grant awards and grant award amounts based on funding availability and the quality of the applications. Grant funds shall only be used to support activities specifically outlined in the scope of this RFA, the DPR-approved application, and the Notice of Grant Agreement (NOGA), if awarded.

Anticipated Number of Awards

The grantor will review all proposal submissions for this RFA and will award one grant up to two hundred and twenty-five thousand dollars (\$225,000.00). No funding shall exceed this amount and funds will be awarded subject to 1) the execution of a written grant agreement, 2) any waiver required from the Executive approving the funds, if applicable, and 3) funding availability. A selected grantee shall not reasonably rely on the funds at any time before funds are remunerated.

DPR reserves the right to make additional awards or no awards pending the availability of funds and quantity and quality of applications.

Total Amount of Funding to be Awarded

The total amount of funding DPR anticipates being available for the award is up to two hundred and twenty-five thousand dollars \$225,000.00 of which \$75,000 is dedicated to substance abuse outreach.

Period of Performance

The "Eastern Market Metro Park" grant will operate until September 30, 2024.

DPR reserves the right to exercise single option years up to four additional years beyond the original performance period if funding is available in the designated option year and the Grantee has met the performance requirements of the grant.

Grant Making Authority

DPR maintains the right to issue grant awards via the "Parks and Recreation Grant-Making Authority Amendment Act of 2021" and other applicable Federal and local authorities. DPR also maintains the right to adjust the number of grant awards and grant award amounts based on funding availability and the quantity and quality of applications. Funding for the award is contingent on the availability of funds.

Rights and Responsibilities of DPR

- DPR reserves the right to accept or deny any or all applications if it determines it is in its best interest to do so. DPR shall notify the applicant if it rejects that applicant's proposal. DPR may suspend or terminate an outstanding RFA under its own grant-making authority or any applicable federal regulation or requirement.
- DPR reserves the right to issue addendum and/or amendments after the issuance of the RFA or to rescind the RFA.
- DPR may conduct pre-award technical/virtual site visits to verify information submitted in the application and to determine if the applicant's facilities are appropriate for the services intended.
- DPR may enter into negotiations with an applicant and adopt a firm funding amount or other revision of the applicant's proposal that may result from negotiations.
- DPR may use past performance data in determining an award if an applicant was awarded a previous grant or contract by DPR or the District of Columbia.

Section B: General Provisions

Eligibility Information

The eligibility criteria are as follows:

Applicants shall meet all applicable eligibility requirements listed in this RFA. Applications that do not meet eligibility will be considered unresponsive and will not be considered for funding under this RFA. Organizations that are eligible to apply for this grant include public and private non-profit and for-profit organizations with demonstrated effectiveness in providing the requested services and meeting the needs of the target population, including:

- Non-profit, community, and faith-based organizations
- Community colleges or other post-secondary institutions
- Private and for-profit service providers

Applicants shall be responsible organizations possessing the demonstrated ability to perform successfully under the terms and conditions of a proposed grant award. The provider may charge to the grant award only those costs that are consistent with the allowable cost provisions of the respective NOGA, including the guidelines issued by DPR and all applicable Federal and District laws.

In addition, all applicants must be current on payment of all Federal and District taxes, including Unemployment Insurance, and Paid Family Leave taxes, and Workers' Compensation premiums. Applicants cannot be listed on any federal or local excluded parties' lists.

Other eligibility criteria include:

- Commission to operate in the District of Columbia
- Valid and current DC Business License

Monitoring

Specific monitoring and progress report schedules will be established, agreed upon, and included in the NOGA. DPR staff is responsible for monitoring and evaluating the program and may also make periodic scheduled and unscheduled visits to program locations.

During technical/virtual site visits, Grantees are required to provide access to facilities, records, and staff, as deemed necessary by DPR for monitoring purposes. DPR monitoring may involve observation, interviews, and collection and review of reports, documents, and data to determine the Grantees' level of compliance with federal and/or District requirements and to identify specifically whether the Grantees' operational, financial, and management systems and practices are adequate to account for grant funds by federal and/or District requirements.

Audits

Grantees must maintain and provide documentation related to this program for three years after submission of the final payment. At any time before final payment and three years thereafter, DPR may have Grantees' invoices, vouchers, and statements of cost audited. Any payment may be reduced by amounts found by DPR not to constitute allowable costs as adjusted for prior overpayment or underpayment. If the District has made all payments to the Grantee and an overpayment is found, Grantees shall reimburse the District for said overpayment within thirty (30) days, after written notification.

Grantees shall establish and maintain books, records, and documents (including electronic storage media) according to Generally Accepted Accounting Principles and Practices, which sufficiently

and properly reflect all revenues and expenditures of grant funds awarded by the District under this solicitation.

Grantees shall grant reasonable access to DPR, the D.C. Auditor, any applicable federal department, the Comptroller General of the United States, or any of their duly authorized representatives to any books, documents, papers, and records (including computer records, or electronic storage media) of the Grantee that are directly pertinent to charges to the program, to conduct audits and examinations and to make excerpts, transcripts, and photocopies. This right of access also includes timely and reasonable access to Grantees' personnel for interviews and discussions related to such documents.

Any reports generated are the sole property of DPR. Grantees must receive prior written permission from DPR, to use or disclose any report or its contents.

Nondiscrimination in the Delivery of Services

In accordance with Title VI of the Civil Rights Act of 1964, as amended, and the District of Columbia Human Rights Act of 1977, as amended, no person shall be denied the benefits of or be subjected to discrimination under any program activity receiving government funds. Additionally, all vendor employees, volunteers, and staff must comply with the DC Mayor's Order on Sexual Harassment, https://mayor.dc.gov/page/mayor%E2%80%99s-order-2023-131

In accordance with the DC Language Access Act, individuals shall be provided equal access and participation in public services, programs, and activities held in the District of Columbia if they cannot or have limited capacity to speak, read, or write English.

Other Applicable Laws

The grantee shall comply with all applicable District and federal statutes and regulations and the Mayor's Order, as may be amended from time to time, including the list below.

- The Americans with Disabilities Act of 1990, 42 U.S.C. § 12101 et seq.
- Rehabilitation Act of 1973, 29 U.S.C. § 701 et seq.
- The Hatch Act, 5 U.S.C. § 7321 et seq.
- The Fair Labor Standards Act, 29 U.S.C. § 201 et seq.
- The Clean Air Act (Subgrants over \$100,000) 42 USC § 7401 et seq.
- The Occupational Safety and Health Act of 1970, 29 U.S.C. § 651 et seq.
- The Hobbs Act (Anti-Corruption), 18 U.S.C. § 1951
- Equal Pay Act of 1963, 29 U.S.C. § 206(d)
- Age Discrimination Act of 1975, 42 U.S.C. § 6101 et seq.
- Age Discrimination in Employment Act of 1967, 29 U.S.C. § 621 et seq.
- Title IX of the Education Amendments of 1972, 20 U.S.C. § 1001 et seq.
- Immigration Reform and Control Act of 1986, 8 U.S.C. § 1101 et seq.
- Executive Order 12459 (Debarment, Suspension and Exclusion)
- Medical Leave Act of 1993, 5 U.S.C. § 6381 et seq.
- Lobbying Disclosure Act of 1995, 2 U.S.C. § 1601 et seq.
- Drug-Free Workplace Act of 1988, 41 U.S.C. § 8102 et seq.)
- Assurance of Nondiscrimination and Equal Opportunity as found in 29 CFR § 34.20

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- District of Columbia Human Rights Act of 1977, D.C. Official Code § 2-1401.01 et seq.
- Title VI of the Civil Rights Act of 1964, 42 U.S.C. § 2000d et seq.
- District of Columbia Language Access Act of 2004, D.C. Official Code § 2-1931 et seq.
- Living Wage Act of 2006, D.C. Official Code § 2-220.01 et seq.
- DC District of Columbia Municipal Regulations Title 27 Chapter 19 Section 1905 through Section 1907
- Universal Paid Leave Amendment Act of 2016, D.C. Official Code § 32-541.01 et seq.

Section C: Application Format

Applicant Profile

Each application must include an Application Profile, which identifies the applicant's type of organization, program services, and the amount of funds requested.

Applicant Summary

Each application must include an Application Summary. This section of the application must summarize the major components of the application.

Program Narrative

The applicant must provide a full description of how the program will be carried out by responding to the application requirements in Section D. The three (3) main components of the program narrative are:

- Organizational Profile
- Participant Profile
- Program Description

Itemized Budget and Budget Narrative

All applicants must submit an itemized budget and a budget narrative for all funds requested. The budget narrative should serve as an independent document that clearly outlines all proposed expenditures for the grant. Budget narratives must detail how funds will be expended toward the program.

The itemized budget can include the following items:

- Personnel
- Fringe
- Equipment
- Materials & Supplies
- Contractual Services
- Indirect Costs

Section D: Program Narrative

Program Narrative

This section applies to each of the strategic categories and is where you clearly describe your proposed program in detail. Please ensure that you include each of the following:

Organization Profile

- State the mission of your organization.
- Describe the history of your organization (year founded and by whom) and its size (budget and staff).
- Describe the experience your organization and staff have to deliver the proposed program.

Participant Profile

- Describe the number of participants your organization will serve under this grant.
- Describe your experience working with the targeted population.
- Describe how your organization plans to recruit participants for this grant.

Program Description

- How will your organization deliver high-quality, structured programming in response to the requirements outlined in this RFA? (See Section A).
 - Outdoor fitness, arts and cultural, and instructional activities for diverse populations offered.
 - o Health and wellness events.
 - Incorporation of the neighborhood into nature walks or other activities that are historically significant to DC and proposed work with community partners.
 - Sufficient level of detail in the proposed plan on staffing, execution, and reporting outcomes.
 - Clean up and trash mitigation and removal plans.
 - o Plans for a safe and supervised environment.

Describe how your organization has historically provided the following programming or services.

• Describe how your organization will meet the performance deliverables outlined in this RFA. What specific activities, strategies, and projects will youth be engaged in throughout the program?

Section E: Application Review and Scoring

Review Panel

A review panel will be composed of a minimum of three individuals who have been selected for their unique experience and expertise in workforce and business development, data analysis, evaluation of programs and past performance, and social services planning and implementation.

The review panel will review, score, and rank each application using the Technical Rating Scale in Table 1 against the established Scoring Criteria in Table 2.

Table 1: Technical Rating Scale

Technical Rating Scale			
Numeric Rating	Adjective	Description	
0	Unacceptable	Fails to meet minimum requirements, (e.g., no demonstrated capacity); major deficiencies which are not correctable; Applicant did not address the factor	
1	Poor	Marginally meets minimum requirements; major deficiencies which may be correctable	
2	Minimally Acceptable	Marginally meets minimum requirements; minor deficiencies which may be correctable	
3	Acceptable	Meets requirements; no deficiencies	
4	Good	Meets requirements and exceeds some requirements; no deficiencies.	
5	Excellent	Exceeds most, if not all, requirements; no deficiencies.	

The technical rating is a weighting mechanism that will be applied to the point value for each scoring criterion to determine the applicant's score for each criterion. The applicant's total technical score will be determined by adding the applicant's score in each of the four scoring criterion sections below. For example, if a scoring criterion has a point value range of zero (0) to forty (40) points, using the Technical Rating Scale above, and the District evaluates the applicant's response as "Good," then the score for that criterion is 4/5 of 40 or "32" points.

Scoring Criteria

The review panel will review all applications that pass an initial internal checklist of required application components. Responsive applications will be evaluated strictly by the requirements stated in this RFA.

Each reviewer will independently review and objectively score applications against the specific scoring criteria outlined in Table 2, based on a 100-point scale.

•	Organization Profile	20 points
•	Participant Profile	20 points
•	Program Description	40 points
•	Budget and Budget Narrative	20 points

Table 2: Scoring Criteria

ITEM	SCORING CRITERIA	Pts.
1	Organization Profile	20

	 The extent to which the applicant has stated the mission of the organization. The extent to which the applicant has described the history of the organization (year founded and by whom) and its size (budget and staff). The extent to which the applicant has demonstrated the experience of the staff to effectively deliver the proposed program. 	
2	 Participant Profile The extent to which the applicant has described the number of participants that will be served under this grant. The extent to which the applicant has described their experience working with the targeted population under this grant. The extent to which the applicant has described how they will recruit participants for this grant. 	20
3	 Program Description The extent to which the applicant has identified and described how the organization will deliver high-quality, structured programming in response to this RFA. (See Section A). The extent to which the applicant describes how their organization has historically provided programming or services. The extent to which the applicant describes how their organization will meet the performance deliverables outlined in this RFA. What specific activities, strategies, and projects will participants be engaged in throughout the program? 	40
4	 Budget and Budget Narrative The extent to which the applicant provides a clear explanation of how the budget amount is derived. The extent to which the applicant has allocated the funds (i.e., salaries, supplies, training materials, etc.). 	20
ТОТА	L POINTS	100

Section F: Application Submission Information

How to Request an Application Package

- The application package is posted at: http://opgs.dc.gov/page/opgs-district-grants-clearinghouse
- Application package can also be found at <u>www.DPR.dc.gov</u>

Application Preparation

DPR shall not be liable for any costs incurred in the preparation of applications in response to the RFA. Applicant agrees that all costs incurred in developing the application are the applicant's sole responsibility.

Submission Date and Time

To be considered for funding, complete applications and attachments (see Section I) must be received electronically via <u>Grant Management System</u> no later than, March 12, 2024, at 5:00 pm. EST. Applications received after 5:00 p.m. EST <u>will not</u> be considered for funding.

Section G: Award Administration Information

Award Notices

Each Applicant, whether successful or unsuccessful, will receive notification of the final decision on the application. Letters of notification or any other correspondence addressing selection for award do not provide authorization to begin the program.

Applicants who are selected for funding may be required to respond satisfactorily to conditions that may be placed on the application before funding can proceed. DPR may enter negotiations with an Applicant and adopt a firm funding amount or other revision of the application that may result from negotiations.

The NOGA sets forth the amount of funds granted, the terms and conditions of the award, the effective date of the award, the budget period for which initial support will be given, and the total program period for which support is awarded. The NOGA shall be signed by the DPR Director or designee. The NOGA will be sent to the Applicant's contact who is authorized to sign the NOGA and reflects the only authorized document. The NOGA will be sent before the start date and a meeting between Grantee and DPR will occur shortly after the NOGA is fully executed. All awardees will be held to a minimum level of effort to effectively execute the grant and meet the designated goals and deliverables outlined in this RFA. More specifics on the "minimum level of effort" will be specified in the NOGA.

Appeal

To ensure a fair and equitable appeals process, all responsiveness determination and grant award appeals will be reviewed and decided **solely** by the DPR General Counsel. Appeals must be in writing and addressed to: DPR General Counsel, 1275 First Street NE, 8th Floor, Washington DC 20002. Appeals of the responsiveness determination must be received by the General Counsel within ten business days of the responsiveness determination notice.

If an applicant communicates with program staff regarding an appeal of the responsiveness determination and grant award, the appeal may be dismissed with prejudice, and the applicant may be precluded from consideration for future grant opportunities.

Appeals must contain the basis for the appeal request and identify any factors that oppose the responsiveness determination and grant award. The appeal process will consider the submitted application and the responsiveness determination grant award. Additional information not included within the original submitted application will not be considered during the appeal process, unless specifically requested by the DPR General Counsel. The DPR General Counsel may coordinate a meeting to address the appeal. The General Counsel will issue a written appeal decision. The decision of the General Counsel may only be overturned by the DPR Director.

Grantees' Program Compliance

Before the start of the program, Grantees must complete the following:

• DPR Orientation

Program Launch

Before Grantee can begin programming, they must receive official documentation from the Grants Division of Public Engagement & Strategy.

The total amount of the grant award shall not exceed the amount specified within the Grant Agreement. There are three (3) payment categories listed below each representing a specific percentage of the total grant amount:

Payment #1 – Base Amount	Payment #2	Payment #3
50%	25%	25%

Payment #1: – Base Amount:

The base payment is contingent on successful completion of the following:

- Orientation
- Work Plan
- Required Insurance coverage

Payment #2:

This payment structure will be determined in the Notice of Grant Award based on the services provided.

Payment #3:

This payment structure will be determined in the Notice of Grant Award based on the services provided.

If Grantees do not comply with the NOGA, applicable federal and District laws and regulations, the NOGA may be terminated, or the award amount reduced for underperformance or non-performance at the discretion of the Grant Monitor and/or Grants Officer.

Anti-Deficiency Considerations

Grantees must acknowledge and agree that the commitment to fulfill financial obligations of any kind under any provisions of a grant award, or any subsequent award shall remain subject to the provisions of (i) the federal Anti-Deficiency Act, 31 U.S.C. §§1341, 1342, 1349, 1351, (ii) the District of Columbia Anti-Deficiency Act, D.C. Official Code §§ 47-355.01-355.08 (2001), (iii)

D.C. Official Code § 47-105 (2001), and (iv) D.C. Official Code § 1-204.46, as the foregoing statutes may be amended from time to time, regardless of whether a particular obligation has been expressly so conditioned.

Section H: Contacts
LaShaun N. Basil
Grant Management Specialist
Lashaun.basil@dc.gov

Section I: Additional Documents Required for Submission

The following documents are also required to be included in your grant submission. An application with the below-required documents will be deemed non-responsive and will not be eligible for the award.

Documents provided by DPR:

- Statement of Certification
- Non-Closure Document
- Disclosure Document
- Lobbying; Debarment, Suspension and Other Responsibility Matters; and Drug-Free Workplace Requirements Form
- Living Wage Act of 2006 Certification Form
- Waiver, Hold Harmless, Background Check and Insurance Agreement

Documents to be provided by the applicant:

- Valid DC Business License
- Clean Hands Certificate
- Itemized Budget
- Insurance Certificate
- Staffing Plan
- Resume