



January 19, 2023

TO ALL INTERESTED APPLICANTS:

The Fulton-DeKalb Hospital Authority (FDHA) seeks interested organizations to apply for the fiscal year 2023 Community Innovation Project (CIP) cooperative agreement for the period March 1, 2023, through December 31, 2023. Non-profit organizations and entities that serve the community, residing in Fulton and DeKalb Counties, Georgia are eligible to apply. This is a competitive cooperative agreement opportunity.

The Request for Applications (RFA) announcement is attached. The RFA outlines the requirements for the FY 2023 project year. The FDHA respectfully requests that careful consideration and planning be made to ensure the maximum reach and impact of our efforts. Please submit a typed, signed-in-blue-ink, unbound original application and **four copies** in accordance with the request for application instructions. **Applications must be physically in The FDHA office by Wednesday, February 15, 2023; no later than 3:30 PM.** Applications will only be accepted by way of U.S. Mail, courier express mail, or hand delivery to the address provided in the RFA instructions. In addition to the hard copies of the application, we are requesting that an electronic copy of the entire application be sent to: communityinnovationprojects@thefdha.org

Also, a virtual pre-application training session will be held for interested applicants on **Wednesday, January 25, 2023 from 10:00am-11:30am**. It is highly recommended that interested applicants attend this session.

Interested applicants should email all questions or comments to communityinnovationprojects@thefdha.org. Thank you for your interest.

Sincerely,

Christine J. Wiggins,
Vice President, Community Health Systems
The Fulton DeKalb Hospital Authority

Enclosure

cc: Jevon Gibson, CEO, The Fulton DeKalb Hospital Authority

Technical Assistance on the Request for Application

It is strongly recommended that all applicants attend the pre-application training session to review the application process and reporting requirements. It is suggested that at least one (1) staff who will work closely with the program attend the session.

Technical assistance will be offered during this training session to address any questions regarding the posting of this funding announcement.

The pre-application training session will be held on the date and time listed below:

Date: Wednesday, January 25, 2023

Time: 10:00am – 11:30am

Location: Virtual (Zoom)

Join Zoom Meeting

<https://us02web.zoom.us/j/87285119452?pwd=T3Y0OXIUR2NRdGVBTepLSmM5MFhuQT09>

Meeting ID: 872 8511 9452

Passcode: 634071

One tap mobile

+13092053325,,87285119452#,,,*634071# US

Dial by phone: 1 309 205 3325 US

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REQUEST FOR APPLICATIONS (RFA)
COMMUNITY INNOVATION PROJECT (CIP)
The Fulton DeKalb Hospital Authority
January 2023

A. BACKGROUND:

The FDHA was established to ensure that all residents of Fulton and DeKalb Counties have fair and equitable access to quality health care regardless of their social and/or economic condition. Our mission is through collaboration with Grady Health System and innovative strategies, we will improve health outcomes in Fulton and DeKalb Counties. We strive to promote health and wellness by actively seeking opportunities to strengthen the continuum of prevention and care resources available to residents of Fulton and DeKalb Counties. Working collaboratively with Grady and a cadre of committed community partners, we are focused on closing the gaps in our health ecosystem. As a hospital authority, a large subset of our efforts centers around ensuring that the under resourced and underserved residents of Fulton and DeKalb are connected to quality prevention and care services and resources.

As a quasi-governmental agency, The FDHA provides oversight and support for Fulton and DeKalb Counties' interests in the provision of quality healthcare through the Grady Health System. The FDHA is the material owner of Grady facilities and has a vested interest in the overall performance of the health system and its responsiveness to the healthcare needs of the residents of Fulton and DeKalb Counties.

B. STATEMENT OF NEED

According to U.S. Census 2020 data, Fulton and DeKalb Counties are the number one and number four most populated counties in Georgia. Racial and ethnic minorities comprise more than half the population in both counties, and the median age of residents is 35.2 years and 35.5 years respectively. While approximately 13% of Fulton County residents live below the federal poverty level compared to 16% of DeKalb County residents, the same is true as it relates to the percentage of uninsured adults 18-64 in both counties (13% and 16% respectively). Furthermore, as it relates to emergency room visits, Georgia Department of Public Health's Online Analytical Statistical Information System (OASIS) reported that in 2021 there were 3,210 emergency room visits due to diabetes in Fulton County, and 2,137 visits in DeKalb County. Additionally, there were 11,146 emergency room visits because of major cardiovascular diseases in Fulton County and 8,760 in DeKalb County. Lastly, there were 14,439 emergency room visits for mental and behavioral disorders in Fulton County and 7,887 for DeKalb County residents. With statistics such as these, The FDHA understands the need to enhance the network of cross sector partnerships that exist in Fulton and DeKalb Counties, with the purpose of having a greater impact on the overall health ecosystem in the region.

A **health ecosystem** is the network and physical environment of an individual that impacts their overall health and well-being. The health ecosystem in Fulton and DeKalb Counties, as well as other counties throughout Georgia, has been challenged and strained the last few years. Several factors have contributed to this strain, but specifically COVID-19, a rise in chronic conditions,

mental health issues, and most recently the closure of two major hospitals in economically and socially disenfranchised areas have made things drastically worse.

Within the health ecosystem are the conditions in the environments where people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks (better known as the **social determinants of health**). Conditions such as an increase in the cost in housing and transportation, food insecurity and educational challenges in the K-12 school systems, are just a few examples of how the health and well-being of county residents are being challenged daily. The health and social service industries are experiencing a burden that is unknown to modern times, creating an unhealthy infrastructure that cannot be sustained. Therefore, there is a need for community stakeholders to leverage available resources and create a stronger safety net and resource network for the residents in Fulton and DeKalb Counties. Evidence suggests that when partnerships among SDOH providers is coordinated and well-funded, they are more likely to show positive results and improve health outcomes.

The FDHA has selected three core priority areas to focus on for a three-year period (2023-2026)- Access to Care, Social Determinants of Health, and Mental Health. **This RFA will specifically focus on the Access to Care and Social Determinants of Health priorities.**

It is for the reasons mentioned above that The FDHA is committed to partnering with community-serving organizations to improve the lives of the residents in Fulton and DeKalb Counties and to serve as a facilitator in changing the current health and social service landscape.

The target audience for this opportunity include the economically and socially disenfranchised, racial/ethnic minorities, those who have chronic conditions or are at risk of chronic disease, pregnant women, seniors, those who have or are at risk for HIV/STD, those who have or are at risk for cancer.

C. ELIGIBILITY AND AWARD INFORMATION:

The following information outlines the criteria that is required for an organization to be eligible for a CIP cooperative agreement, as well as the structure of the cooperative agreement awards:

1. Eligibility Information

- a. Community organizations with a physical business address located within Fulton County or DeKalb County, Georgia and have a non-profit organizational status are eligible to apply for the CIP cooperative agreement.
- b. Letters of support must be obtained from partnering organizations in the county(ies) where services are being proposed. Please see Section G for more information on letters of support.
- c. Applicants **must** include a Certificate of Existence with Georgia State Government in the proposal. A Certificate of Existence can be obtained by requesting it from the Secretary of State.

2. Award Information

The FDHA will provide funding for up to 8 organizations in Fulton County and DeKalb County for a 3-year period. Awards will be issued as cooperative agreements, a form of grant that allows for substantial involvement from the issuing agency (The FDHA), to ensure project goals are being met and align with the overall strategic priorities for the organization.

Substantial involvement by The FDHA may include but is not limited to the following functions and activities:

- a. Review and approval of workplan and budgets before work can begin on a project during the identified funding period; or when a change in scope of work is proposed.
- b. Any publications (pamphlets, posters, fliers, media messages, etc.) created using project funds must be forwarded to The FDHA for review and comment prior to publication, to ensure consistency with The FDHA priorities.
- c. If staffing or contract changes happen during the project period, The FDHA project manager must be notified within 15 days of the change.
- d. In accordance with applicable laws, regulations, and policies, the authority to take corrective action if detailed performance specifications (e.g. activities in this funding guidance; approved work plan activities; budgets; performance measures and reports) are not met.

Funding awards will not be less than \$25,000 and will not exceed \$75,000. Applicants should submit a project proposal and budget which reflects this funding range.

Continued funding after the first year will depend on an acceptable continuation application, a justified declaration of continued need, satisfactory program performance in the previous year and, a decision that funding is in the best interest of The FDHA.

D. PROGRAM COMPONENTS

The purpose of the CIP is to provide funding support and technical assistance to community serving organizations interested in strengthening the health ecosystem in Fulton and DeKalb Counties. To strengthen the health of the community, a focus on providing preventive services over treatment must be imbedded into all outreach and engagement methods. To achieve this focus, CIP recipients must identify how the following components will be utilized to reach various target audiences.

The four program components are:

1. Screening and Testing
2. Education
3. Linkage to Services
4. Community Engagement

Screening and Testing

CIP recipients will use evidence-based or best practice screening and testing methods to evaluate an individual's overall health, wellbeing, and social determinants or environmental factors that impact one's health.

Example 1: Conduct a chronic disease prevention screening or testing events within a specific target population or neighborhood.

Sample Activities:

- *Identify evidence-based or best practice screening and testing tools for various health conditions and social factors. Examples are risk factor assessments and/or diagnostic testing for chronic diseases (ex. hypertension, diabetes, obesity, etc.), mental health, maternal and child health, HIV and STD, and social determinants of health*
- *Identify locations to offer consistent screening and testing opportunities for the target population.*

Education

CIP recipients will share health and social service-related information with the target population and other stakeholders to improve the overall health and well-being of that population.

Example 2- Participate in a multisector local coalition meeting and educate stakeholders about the importance of health in all policies related to community spaces, workplaces, and other non-traditional health spaces.

Sample Activities:

- *Participate in community coalitions and conversations to disseminate information and collaborate with local leaders. Provide information on how to best reach target populations, recommend locations, time of day, and methods of presentation that work best.*
- *Host and/or participate in events that bring together other community-serving organizations to provide resources and education to target populations.*
- *Find innovative ways to disseminate health and social service-related information to target populations via various information channels such as paid media, social media, websites, text messaging, email, newsletters, presentations, etc.*
- *Provide technical assistance to other community-serving organizations regarding community outreach and engagement.*

Linkage to Services

CIP recipients will serve as a resource link for additional health and social services available in Fulton and DeKalb Counties. Linkage to services involves connecting community members to needed health and social services.

Example 3- Connect individuals to transportation services for medical appointments. Track the number of individuals who are referred for transportation services and those who actually attend their appointments.

Sample Activities:

- Partner and collaborate with various functions of Grady Health System to provide linkages to health services.
- Identify ways to effectively connect with social service agencies (housing, transportation, food and nutrition, job placement, etc.) to provide needed resources to target populations.
- Identify gaps in services for the target population and provide innovative solutions to address these issues.

Community Engagement

CIP recipients will identify opportunities to engage and coordinate with the community residents and leaders to sustain outreach efforts.

Example 4- Host a townhall meeting and invite local leaders to hear input from residents about how to make the community safer and healthier. Follow up with local leader(s) by assisting with the implementation of suggested ideas.

Sample Activities:

- Establish or participate on a council, board, workgroup, or coalition geared towards addressing the health and/or social needs of the target population.
- Evaluate the effectiveness of current outreach and engagement efforts; develop innovative ways to improve efforts.
- Seek other State, Federal, and Private (e.g. foundations, philanthropic organizations) funding to ensure local sustainability of outreach efforts.
- Continuously share the needs of the target population with local representatives and stakeholders, along with recommendations to improve outcomes.

E. PROGRAM AND FISCAL REPORTING REQUIREMENTS

Program: Each CIP grantee will be expected to comply with the following operational and reporting guidance:

1. **Program Focus Areas:** Program activities, goals, and objectives **must** seek to address one or more of the following focus areas: Access to Care, Mental Health, Social Determinants of Health, Chronic Disease, Maternal and Child Health, HIV and STD, and Cancer.

2. **Target Audience:** Program activities, goals and objectives **must** reach the following groups in Fulton and DeKalb Counties: the economically and socially disenfranchised, racial/ethnic minorities, those who have chronic conditions or are at risk of chronic disease, pregnant women, seniors, those who have or are at risk for HIV/STD, those who have or are at risk for cancer.
3. **Progress Reports:** Program sites will submit quarterly statistical and narrative reports of progress towards action plan goals. The narrative report should highlight activities and accomplishments as well as any difficulties or barriers in attaining target goals for that quarter. Also, a plan of action of how the Program Site will overcome any barriers that were reported for the quarter should be stated. Copies of fliers of events, attendance records, any culturally appropriate or translated materials developed, pictures, screenshots from social media, and agendas developed for programs and coalition/committee meetings should be included in the narrative report.
4. **Reporting System:** Program sites must agree to participate in the electronic reporting system. This system allows the grantee to document activities completed, progress on performance measures, and evaluation of outcomes/impact of the proposed program.
5. **Action Plan:** Be able to demonstrate the implementation of the proposed work on an action plan template.
6. **Meetings:** Program sites must attend/participate in standing meetings with The FDHA and other project partners.
7. **Site Visits:** At minimum, one (1) site visit will occur, and staff will need to be available to answer questions, demonstrate program workflow, and review procedures and program materials with The FDHA staff.
8. **Operational Office:** Applicants must identify and maintain an operational office within Fulton and/or DeKalb County, Georgia. Home offices are not authorized. All official records must be maintained at this location for site visits and audits.
9. **Nonprofit Status:** Applicants must provide a copy of (a) IRS nonprofit determination for your organization, (b) IRS Form 990, (c) financial statement and (d) most recent audit report.

Fiscal: Each grantee will be expected to comply with the fiscal guidance for this cooperative agreement:

1. **Budget:** Submit a 10- month line-item budget and an accompanying budget narrative that explains in detail how each line-item budget figures are estimated.
2. **Fiscal Reports:** A fiscal report should be provided on a quarterly basis reflecting the spend down of awarded funds for the year.

3. **Available Funds:** Program funds will be made available each year for 3 years, based on program performance, and timely submission of program and fiscal reports.
4. **Payment Terms and Process:** Successful applicants are eligible for an advance of 25% of the total grant award. Subsequent funds will be provided upon receipt of expense report, payment request and accompanied with timely progress reports on performance measures.
5. **Personnel:** Program funds used for personnel, contractors, consultants, subgrantees, etc. should be reasonable based on the program design. Program funds should be directed towards maximizing programmatic services and materials versus salaries, clinical services, and promotional materials.
6. **Accounting System:** Applicant should have the appropriate accounting/file storage/grant management systems in place to receive and account for grant funds.
7. **Administrative Costs:** For CIP awards, no more than 5% of the program budget should be used for administrative costs. This is to ensure that maximum funds are dedicated to direct program services.
8. **Certificate of Existence:** Applicants **must** include a Certificate of Existence with Georgia State Government in the proposal. A Certificate of Existence can be obtained by requesting it from the Secretary of State.

F. APPLICATION OUTLINE AND CONTENT

The application must contain the following **Sections 1-7** in succession using the specifications below:

1. **The Format:**

The CIP application should be no more than 10 pages long (not including budget pages, appendices, and written budget narrative justification), if submitting for one jurisdiction. If an applicant is submitting an application to provide services in two jurisdictions, the application should be no less than 14 pages and no more than 20 pages long.

The application should be 12 pt font Times New Roman, 1-inch margins, and each page numbered sequentially.

2. **Cover Letter:**

Place on your organization's letterhead a detailed cover letter that states your intent to apply for funding consideration. The purpose of the cover letter is to introduce the organization and the application. The authorizing official should sign and provide the contact name, title, email and phone number for CIP point of contact. The federal tax identification number should also be provided.

3. **The Narrative:**

The narrative section should be able to stand alone in terms of depth of information. This section should be succinct, self-explanatory, and well organized so that reviewers can understand the proposed program. It is strongly recommended that recipients follow the outline below when writing the narrative. The narrative should be written as if the reviewer knows nothing or very little about community outreach and engagement initiatives, specific to the target groups previously mentioned.

a. **CIP Narrative**

Provide a detailed description of how CIP funds will be used to implement the goals, objectives and performance standards. Present your program's plans to achieve the goals/objectives established by The FDHA, before the end of the project year. All performance standards must be achieved by the end of the project year.

b. **Applicant's Organizational Capability and Personnel:**

Provide a narrative outlining the organization's experiences and abilities to account for/manage the proposed grant and to provide services to the identified target group(s). Include information regarding the organization's ability and experiences in promoting community health, the agency's background, structure, mission, and current and past performances with similar grants. Provide the most recent audit report if your organization received public funds over \$100,000 annually in the last three years. Additionally provide the names, position titles, education, experience and resume of the proposed CIP Program Manager, outreach workers, consultants and all others who will be paid by CIP funds. Describe the role and responsibilities of each person. Identify who will be responsible for financial management, submission of fiscal forms for your organization.

c. **Community Experience**

Provide a summary of your organization's experience providing services in Fulton and/or DeKalb Counties and experience working with any of the target groups previously mentioned. Summarize specific activities that have occurred, and the outcomes of the activities performed in conducting outreach to each group during past years.

d. **Description of Target Community/Neighborhood:**

Describe the geographic area to be served where work is to be performed and explain why services are needed. Provide a demographic description of the target community which may include but is not limited to:

- (1) Race and ethnicity
- (2) Age group (0-18; 18-34; 35-64; 65+)
- (3) Gender (male, female, other- please specify)
- (4) Income levels
- (5) Insurance status (Insured, uninsured, underinsured)
- (6) Zip code

G. FY 2023 Program Goals, Objectives, and Performance Measures

The application should describe specific, measurable, achievable, realistic, and time-phased (SMART) project activities for each objective described in the application's project plan. Objectives are steps towards accomplishing your goal, they are narrow, precise, tangible, and can be measured. They identify the target audience or community being served and they need to be realistic and capable of being accomplished within the grant period. The application should include measurable goals and aims based on a three (3)-year research project period. Please identify the total number of participants to be reached in total and in Years 1, 2, and 3. Please note, funded programs must engage approximately 25% of the target participants by the end of Year 1, 50% of participants by the end of Year 2, and 100% of participants by the end of Year 3. This section of the project narrative must clearly identify the measurable outcome(s) that will result from the project. (NOTE: The FDHA will not fund any project that does not include measurable outcomes).

This section will also describe how the project's effectiveness will be measured: what will be measured, how will it be measured, and when it will be measured. You should describe how the outcome(s) will be measured and reported. "Measurable outcome" is an observable end-result that describes how a particular intervention benefits consumers. Measurable outcomes are planned evaluation of an aspect of the program that can be measured to determine a result, quantifiable outcomes are expressed as an amount, quantity, or numerical value. It demonstrates the functional status, mental well-being, knowledge, skill, attitude, awareness or behavior. It can also describe a change in the degree to which consumers exercise choice over the types of services they receive, or whether they are satisfied with the way a service is delivered. Please list measurable outcomes addition to any discussion included in the narrative. Please include any potential obstacles to implementing the program performance evaluation and plan to address those obstacles. Be sure to include a logic model of your proposed program.

A detailed description of how the applicant will achieve the following programmatic objectives is required in your narrative.

Applicants must select at least one (1) objective. Selecting more than one objective is also allowable.

1. **Goal Statement:**

The goal of the CIP is to create a sustainable and well-functioning network of care to improve the health ecosystem in Fulton and DeKalb Counties.

2. **Measurable Objectives:**

Objective 1: To improve access to care in Fulton and DeKalb Counties by strengthening care coordination and integrated wellness approaches through strategic partnerships with health systems, clinics and care providers by 2026.

Performance Standard 1.1: Number of people connected to health and wellness resources (by target population)

Performance Standard 1.2: Number of linkages made to Grady Health Services

Performance Standard 1.3: Number of linkages made to other healthcare providers

Performance Standard 1.4: Number of new partnerships with health systems, clinics, and care providers

Objective 2: To increase the linkage of services between community-based organizations, health systems, clinics, and healthcare providers to social service agencies by 2026.

Performance Standard 2.1: Number of partnerships with social service agencies by agency type (ex. transportation, housing, education, etc)

Performance Standard 2.2: Number of individuals connected to SDOH resources

Performance Standard 2.3: Number of referrals that were completed (the individual received and utilized the referral)

H. SUPPORTING DOCUMENTATION

1. **CIP Action Plan-** The plan must contain SMART program goals, objectives, proposed activities, and evaluation methods geared towards the identified target population(s). The action plan seeks to address the questions of how you will carry out your activities and services to the community. The action plan developed will assist the applicant in providing a blueprint for the proposed activities. It will also serve as an administrative tool to evaluate whether performance is achieved.

The Action plan should do the following:

- a. Describe specific actions for the racial/ethnic group that will be undertaken to achieve each objective and list specific dates for completion of each task. Task or activity should relate to the objectives listed above.
- b. Describe how you will do the following action steps:
 - i. collect activity data
 - ii. monitor process [did the activities take place and how effective were they]
 - iii. present outcome [how did the target group benefit from the activity]
 - iv. evaluate program success/progress

Objectives:	The objective column should list objectives to achieve the stated program goals (refer to the goals, objectives and performance measures listed in Section G).
Activities:	The activities column should list the proposed activities planned to meet the goals and objectives.
Resources:	Identify the resources needed to support the activities.
Estimated Completion Dates:	The dates should give an estimate of when the proposed activity will be completed.
Target Groups Reached:	Each activity should target one or more racial/ethnic groups.
Staff Person(s) Responsible:	A staff person should be designated as the lead or authority on each proposed activity.

2. **Budget Justification Narrative**– A budget narrative justifying each line item must be included. Budget justification must explain how the applicant intends to utilize the funding.
3. **Letters of Support: Partners and Stakeholders**- Included in this section of the application, there *must be at least three (3) letters of support or collaboration*, from established community stakeholders that the applicant has worked with in the past located in Fulton and/or DeKalb Counties. Each letter must be printed on the respective organization’s letterhead. Support letters should indicate the intent of the community stakeholder to collaborate with applicant on matters related to addressing community health. Letters of support are not acceptable from any affiliate associated with the primary applicant.

I. PAYMENT TERMS AND PROCESS:

Successful applicants are eligible for an advance of 25% of the total grant award. Subsequent funds will be provided upon receipt of expense report, payment request and accompanied with timely progress reports on performance measures. Payments will be made in the form of a check within 30 days of receipt and approval of required submitted documents.

J. APPLICATION SUBMISSION PROCESS AND DEADLINE:

Applications must be physically and electronically be in The FDHA office by: **Wednesday, February 15, 2023; no later than 3:30 PM.**

IMPORTANT: Submit one original unbound copy along with four (4) additional copies. In addition to the hard-copy of the application, we are requesting that an electronic copy of the entire application be sent to: communityinnovationprojects@thefdha.org

For additional information, please send an email to communityinnovationprojects@thefdha.org or call 404-489-1234.

The Fulton-DeKalb Hospital Authority
Community Innovation Project Application Checklist
FY 2023
Application Submission Deadline: February 15, 2023

The Fulton-DeKalb Hospital Authority (The FDHA) accepts only timely and completed applications for consideration of a Community Innovation Project (CIP) cooperative agreement. Your application will only be accepted if accompanied by all required documentation. It is your responsibility to ensure that all information is submitted with your application AND by the deadline stated. The checklist provided below is designed as an aid to guide applicants through the application process. Please include a completed copy of your CIP application checklist at the beginning of your application. Your application is considered incomplete if it does not include all that is mentioned in the checklist below OR does not include justification for missing documents.

Organization: _____

County: _____

Date of Submission: _____

Did the applicant) provide the following: If you chose no, please provide reasons why.

Cover Letter	Yes/No	Page #	Comment
Name of Project Director			
Phone Number			
Federal Identification Number			
Office in Jurisdiction			
Organization’s Financial & Status Background			
Proof of Audit if in receipt of < \$100,000 in 3-year period			
Financial Statement, Audit, or IRS 990 (circle one)			
IRS Non-profit Status			
Letter of Existence			
Application Content Section			
Format (no more than 10 pages, 12 pt font, 1 in margins)			
Abstract Page			
Program Narrative			
Organizational Capability and Personnel			
Community Experience and Partners			
Need: Specific Health Disparity(s) in Jurisdiction			

Description of Target Community			
Action Plan			
Detailed Action Plan			
Letters of Support			
Minimum of 3 community-based org. letters			
Primary Forms			
Budget Narrative Justification			

Submitted an electronic copy to FDHA	Yes	No
Is your application signed?	Yes	No

Applicant's Signature

Date

**For questions or comments, please email
communityinnovationprojects@thefdha.org**