REQUEST FOR PROPOSALS for

$aveUSA (a tax-time savings program) in

New York City, NY; Newark, NJ; San Antonio, TX; Tulsa, OK; and Savannah, GA

Part of the federal Social Innovation Fund

Selection will be made by a committee representing the Mayor's Fund to Advance New York City, the Center for Economic Opportunity, MDRC, and local partners

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Notice Regarding Public Disclosure: Please note that all information submitted in this procurement process may be made public if directed by the Corporation for National and Community Service (CNCS) or required by law. This may include the names of organizations that submitted proposals, contact information, summaries of proposals and budgets, reviewer ratings and comments, and other information.

SECTION I – TIMETABLE

A. Release Date of this RFP: October 1, 2010

B. Deadline for Proposals: October 29, 2010
Time: 3:00 pm EST
Attention: $aveUSA Program
Mayor's Fund to Advance New York
253 Broadway, 8th Floor
New York, NY 10007
E-Mail proposals: SIF@cityhall.nyc.gov
Subject: $aveUSA RFP

Please submit 9 hard-copies, one original, and an electronic version of your entire application including all attachments. Applicants must also submit a New York City Doing Business Data form available at:
http://www.nyc.gov/html/ceo/downloads/pdf/doing_business_qa.pdf

C. Deadline for Questions: October 15, 2010
Submit Questions via email to: SIF@cityhall.nyc.gov
Subject: $aveUSA RFP
Date FAQ will be posted: October 20, 2010

Substantive information and/or responses to questions will be posted on the CEO website under Social Innovation Fund (http://www.nyc.gov/ceo). Please visit this website regularly for additional information and any addendum to this application. Please note it is the responsibility of the applicant to review the page regularly for updates related to this procurement opportunity.

D. Site visits for proposal finalists: The Mayor's Fund will schedule site visits with each finalist for the week of November 15th, 2010.

E. Anticipated Start Date of Sub-grant: November 19th, 2010

F. Anticipated Date of Program Start-up: January 14, 2010

SECTION II – SUMMARY OF THE REQUEST FOR PROPOSALS

A. Purpose of the RFP:

Summary
The Mayor's Fund to Advance New York City is seeking appropriately qualified sub-grantees to establish and operate the $aveUSA program in New York City, NY; Tulsa, OK; San Antonio, TX; Newark, NJ; and Savannah, GA. This program helps low-income individuals and households save during the tax season through Volunteer Income Tax Assistance (VITA) program. The contract awarded from this RFP will be for five years from the Mayor's Fund's notice to proceed. Under this RFP, partners will be expected to offer the program during the 2011, 2012 and 2013 tax seasons, and provide follow-up services through December 31, 2013. Subsequently, research activities will continue for approximately two additional years.

Background on the Corporation for National and Community Service and the Social Innovation Fund
The Social Innovation Fund (SIF), an initiative enacted under the Edward M. Kennedy Serve America Act, targets millions in public-private funds to expand effective solutions across three issue areas: economic opportunity, healthy futures, and youth development and school support. The SIF aims to impact thousands of low-income families and create a catalog of proven approaches that can be replicated in communities across the country. Additional information on the SIF can be obtained from the website of the Corporation for National and Community Service (http://www.nationalservice.gov/about/serveamerica/innovation.asp).

The Mayor's Fund to Advance New York City and the NYC Center for Economic Opportunity (CEO) received an initial one-year $5.7 million SIF award to replicate five effective anti-poverty programs originally piloted by CEO. Each program will be operated in two or more of the following eight urban areas: Kansas City, MO; Memphis, TN; Newark, NJ; New York, NY; Northeastern Ohio; Savannah, GA; San Antonio, TX; and Tulsa, OK. The SIF is an annual fund subject to appropriation, and funding for these projects is subject to availability. The SIF is envisioned as a five-year project.

The Mayor's Fund is seeking qualified organizations in selected cities to deliver SIF program services and participate in evaluation activities. Organizations eligible to apply include not-for-profit organizations, states and local governments (and other political subdivisions), public schools, other educational institutions, tribes, as well as faith-based organizations.

The Mayor's Fund, Center for Economic Opportunity and MDRC
The Mayor's Fund, a not-for-profit organization that facilitates public-private partnerships, will serve as intermediary for this SIF collaboration to manage provider sub-grants and work with stakeholders to raise the required matching funds over five years. The programs will replicate innovative strategies piloted by the NYC Center for Economic Opportunity (CEO) founded by Mayor Bloomberg in 2006. CEO has

operated and evaluated dozens of innovative anti-poverty programs in support of the working poor, disconnected youth, and families with young children. These programs were developed in partnership with leading experts, City agencies, and more than 100 non-profit organizations.

CEO, the Mayor's Fund, and MDRC, a non-profit education and social research organization, will assist sub-grantees in partner cities with implementation and evaluation of the new programs. Building a national evidence base is a key element of the SIF and all programs (with the exception of Jobs-Plus) will undergo a random assignment evaluation.

This collaboration of the Mayor's Fund, Center for Economic Opportunity and MDRC is hereafter referred to as the "Mayor's Fund" and the project as the "CEO SIF".

For more information on each of the partners please visit the following websites:
Mayor's Fund at www.nyc.gov/fund
Center for Economic Opportunity at www.nyc.gov/ceo
MDRC at www.mdrc.org

The CEO SIF Programs
The programs all have promising evaluation findings and some have strong impacts measured by random assignment evaluations, but have not yet attained a significant place in mainstream public policy or as ongoing public-private enterprises. The SIF, with its emphasis on scaling up, embedding the programs within existing systems, and deeper evidence-building, offers an opportunity to pilot these innovations in multiple cities. Each city will implement one or more of the programs; and each participating city has made a mayoral and local private funding commitment.

The CEO SIF will bring together local governments, nonprofits, and funders with national evaluators to develop programs with broad policy potential and strong local support. The involvement of local government will help to align the programs with local context and priorities, strengthening the models and better ensuring their long-term relevance, influence on other related programming and policy, and sustainability.

Selected providers (also referred to as "sub-grantees") in each partner city will implement one or more of the following economic opportunity initiatives and participate in a national evaluation and learning network:

- **Jobs-Plus**. The place-based Jobs-Plus program addresses entrenched poverty among public housing residents by saturating developments with job and career support, community building, and rent incentives. In previous experimental pilots, residents' earnings continued to rise for three years after the program ended, outpacing the income of a comparison group. Providers will be selected to offer the Jobs-Plus model at public housing developments in New York City, San Antonio, and Tulsa.
- **Family Rewards**. Built on the success of programs in more than 20 countries worldwide, Family Rewards provides cash incentives to families for achieving

milestones that lead to better health, education, and employment outcomes, while improving human capital. Building on preliminary results from the New York pilot, the SIF-supported program will focus on the most promising incentives. Providers will be selected to implement the program in New York City and Memphis.

- **$aveUSA**. $aveUSA will offer a matched savings account to low-income tax filers, building on the savings opportunity presented by EITC refunds. A similar program piloted in NYC resulted in over 80% of participants saving for about one year to receive the match and 70% continued to save. Providers will be selected to offer the matched savings account to tax filers in New York City, Newark, Tulsa, San Antonio, and Savannah.
- **Young Adult Internship Program**. Several CEO programs have successfully reengaged young adults who have dropped out of school or work by offering short-term paid internships as a hook for returning to school or work. Sub-grantees will be selected to provide paid internships, educational opportunities, and support for disconnected 18- to 24-year-olds in New York City, Newark, San Antonio, and Kansas City.
- **WorkAdvance**. This sector-based employment and advancement program combines several promising New York City programs and builds on recent evaluations by MDRC, Public/Private Ventures and Westat. Providers will be selected to offer the program in New York, NE Ohio, Tulsa, and San Antonio.

This RFP specifically describes $aveUSA. For additional information and RFP information on other programs please visit the CEO website: www.nyc.gov/ceo.

Program Evaluation Requirements

An essential element of the CEO SIF is a rigorous evaluation of the program models' implementation and effectiveness. In certain program models and sites, sub-grantees will be required to participate in a randomized control trial, whereby eligible individuals or families are randomly assigned to either a program group that is offered the SIF program model being tested, or a control group that is not eligible for SIF services but remains eligible for other services in the community.

This is similar to a lottery or flip of a coin, whereby each individual or family has the same chance as other individuals of ending up in one of the research groups. Because this process is completely random, each of the study's research groups contains essentially identical groups of people. The only difference between the groups is the type of services they receive.

In a random assignment study, we compare the outcomes of the program group to those of the "business as usual" control group. Because the only difference between the two groups is the SIF program services, we can be very confident that the impact we observe is because of the SIF services, not because of differences in individual or family backgrounds, motivation, or some other factors that might affect their behavior.

MDRC and the SIF team have extensive experience in implementing random assignment designs in real world programs and will work closely with each of the sub-grantees to minimize the burden on program operations.

Programs or sites not participating in the random assignment evaluation will be expected to participate in other monitoring and evaluation activities. Providers applying to this RFP should indicate their understanding that they will be required (if selected) to participate in this rigorous research, will allow researchers access to their program staff and participants, and will help provide data on program activities.

B. $aveUSA Program Overview

The Mayor's Fund is seeking appropriately qualified sub-grantees to establish and operate the $aveUSA program in New York City, NY; Tulsa, OK; San Antonio, TX; Newark, NJ; and Savannah, GA. This program helps low-income individuals and households save during the tax season through VITA programs. The contract awarded from this RFP will be for five years from the Mayor's Fund's notice to proceed. Under this RFP, partners will be expected to offer the program during the 2011, 2012, and 2013 tax seasons, and provide follow-up services through December 31, 2013. Subsequently, research activities will continue for approximately two additional years. The Mayor's Fund reserves the right to discontinue funding for the 2012 and 2013 program years based on performance.

The Model

The $aveUSA program was designed to test whether low-income households can be encouraged to save a portion of their tax refund, for one full year, if presented with the right incentives; and to evaluate the effects of doing so on important financial outcomes such as long-term saving, total asset holdings, and debt.

$aveUSA is to be offered to eligible tax filers at VITA sites in New York City, NY; Tulsa, OK; San Antonio, TX; Newark, NJ; and Savannah, GA. Participants will receive a 50 percent match, up to $500, if they deposit at least $200 from their tax refund into a "$aveUSA Account" and maintain the initial deposit for approximately one year. $aveUSA eligibility will be determined by:

- Income: Tax filers must be eligible for VITA tax preparation services as determined by local guidelines in the cities in which $aveUSA is implemented — typically, with reported AGI of $55,000 or less for filers with dependent children, or $25,000 or less for individuals without children; and
- Refund size: Individuals must receive at least a $200 tax refund from their state/city and/or federal tax return.

Participants will be required to open the account during tax preparation at the VITA site and contribute via direct deposit, using IRS Form 8888 to split their tax refund. Providers selected to operate $aveUSA will be required to work with financial institutions to hold the accounts, and to create systems to facilitate account opening at the VITA site at all times during VITA hours of operation throughout the tax season.

Selected providers will work closely with the Mayor's Fund to implement the $aveUSA program consistently across VITA sites.

Implementation Considerations / Rationale of the Model
$aveUSA builds on early promising findings from a similar program — $aveNYC — operated in New York City. $aveNYC has attracted over 2,200 savers in its first three years of operation, 23 percent of whom did not have a bank account, and 40 percent of whom reported having no savings or history of saving when they entered the program.[1] Participants in 2008 and 2009 accumulated more than half a million dollars in savings, in some of New York's poorest communities. The majority of participants (80 percent) saved for about one year and received the match funds, and 70 percent continued to save after receiving the match.

New York City's program operating experience indicates that marketing and training are vital to program success. In $aveNYC's initial pilot year, take up (among those who were eligible and offered the matched savings program) was 6% of eligible filers and 12% of those who received refunds via direct deposit. In $aveNYC's second year, with greater staff training and an additional year of experience among partner non-profits, 9% of eligible filers and 18% of those who direct deposited refunds opened a $aveNYC account. This suggests that clear procedures, staff training, and intensive and effective marketing will be key to the successful implementation of $aveUSA. The Mayor's Fund will provide materials and technical assistance to providers in order to promote these elements.

Additional information on the $aveNYC Account program can be obtained from the NYC Department of Consumer Affairs Office of Financial Empowerment website at: http://www.nyc.gov/html/ofe/downloads/pdf/savenyc_research_brief2009.pdf

Types of permissible applicants
The Mayor's Fund is seeking proposals from entities that have a successful track record of operating VITA site(s). Organizations eligible to apply for SIF funds include not-for-profit organizations, states and local governments (and other political subdivisions), public schools, other educational institutions, tribes, as well as faith-based organizations. Providers can apply as an individual entity or as a lead partner within a coalition. If applying as a coalition, coalition partners and their respective roles must be clearly identified and a single lead organization named to manage the project. The Mayor's Fund anticipates selecting one or two applicants in each eligible city, that is, in New York City, Tulsa, San Antonio, Newark, and Savannah.

Applicants must work with a financial institution - bank or credit union - to offer and hold $aveUSA accounts opened at the selected VITA sites. Alternatively, the Mayor's Fund may be able to help identify financial institutions willing to offer the $aveUSA Account at VITA sites in certain cities. Applicants are expected to negotiate and manage the relationship with their selected financial institution(s).

[1] The $aveNYC pilot program is being studied by the Center for Community Capital at UNC-Chapel Hill, using a quasi-experimental design.

Non-profit institutions may be partners in the application, either as paid partners or as in-kind partners. For-profit institutions may participate as in-kind partners or as paid vendors, but not as paid partners

Number of participants to be served
Selected providers will implement this program during the 2011, 2012, and 2013 tax seasons. Providers will need to have the capability to collectively enroll the following each year into the $aveUSA program:

- Savannah, GA: 250 VITA filers into the $aveUSA program each year
- Newark, NJ: 350 - 500 VITA filers into the $aveUSA program each year
- San Antonio, TX: 600 VITA filers into the $aveUSA program each year
- New York, NY and Tulsa, OK: 600 - 800 VITA filers into the $aveUSA program each year, plus an additional 600 - 800 VITA filers into the $aveUSA control group in 2011

In Year 2 and Year 3, providers will be asked to market $aveUSA aggressively to filers who participated in Year 1. It is anticipated that in Year 2 and Year 3, there will be a number of slots that are not filled by Year 1 participants, therefore, providers may be asked to continue to market $aveUSA to new filers as well as past $aveUSA participants.

Research Requirements
All reports and data sharing will be in accordance with IRS regulations. For evaluation purposes, all providers will be required to collect and provide individual-level and aggregated data on tax filers at VITA sites during the three program years and two additional research years. Providers will be expected to administer an intake survey, with content specified by the Mayor's Fund, to serve as the program's baseline survey. This survey can be structured as an expansion of the provider's current intake survey. However, note that because the ability of Tax Wise software to export data may be limited, it may not be practical to incorporate the baseline survey into Tax Wise software. Financial institutions will be required to track and submit account level data for all $aveUSA program participants. Financial institutions must ensure that accounts will be properly coded for tracking purposes.

In New York City and Tulsa, providers will participate in a random assignment research evaluation; as such, additional research steps will be required. Eligible tax filers at the selected VITA sites in these cities who are interested in the $aveUSA Account will be assigned at random — with procedures developed by the Mayor's fund — to either a program group, eligible for the $aveUSA match, or a control group (also called the "business as usual" group), not eligible for the match but still informed of various other existing savings options.[2] In each of these two cities, sites will be required to recruit between 1,200 and 1,600 individuals interested in participating in the $aveUSA program during the 2011 tax filing season. Individuals randomly placed in the control group will

[2] Random assignment will occur *after* eligible individuals express a desire to divert a portion of their refund into a savings account. Findings from $aveNYC indicate that about 10 percent of eligible filers chose to divert a portion of their refunds, when presented with the matched savings offer (this percentage varied across sites).

not be eligible to open a $aveUSA Account during the 2011 through 2013 tax filing seasons. Providers will need to identify control group members during these years to ensure they are not offered the account.

The Mayor's Fund will provide the necessary random assignment training to all assigned staff (and possibly volunteers).

New York City residents who currently hold a $aveNYC Account or have participated in previous years will not be allowed to open a $aveUSA account. New York City providers will be expected to take additional steps to screen and verify previous participants prior to opening the account during the 2011 tax filing season to ensure they are not offered the account.

C. Anticipated Duration of the Sub-grant (including possible renewals)

It is anticipated that the term of the contract awarded from this RFP will be for five years from the Agency's notice to proceed. Funding for the project is contingent on funding availability. On an annual basis, the Mayor's Fund will assess the performance of sub-grantees in each of the cities to determine its interest in continuing to provide funding support for the 2012 and 2013 program years. This assessment will be made and notice given to sub-grantees with sufficient time prior to the tax season.

D. Anticipated Available Funding

Contract amounts will be contingent on available funds and will be based on the number of sub-grantees selected from each city, and will not exceed $400,000 per city per year. The Mayor's Fund expects to select one or two applicants from each participating city, and the total funds will be distributed among all sub-grantees. The contract amount will include funds to cover the cost of the match for participants, estimated to be an average of $350 per participant per year.

Providers will be expected to itemize start-up and operational costs such as personnel, marketing materials, staff training, research support, and participant tracking systems.

E. Anticipated Payment Structure

The Mayor's Fund reserves the right to provide a small performance-based bonus to sub-grantees that exceed the projected number of accounts opened in each city. Performance bonus payments will be negotiated with sub-grantees as part of the contracting process.

SECTION III – SCOPE OF SERVICES AND REQUIREMENTS

A. Purpose of RFP/Scope

$aveUSA is to be offered to eligible tax filers at Volunteer Income Tax Assistance (VITA) sites in New York City, Tulsa, San Antonio, Newark, and Savannah. Participants will receive a 50 percent match, up to $500, if they deposit at least $200 of their tax refund into a "$aveUSA Account" and maintain the initial deposit for approximately one year. $aveUSA eligibility will be determined by:

- Income: Tax filers must be eligible for VITA tax preparation services as determined by local guideline in the cities in which $aveUSA is implemented — typically, with reported AGI of $55,000 or less for filers with dependent children, or $25,000 or less for individuals without dependent children; and
- Refund size: Individuals must receive at least a $200 tax refund from either their state/city or federal tax return.

Participants will be required to open the account at the tax site and contribute via direct deposit, using IRS Form 8888 to split their tax refund. Providers selected to operate $aveUSA will be required to work with financial institutions to hold the accounts, and to create systems to facilitate account opening at the VITA site at all times during VITA hours of operation throughout the tax season. Providers can work with several financial institutions but should have only one financial institution offering the $aveUSA account at each VITA site. $aveUSA accounts must be aggressively marketed and promoted to eligible VITA filers as long as funds last. Accounts must be offered on-site at the VITA site and available during all hours of operation either by financial institution staff who are stationed on-site, or by VITA staff who have been given authority to collect account-opening paperwork on behalf of the financial institution.

Sub-grantees will be responsible for full implementation of the $aveUSA program at VITA sites. Sub-grantees will be expected to heavily market the $aveUSA program to eligible tax filers and recruit individuals into the program during the 2011, 2012, and 2013 tax seasons. Sub-grantees will also be expected to identify and retain a trainer to deliver information and training on the $aveUSA account program and general asset building to VITA staff and volunteers. The Mayor's Fund will identify a list of trainers available to provide such training and information. Training material will be provided by the Mayor's Fund.

B. Functions of the Subgrantee:

VITA Site Operator Roles and Expectations: Proposals must document that applicants will:

- Operate at least one free tax assistance site serving low-income residents, operating at least 25 hours per week;
- Have the capacity to offer the $aveUSA Account, a restricted savings account, during the 2011, 2012, and 2013 tax seasons (approximately Jan 14 to April 15), to eligible tax filers at selected VITA sites;

- Identify and enter into a signed agreement with a financial institution to offer, open and maintain the $aveUSA Account, on-site during all hours of operation for each VITA location offering the account;
- Devise a marketing/outreach strategy, using materials provided by the Mayor's Fund, that includes media and grassroots efforts in order to achieve high levels of interest and participation in opening $aveUSA accounts among eligible individuals;
- Designate a Program Manager to support program implementation and be responsible for smooth implementation of the $aveUSA program and management of all program site operations. This includes but is not limited to:
    - Overseeing implementation staff and volunteers at each participating site;
    - Participating in weekly check-in calls with the Mayor's Fund throughout the tax season;
    - Collecting and submitting weekly reports from all participating VITA sites;
    - Ensuring all program/site staff and volunteers are trained using $aveUSA curriculum that will be provided; and
    - Supervising all data management activities throughout the project, including: collecting and reporting on all required electronic data on study participants, generating aggregate reports, and implementing required data security protocols.
- Hire an Asset Specialist (for each site) to Serve as a liaison between site operations and the program manager. Duties include:
    - Marketing the $aveUSA account and providing information about the program to tax filers during site hours;
    - Assisting in screening filers for eligibility;
    - Coordinating account opening procedures and tracking the number of accounts opened, contribution amounts, and expected match amount; and
    - Supporting research procedures in collaboration with the Research Coordinator (if applicable).
- Ensure that all site personnel and volunteers are fully trained (with assistance from the Mayor's Fund) on the $aveUSA Account, research processes, and are available on-site during all hours of site operations to provide information about the program;
- Obtain signed informed consent forms for enrolled $aveUSA participants; compile and forward copies of consent forms to the Mayor's Fund;
- Ensure that every participant who opens a $aveUSA Account receives and signs the appropriate financial institution account disclosure forms, as required by law, indicating all the terms and conditions of the $aveUSA Account, as well any account requirements previously agreed upon with the Mayor's Fund;
- Collaborate with the Mayor's Fund on research procedures, data collection and reporting requirements;
- Comply with monthly and quarterly fiscal and program performance reporting as required by the Mayor's Fund and other public and private funders; and

- Comply with all Federal, State and Local laws.
- The lead organization and its partners (if applicable) will assist the Mayor's Fund and the Center for Economic Opportunity (CEO) in raising the local match required by SIF.

Financial Institution Roles and Expectations: Proposals must document that partnering financial institutions will provide the account, needed support services, monthly reports, and account features that are strongly preferred by the Mayor's Fund.

- Ensure that accounts can be opened at the tax site at all times either by (1) a financial institution representative being present at all times during VITA operating hours or (2) devising an appropriate process for remote opening of accounts at the VITA location, with intermediary assistance by VITA staff;
- Open and maintain a savings account, called "$aveUSA Account", for every VITA filer who enrolls in the program, with the following features:
    - Allows a minimum $200 deposit to open the account;
    - Allows deposits and withdrawals via teller transaction but not through ATM access, point-of-sale transactions, or paper checks;
    - Has the capacity to convert the account to a traditional, market-interest-rate savings account, if the account balance falls below the initial direct deposit made by the accountholder;
    - Waives any maintenance or online statement fees;
    - Allows online access to account information without the capacity to make online transfers, bill payments or purchases;
    - Provides interest earnings at the market rate for traditional savings accounts;
    - Has no or limited ChexSystems review.
- Administer match funds to $aveUSA Accounts either one year after account opened OR on specified date;
- Assign a financial institution representative to be trained on the $aveUSA program and account features and is available to ensure that branch staff is aware of the program, its operations and distinct procedures. This representative will serve as the primary contact for the Mayor's Fund to address questions and issues as they arise during design and implementation of $aveUSA, and will also be responsible for compiling and reporting accounts as detailed below;
- For evaluation purposes, the following support services should also be available
    - Monthly data reporting on all $aveUSA Accounts from 2011 – 2016. Account and reporting terms to be worked out in consultation with the Mayor's Fund
    - Sufficient documentation and technical assistance, provided to the Mayor's Fund, to ensure accurate and efficient processing of financial data for the purposes of the $aveUSA evaluation
    - Collaboration with the Mayor's Fund, to provide sufficient documentation and technical assistance to facilitate accurate and efficient processing of data extracts
    - Commitment to participate in interviews and other data collection activities intended to document, in an in-depth way, the implementation of $aveUSA

- Comply with all Federal, State and Local laws;

C. Additional Tasks Required of Sub-grantees in New York City and Tulsa:

Providers in New York and Tulsa will need to:

- Designate a Research Coordinator at each VITA site to oversee random assignment and other research/evaluation activities at tax sites. Duties include:
    - Explaining the research project to interested and eligible filers;
    - Documenting filers' consent to participate in the research study;
    - Randomly assigning filers to the $aveUSA program or control group,
    - Completing all required forms and following protocols developed by the Mayor's Fund; and
    - Communicating with the Mayor's Fund about all aspects of day-to-day implementation of study enrollment at the tax sites.
- Understand the goals of the random assignment evaluation, ensure that staff are fully trained on evaluation-related procedures;
- Obtain signed informed consent forms for tax filers eligible and interested in opening a $aveUSA account, and compile and forward copies of consent forms to the Mayor's Fund;
- Use a program supplied by the Mayor's Fund to randomly assign $aveUSA-eligible and interested tax filers to $aveUSA or control group;
- Inform individuals of their research group status and appropriately answer questions posed by individuals about their randomly assigned status;
- Identify control group members and refrain from offering them a $aveUSA account during project Years 1, 2, and 3;
- Provide weekly reports to the Mayor's Fund on evaluation-related issues;
- Protect the confidentiality and integrity of all personally identifiable information and other sensitive data associated with the evaluation;
- Participate in interviews and other data collection activities intended to document, in an in-depth way, the implementation of $aveUSA; and
- Dedicate at least one computer with internet connection for research purposes.

Sub-grantees should expect to work closely with the Mayor's Fund to meet the particular needs of the project. Conference calls and meetings may take place throughout the program development stage, at launch, during the program period, and post tax season. The Mayor's Fund will provide the necessary random assignment training to all assigned staff (and possibly volunteers).

D. Assumptions Regarding Contractor Approach/Capacity

The Mayor's Fund assumptions regarding the best approach for achieving the goals and objectives set out above are as follows:

Expertise: Providers must have at least two years of demonstrated experience in operating Volunteer Income Tax Assistance (VITA) programs, either as a lead agency or as part of a coalition. Additional experience in providing asset building services to

VITA customers is desirable. Providers may apply to offer $aveUSA in one or more VITA sites that they operate.

Collaborations with other organizations/agencies: Providers may apply as a consortium or in partnership so long as one agency is identified as the lead and can serve as the fiscal agent. Roles, responsibilities, and budgets for all partners need to be fully defined in your proposal.

VITA Capacity (Recruitment, Staffing and Technical Capacity): Providers must demonstrate their individual capacity or capacity across the coalition, to serve a sufficient number of VITA filers to ensure the recruitment of the number of participants described above. Providers should have sufficient volume of tax preparation to ensure that they will meet expectations for account opening (assuming a 10%-15% take-up rate). The Mayor's Fund may accept proposals from applicants wishing to serve fewer than the citywide target; however, it is the Mayor's Fund's intent to contract with a sufficient number of providers to meet citywide targets. Applicants must also demonstrate capacity to recruit and train volunteers and required program staff. In New York City and Tulsa, providers should have the capacity to supply and make available throughout the 2011 tax season at least one dedicated research computer with internet connection and adequate security hardware and software (per Mayor's Fund specifications) to use for connection to the random assignment software.

1. *Required or organizational qualifications of the lead applicant*:

The lead applicant must have at least two years of involvement in VITA operations, within the city for which they are applying. Organizations eligible to apply include not-for-profit organizations, state and local governments (and other political subdivisions), public schools, other educational institutions, tribes, as well as faith-based organizations.

2. Required or preferred qualifications of partners/collaborators

The lead applicant may specify additional organizations as partners in the proposed $aveUSA project. For-profit entities will not be eligible to receive federal funds as a sub-grantee or partner. If for-profits are expected to receive program funds in exchange for goods or services, they must be separately procured as a vendor.

Proposed partners must:

- Add specific capabilities to enhance those of the lead applicant, with regard to proposed $aveUSA operations;
- Provide a clearly-defined service or role in $aveUSA operations, and have relevant past experience that demonstrates capacity to perform that service or role; and
- Have a history of collaborating with the lead applicant, or have a clear written agreement (at minimum, a letter of intent, specifying planned roles and services to be provided) if the collaborative relationship is new. Applicants should include written agreements or Memoranda of Understanding in proposal package.

3. *Preferred qualifications of key VITA staff*:

- General VITA site coordinators or managers, for each site offering the $aveUSA account, should have a minimum of two years of experience managing a VITA site;
- $aveUSA Asset Specialists, Program Managers, and Research Coordinators should have appropriate education qualifications and/or experience to effectively explain the $aveUSA program and research implications to filers, explain required forms to participants, and conduct random assignment where necessary;
- Staff should have general office experience with computers and have the ability to adapt to technology and research software;
- Staff should have experience working with a diverse population of clients and co-workers;
- Asset Specialists should be comfortable in a marketing role;
- Ability to speak a specific second language may be required for employment in some locations

The Mayor's Fund will provide assistance in drafting job descriptions for the Program Manager, Asset Specialist, and Research Coordinator.

4. References:

Please provide three people as references who are familiar with your organization's work in connection with programs of the type for which you will be seeking SIF funding. For each person, include:

(a) His or her name and organizational affiliation;
(b) Contact information (mailing address, telephone number, and email address); and
(c) The basis for the person's knowledge of your organization's work.

SECTION IV – FORMAT AND CONTENT OF PROPOSAL

A. Proposal Instructions and Format

1. *Instructions*: Proposers should provide all information required in the format below. The proposal should be typed on both sides of 8½ X 11 paper and should preferably not exceed 20 pages in length, not including attachments. The Mayor's Fund requests that all proposals be submitted on paper with no less than 30% post consumer material content, i.e., the minimum recovered fiber content level for reprographic papers recommended by the United States Environmental Protection Agency (for any changes to that standard please consult: http://www.epa.gov/cpg/products/printing.htm). Pages should be paginated. The proposal will be evaluated on the basis of its content, not length. Proposers should use the structure provided below.

   Please submit 9 hard copies, one original, and an electronic version of your entire application including all attachments.

B. Program Proposal:

1. *Proposal Summary*:
   The proposal summary (Attachment 2) transmits the proposer's Proposal Package to the Mayor's Fund. It should be completed, signed and dated by an authorized representative of the proposer.

2. *Proposal Narrative*: A clear and concise narrative that addresses the following:

   I. Demonstrated Successful Relevant Experience

   General Information about Applicant
   Each applicant should describe their relevant experience. Please provide:
   (a) The lead organization's mission statement and a brief description of its organizational goals;
   (b) A summary of the range of program services the organization offers, including the percentage of its overall budget attributable to each program area and the number of participants served in each program area in the most recent year; and
   (c) If part of a coalition or a partnership application, please include a list of each organization within the consortium and anticipated role(s) as it relates to the $aveUSA program.

   Applicants Relevant Experience
   The applicant should describe successful previous experience in operating a VITA program. Specific experience related to offering, running a high volume VITA site, offering asset-building products, and conducting outreach to low income tax filers,

should be noted. Please share key lessons learned from prior experience that may be applicable here. Please address the following:

1. Briefly describe the existing services of the applicant (including the lead organization, along with any partners who are part of the application) that are most relevant to the project that would be supported by CEO SIF funding, including:
   (a) The number of years the applicant operated VITA sites;
   (b) The number of VITA sites that the applicant operated during the 2009 and 2010 tax seasons;
   (c) Promotional and marketing strategies used to increase VITA traffic; please provide examples of any advertising used in past tax seasons;
   (d) Other services offered at those VITA sites, including benefit screening, financial counseling, or asset building products.
      a. Please include the number of VITA filers who have received each service or product offered at the VITA site;
      b. For the asset building products, please include the financial institution(s) that offered the product at the VITA site(s).

2. For tax preparation services provided at VITA sites in 2009 and 2010, please provide a brief description of methods of recruiting and training volunteers; client demographics; and tax season outcomes. Include:
   (a) Volunteer and Staffing Model
      a. Volunteer recruitment efforts;
      b. Description of person or organization providing volunteer and/or staff training, and curriculum used;
      c. Number of volunteers and paid staff used at VITA sites, with description of roles.
   (b) Client demographics and tax season outcomes aggregated for all VITA sites operated in 2009 or 2010:
      a. Number of clients served
      b. Number of clients filing with dependents
      c. Number of returns filed
      d. Number who received a refund
      e. Total federal funds returned
      f. Total State/City funds returned
      g. Number of EITC returns filed
      h. Total EITC funds returned,
      i. Number of filers who used direct deposit, and
      j. The demographic characteristics of the population receiving tax preparation services

II. $aveUSA Account, Approach and Implementation Plan:

This Section should discuss the major aspects of your implementation plan. Please provide a brief and general description of how the promotion and opening of

$aveUSA accounts will be integrated into the site's operations. For all partnerships, please provide a Memoranda of Understanding, this should include partnerships with financial institutions. Be as detailed as possible with regard to operational issues and specifically address the following:

1. Ability to offer the $aveUSA Account, with the account features outlined in the "Scope of Work," noted above. Any exceptions or enhancement to the $aveUSA Account features should be outlined, with justifications. Describe plan for opening of accounts, and how that will interact with tax preparation as well as any other services provided. Include the financial institution partnership and on-site account opening procedures.

2. Describe applicant's plan for allocating staff and volunteers to promoting the $aveUSA Account at the VITA site, account opening, data reporting, and program management. Also, please describe the VITA staff/volunteer recruitment and training plan if different to efforts described above in I-2. Include:
   (a) Number of volunteer and/or staff training sessions to be held and expected attendance.
   (b) Number of volunteers and paid staff anticipated to be used at VITA sites offering the $aveUSA Account, with description of roles.

3. Provide a plan for how to market and promote the $aveUSA Account both at the tax site and externally to reach the maximum take-up possible. Include:
   (a) Ability to market program to previous tax filers prior to the tax season;
   (b) Media strategy for large scale marketing;
   (c) On-site marketing strategy.

4. Explain how the applicant will collect, manage and track data to meet contract expectations and, if applicable, random assignment and evaluation requirements. Include:
   (a) The systems your organization uses to track data, and your ability to electronically provide the required data files to Mayor's Fund;
   (b) A copy of the intake survey used at VITA sites; indicate the number of tax filers who completed the survey in 2009 and 2010, and any past completion issues;
   (c) Process for data-entry and extracting data for reports;
   (d) For New York and Tulsa, process to identify control group members in Years 2 and 3;
   (e) Whether the systems have the capacity to track service levels and outcomes for individually identifiable participants;
   (f) Internet capabilities to conduct random assignment (New York and Tulsa only); and
   (g) Use of a secure on-site computer network, and sufficient information-technology staffing to support smooth operation of $aveUSA enrollment and $aveUSA research data management.

5. List and provide a brief description of the specific site(s) for which you are proposing and how these sites will be able to provide sufficient volume needed to achieve target number of accounts.
    (a) Name and location of site, please provide a copy of the site lease or agreement if available.
    (b) Year(s) site was operational, 2009 and/or 2010. If proposed site(s) is a new location, please provide an explanation for how this site will meet the goals of the program
    (c) Number of clients served
    (d) Number of clients filing with dependents
    (e) Number of returns filed
    (f) Number who received a refund
    (g) Total Federal funds returned
    (h) Total State/City funds returned
    (i) Number of EITC returns file
    (j) Total EITC funds returned
    (k) Number of filers who used direct deposit and
    (l) Demographic characteristics of the population receiving tax preparation services (including primary languages spoken)

6. Describe whether you anticipate offering other services at the selected VITA location, and how these activities may impact either positively or adversely upon your ability to open $aveUSA accounts.

7. Provide the following for the VITA program:
    (a) Resumes of organization management, key VITA program staff (VITA coordinator, site managers (if hired))
    (b) Job descriptions of VITA volunteers and paid staff

3. *Budget Proposal:* The budget proposal should include a line item budget and narrative :

1. Line item budget for the three program years, plus two research years, to include start-up costs, training, and marketing material development; complete the proposal budget form (Attachment 4) for each year.

2. Budget narrative demonstrating the relationship between the cost and the program components.

    The budget narrative should justify how requested funds would be used to deliver $aveUSA program services. Applicants should ensure that the budget and budget justification are consistent with the proposed program. Specifically, justify the expenses under each major budget category by addressing the points listed below.

The proposal budget and narrative should include costs and justifications for the following:

- Personnel Services:
    - List each position (full time and part time). Explain how the costs for each position were determined (such as a percentage of full-time salary or hourly rate x number of hours). Indicate which resume or job description is intended to fill that position.
- Non-staff Services (as applicable)
    - List each consultant and associated cost included in the funding request, and explain how the cost of the assigned work for the program as described in the proposal's Approach and Implementation Plan narrative was calculated.
    - If the program design includes payment of stipends, describe how the stipends will be awarded and the rationale for awarding the stated amounts.
    - For each type of service purchased from a vendor, describe the nature of that service, why it is needed for the program, and how the costs related to purchasing that service were determined.
- Other Than Personnel Services (as applicable)
    - For consumable supplies, describe the type and quantity of supplies to be purchased and explain how the costs for these items were determined.
    - Explain why each piece of equipment and equipment related expenses are necessary for the proposed program.
    - Describe the spaces costs, including those involving a rental expense; their importance in the proposed program; and how costs were determined.
    - For travel expenses, describe the purpose of the travel and justify the cost.
    - For utility, telephones, and other operational expenses, list each item and how the cost for each item was determined.

In addition to program operating costs during each tax season, applicants should include in the proposal budget form and narrative the following capacity-building costs, which would largely be incurred in December 2010 and January of 2011:

- Minimum of 1 full day (for Tulsa and NYC applicants, 2 full days) of time for staff to be trained in program and research procedures, prior to program launch. A minimum of 2 days of time (for Tulsa and New York City, 5 days) for information technology staff or vendors to work directly with the Mayor's Fund evaluation team to refine data collection and data transfer procedures.
- Consultant costs to deliver asset building and $aveUSA program training to key VITA staff (including but not limited to Asset Specialists, Research Coordinator and Program Manage.) as well as all tax preparers. Applicants should assume the provision of approximately 4-6 hours of staff training prior to the start of the tax season, and approximately 2-4 hours of follow-up training during the tax season. In addition, applicants should assume that

training consultants will require approximately 5 days of time to work with the Mayor's fund to prepare for the training. As part of this, applicants should assume time and, if appropriate, travel costs (including, for, example, air or ground transportation and 1-2 nights' lodging) for the consultant to attend a "train the trainer" session, to be held in a central US or East Coast location, lasting approximately one and one-half days. The Mayor's Fund will provide sub-grantees guidance for selecting trainers and will train selected trainers prior to staff training.

- Travel costs for one 2-day trip to a central US or East Coast travel location, for 2 staff people (for Tulsa and NYC applicants, 3 people).
- Printing of $aveUSA marketing materials in adequate numbers to promote $aveUSA to VITA filers and to the VITA-targeted community-at-large. The Mayor's Fund will design and provide electronic, customizable versions of all core marketing materials, including full color flyers/posters, brochures, postcards, and other materials. Applicants will need to budget for all printing costs. In addition, applicants may wish to budget staff time or vendors to further customize materials for use in their city.
- Modifications to intake survey to accommodate $aveUSA data collection, including addition of extra VITA intake questions as well as transfer of data on AGI, tax credits, tax return amount, and other variables obtained from tax returns or tax preparation software. Costs may include a combination of staff time and/or information technology vendors. In proposal narrative, applicants should describe one or more options for how they propose to collect the required $aveUSA extra intake data and tax return data, and transfer it to the Mayor's Fund for the purpose of $aveUSA research.
- For Tulsa and NYC applicants, one or two computers, per site, dedicated to research study enrollment and random assignment.
- For Tulsa and NYC applicants, adequate funding to cover research-related activities continuing through approximately late 2015, such as:
    - Maintaining rosters of research participants (including both $aveUSA group and control group members); providing individual and aggregate reports on both $aveNYC participants/control group members, and other VITA filers; and working with the Mayor's Fund and its evaluation partners to locate $aveUSA and control group members for follow up surveys in 2014 and/or 2015.

4. Compliance with Research Requirements

Providers applying to this RFP should indicate their understanding that they will be required (if selected) to participate in this rigorous research, will allow researchers access to their program staff and participants, and will help provide data on program activities. Programs or sites not participating in the random assignment evaluation will be expected to participate in other monitoring and evaluation activities.

SECTION V – PROPOSAL EVALUATION AND CONTRACT AWARD PROCEDURES

A. Evaluation Procedures

All proposals received by the Mayor's Fund will be reviewed to determine whether they are responsive or non-responsive to the requisites of the RFP. Proposals that are determined by the Mayor's Fund to be non-responsive will be rejected. The city sub-grantee selection committee (the Committee), comprised of representatives from the Mayor's Fund, CEO, MDRC, national and local funders, national experts, and local stakeholders, will evaluate and rate all responsive proposals based on the Proposal Evaluation Criteria prescribed below.

The Mayor's Fund reserves the right to conduct interviews and site visits and/or to request clarifications as part of the selection process, as the selection team deems applicable and appropriate. Although discussions may be conducted with proposers submitting acceptable proposals, the Committee reserves the right to award contracts on the basis of the initial proposals received, without discussions; therefore, the proposer's initial proposal should contain its best programmatic, technical, and price terms.

B. Evaluation Criteria:

Program proposals will be rated based on the following criteria. Applicants in Tulsa and New York City will be rated on a scale of 130 points, and applicants in other cities will be rated on a scale of 100 points.

Demonstrated quantity and quality of relevant experience (including experience of all collaborative partners who will be a formal part of the application)	35 points
Proposed approach and implementation plan to operate all components of $aveUSA on the scale required by the SIF	50 points
Relevance and completeness of proposed budget in relation to work scope	15 points
For Tulsa and New York City only: Demonstrated capacity to participate in the evaluation on the scale and according to procedures required by the SIF	30 points

C. Basis for Contract Award

Award selection will be based on the best technically rated proposal whose price does not exceed the maximum funding for each city, set forth in the RFP.

ATTACHMENT 1: PROPOSAL CHECKLIST

☐ Proposal Summary (Attachment 2)

☐ Proposal Narrative

- Narrative and detailed program approach
- List of references for the proposer, and if applicable, partner organizations
- Resumes and/or description of qualifications for key staff positions
- Organizational chart
- Audit report or Certified Financial Statement
- List of officers and Board of Directors
- Annual Report, if available
- Certificate of incorporation and bylaws

☐ Background and Organizational Capacity (Attachment 3)

☐ Proposal Budget (Attachment 4)

☐ Doing Business Data Form
http://www.nyc.gov/html/ceo/downloads/pdf/doing_business_qa.pdf

☐ Memoranda of Agreement from partner organizations (if applicable)

ATTACHMENT 2: PROPOSAL SUMMARY

PUBLIC SUMMARY OF APPLICANT QUALIFICATIONS
For $aveUSA

The Corporation for National and Community Service (CNCS) requires that SIF intermediaries (Mayor's Fund/Center for Economic Opportunity) publicly disclose information on applicant names, contact information and summaries of applications/proposals. This document is intended to fulfill this obligation and may be posted on the CNCS and CEO websites and otherwise made widely available to the public. Please note that other information included in your application may also be made public.

Name of Organization:

Contact information:

Executive Summary of RFP Response (Maximum 400 words):

_____ _____
Name of Chief Executive Officer **Signature**

_____
Date

ATTACHMENT 3: BACKGROUND AND ORGANIZATIONAL CAPACITY

A. Background Information (Provide for all partnering or coalition members, and clearly indicate the lead)

1. Legal name of organization:

2. Mailing address of organization:

3. Date organization was established:

4. Date of IRS approval as a tax exempt organization (attach IRS determination letter):

5. Tax ID Number:

6. Organization's website:

7. Name, telephone number, and email of Chief Executive Officer:

8. Name, telephone number, and email of Chief Financial Officer (or the senior official responsible for overseeing the organization's finances):

B. Demonstrated Level of Organizational Capacity

1. Fiscal year end date:

2. Total organizational budget for:
   (a) The current fiscal year: (Please attach a copy of the current fiscal year's budget, showing a breakdown between capital and operating costs.)
   (b) The last fiscal year:
   (c) The next fiscal year (projected):

3. List the three largest sources of revenue for the current fiscal year:

Source	Amount	Award Period (Beginning/End Date)

4. List the three largest awards (if any) from a U.S. government agency received in the in the past five years:

Agency	Amount	Award Period (Beginning/End Date)

5. Is your organization knowledgeable about U.S. government regulations concerning costs that can be charged to federally funded grants (OMB Circular A-122 or OMB Circular A-21)?
   Yes ___ No ____

6. Has your organization been the subject of an A-133 audit in the past five years?
   Yes ___ No ____
   If yes, attach a copy of the audit.

7. Who conducts the regular audits of your financial statements and how often are the audits conducted? (Attach a copy of the most recent audit and management letter.)

8. Provide a brief description of your organization's accounting system, including the name of the software used.

9. Does your organization have written accounting policies?
   Yes ___ No ____

10. Is a timesheet system in place that requires staff to submit timesheets to report actual time worked for each project or grant?
    Yes ___ No ____
    If yes, how frequently are time sheets submitted for approval?

11. Does your organization have experience with keeping track of match funding requirements for federal contracts or other grants?
    Yes ___ No ____
    If yes, provide an example and describe how matching funds are identified and tracked in the general ledger.

12. Are monthly reports prepared and reviewed to compare budgeted vs. actual income and expenditures for grants?
    Yes ___ No ____

13. Does your organization have a negotiated indirect cost rate agreement approved by the federal government?
    Yes ___ No ____
    If yes, please provide a copy. If no, please describe how indirect costs are handled.

14. Where will grant funds be maintained? If not in a separate bank account, describe systems in place to track receipts and expenditures by grant or funding source.

15. Who in your organization is responsible for determining cost allowability under federal cost principle and sub-grant provisions?

16. Does your organization have check signing procedures with signing limits and dual signing requirements? Please describe.

17. Are bank reconciliations performed and approved monthly for each account?

18. Does your organization have written travel policies?

19. Are approvals for purchases formally documented?

20. Total number of full-time ( ) and part-time ( ) staff. (Attach an organizational chart.)

21. Explain any substantial increase or decrease in the number or composition of the staff over past three years.

22. For each of the following three positions, briefly summarize the qualifications (or attach a bio or resume) of the person holding the position, including how long he or she has been in the position as well as his or her relevant previous experience:
    I. Chief Executive Officer
    II. Chief Financial Officer (or senior person responsible for the organization's financial accounts)
    III. Senior member of the program staff in the area for which SIF funding would be sought

23. Describe any other applications that you are planning to submit for funding under the Social Innovation Fund, the U.S. Department of Education's Investing in Innovation (i3) Fund, or other major initiatives.

C. Certification and Signatures

I certify that the information provided in this proposal is accurate to the best of my knowledge:

_____
[Chief Executive Officer]

_____
[Chief Financial Officer]

ATTACHMENT 4: PROPOSAL BUDGET FORM

Please complete this form for each year of the proposed program and attach a justification narrative.

Organization:		**Year:**
Category		**Funding Request:**
Personnel Services		
Salaries and Wages		$
Full Time:	$	
Part Time:	$	
Fringe Benefits		$
Total Personnel Services:		$
Non-Staff Services		
Consultants		$
Stipends		$
Vendors		$
Total Non-Staff Services:		$
Other Than Personnel Services		
Consumable Supplies		$
Equipment Purchases		$
Equipment Other		$
Space Costs		$
Travel		$
Utilities & Telephone		$
Other Operational Costs		$
Other Costs:	$	
Indirect Costs:	$	
Total Other Than Personal Services:		$
Total Funding Request:		

Salaries and Wages
The Salaries are divided in two categories:

- Full Time employees: Persons who work 35 hours or more per week.
- Part Time employees: Persons who work less than 35 hours per week.

Fringe Benefits
Fringe Benefits must include FICA. Charges to Fringe Benefits may also include unemployment insurance, worker's compensation, disability, pension, life insurance and medical coverage as per your policies. Enter the Fringe Benefit rate as indicated on the budget summary page. Fringe rates must not be less than 7.65% or exceed 30% of total salaries.

Non-Staff Services

Consultants
An independent individual with professional and/or technical skills retained to perform specific tasks or complete projects related to the program that cannot be accomplished by regular staff. Consultant cannot be a salaried employee.

Partner Organization
An independent non-profit entity retained to perform program services. A subcontract will be part of the Mayor's Fund contract and will be registered with the NYC Comptroller. Each Subcontractor's EIN# must be listed on the subcontract and on its budget.

Stipends
An incentive allowance only for the benefit of a participant and/or client.

Vendors
An independent business entity retained to provide non-program services related to $aveUSA. Examples: printing marketing material, developing survey data collection application, developing local marketing campaign, staff training.

Other than Personnel Services

Consumable Supplies
Supplies that are not lasting or permanent in nature, such as office, program and/or maintenance supplies.

Equipment Purchases
Purchase of equipment that is durable or permanent, such as furniture, printers, calculators, telephones, or computers. All equipment and/or furniture purchased with SIF funds at a cost of $500 or more become the property of the CEO SIF or the federal funder. If the program is terminated, all such items must be returned to the Mayor's Fund.

Equipment Other

The rental, lease, repair and maintenance of office/programmatic equipment utilized in the program's operation. This category also includes computer software.

Space Costs
Space Cost: All rent paid by for sites offering the $aveUSA account. It also includes all related charges associated with the use of the site such as minor repairs and maintenance costs. No renovation or construction projects can be budgeted or paid for with Mayor's Fund program funds.

Travel
Local travel: (i.e., bus and subway fares) by the employees of the program to and from sites that are being used for day-to-day programmatic functions. Expenditures for employees who use their personal automobile for business are reimbursed a maximum of $0.28 per mile plus tolls. Charge to this account all participant related travel, such as bus trips and local travel.

National travel: (i.e., region train or air fare) by the employees of the program for training purposes.

Utilities & Telephone
Utilities & Telephone costs associated with the proposed program.

Other Operational Costs
This category is separated into two subcategories:

- Other Costs: Items such as audit costs, postage, printing and publications, subscriptions, internet fees, etc. Also include any other operating costs that cannot be classified in any other category. In addition, include costs associated with and for the benefit of the participants such as food, refreshments, entrance fees, awards, T-shirts, uniforms, and sporting equipment.
- Indirect Costs: The purpose of Indirect Cost is to capture overhead costs incurred by a contractor operating several programs. The maximum allowable rate is 10% of the total budget.