

# CITY OF PHILADELPHIA PENNSYLVANIA

OFFICE OF THE CONTROLLER

## Review of the Community Expansion Grant Program

April 2024



City Controller  
**Christy Brady, CPA**

*Ensuring transparency, accountability,  
and fiscal integrity in city government*





**CITY OF PHILADELPHIA  
OFFICE OF THE CITY CONTROLLER  
REVIEW OF THE  
COMMUNITY EXPANSION GRANT PROGRAM  
EXECUTIVE SUMMARY**

---

## **Why the Controller’s Office Conducted the Review**

In accordance with the Philadelphia Home Rule Charter, the Controller’s Office conducted a review of the city’s Community Expansion Grant (CEG) Program. Our objective was to review the CEG program to determine whether the city’s oversight of the fiduciary providers and distribution procedures of CEGs met its stated goals.

## **What the Controller’s Office Found**

As gun violence faced an all-time high in 2021, the City’s urgency to roll out the CEG program led to confusion and mistrust among the grassroots community organizations who provide much needed services to neighborhoods that have been historically neglected and ignored. Significant findings included:

- Contract Confusion - While the terms of the contract between the City and Urban Affairs Coalition (UAC), the fiduciary provider for the grants, were being negotiated, the City requested UAC to send advances to the grassroots community organizations and backdated the contract when it was conformed, leaving the organizations confused about their responsibilities and expectations.
- Departmental Funding - While the funding for the CEGs was budgeted in the Managing Director’s Office, the initial contract was conformed under the City’s Department of Health. UAC was selected without a RFP being issued because of an exemption allowing the Health Department to select nonprofit vendors without following the normal bidding process.
- Lack of a Fair, Open, and Transparent Bid Process – The City did not follow a fair, open, and transparent bid process. Excluding other possible fiduciary providers can raise questions about accountability and can create a perception of favoritism or bias towards the chosen provider, even if unintentional.

## **What the Controller’s Office Recommends**

The Controller’s Office has developed several recommendations to address the above findings including:

- 1) City departments should not request services to be performed by any contractor without a conformed contract in place and should refrain from backdating contracts.
- 2) Contracts should be conformed in the department where the services are budgeted.
- 3) An open and transparent contracting process should have been followed by requesting multiple bids from other fiduciary providers.

## Contents

Introduction .....	1
Neighborhoods Most Affected by Gun Violence .....	2
History of Gun Violence Reduction Strategies.....	2
Roadmap to Safer Communities .....	2
Global Pandemic Strikes .....	6
Creation of Community Expansion Grants.....	6
Violence Prevention and Opportunity Monitoring Group Oversight .....	9
Implementation and First Round of Awards.....	10
Improvements and Changes for Second Round of Awards .....	14
Conclusion.....	15
Appendix A – Award Letter .....	17
Appendix B – Scope of Services Agreement .....	19
Appendix C – Community Expansion Grant Program Application FAQ .....	22

## Introduction

The City of Philadelphia (City) has been suffering from the plague of gun violence for many decades. As economic and social conditions declined, the City experienced a sustained increase in violence.

The Office of the City Controller (Controller’s Office) has a responsibility to uncover inefficiencies and define how those inefficiencies impact the City financially. One such instance is reviewing the City’s Community Expansion Grant (CEG) Program. This report takes a historical look at gun violence reduction strategies, focusing on 2017 forward. In 2017, there were 1,004 non-fatal shootings and 315 murders of which 259, or 82%, occurred with a gun. By 2021, Philadelphia hit a high of 562 homicides with 506, over 90%, committed using a firearm.<sup>1</sup>

**Annual Homicide Count in Philadelphia<sup>2</sup>**

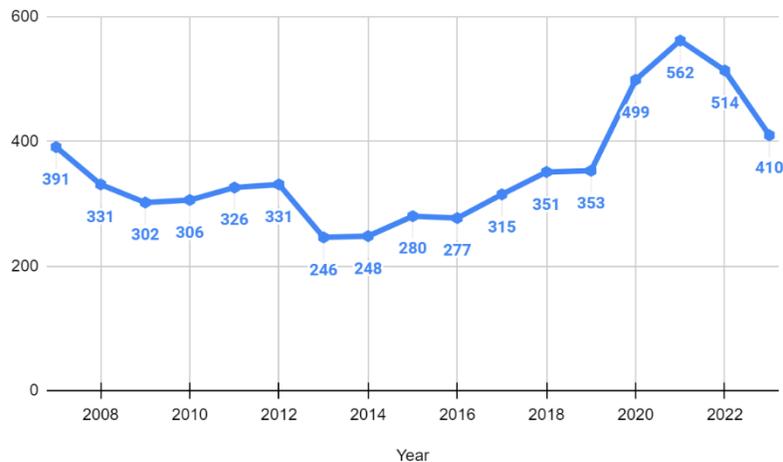


Figure 1

Source: Controller’s Office Mapping of Gun Violence ([controller.phila.gov](http://controller.phila.gov))

This report examined the City’s oversight and distribution of grant funds, as well as the structure of the program including the relationship between the Managing Directors Office (MDO), the City’s Department of Public Health (Health Department), and Urban Affairs Coalition (UAC), a nonprofit that represents 80+ organizations who work on issues that affect communities by strengthening fiscal sponsorship, shared services, program development, and capacity building.

<sup>1</sup>“Philadelphia Homicides 1960-2023,” Michael Nutter, January 8, 2024 -<https://mikenutterllc.com/news/news-item/philadelphia-homicides-1960-2023>

<sup>2</sup>Source: Controller’s Office Mapping of Gun Violence ([controller.phila.gov](http://controller.phila.gov))

## Neighborhoods Most Affected by Gun Violence

Nearly half of all homicide victims from 2006 to 2018 were Black men between the ages of 18-35, with this group being most affected by violence involving firearms. Gun violence does not affect all Philadelphians equally, as most homicide victims are focused in historically disadvantaged, low-income, predominantly Black and Brown neighborhoods.<sup>3</sup>

Grassroots community organizations have centered their work on these neighborhoods, such as Nicetown, Norris Square, and Germantown, and concentrated their approaches on a block-by-block level. For example, 57+ Blocks Coalition, a coalition of blocks that are building safe, resource-rich, and healthy communities to live in, works to apply the most intimate support to the 57 blocks in the city where more than 10 individuals have been shot since 2015. This initiative has worked extremely well by engaging<sup>4</sup> nearly 1,000 community members working with dozens of grassroots community organizations to provide targeted investments of resources, education, and non-law enforcement-focused services.<sup>5</sup>

## History of Gun Violence Reduction Strategies

In 2012, former Mayor Michael Nutter, the Philadelphia Police Department (PPD), District Attorney's Office (DAO), Mayor's Office, and several other city, state, and federal agencies dedicated their attention to a program called Group Violence Intervention, or Focused Deterrence.

In addition to Focused Deterrence, the City began the Cure Violence Program or Ceasefire in North Philadelphia. This program was mirrored after Chicago's Ceasefire program. The Ceasefire Program resulted in a significant reduction in shootings in the targeted areas of North Philadelphia as well as a decrease in the surrounding areas.<sup>6</sup>

Under former Mayor Jim Kenney, the Health Department also launched a public awareness campaign in 2017 entitled, "You shoot. Now what?" The campaign targeted at-risk youth in the 12th and 18th Police Districts in Southwest Philadelphia and included billboards featuring devastated relatives of shooting victims or other similar images.

## Roadmap to Safer Communities

In September 2018, the Kenney Administration established the Office of Violence Prevention (OVP). OVP began by working with City departments to develop a better understanding of

---

<sup>3</sup>Beard, J. H., Morrison, C. N., Jacoby, S. F., Dong, B., Smith, R., Sims, C. A., & Wiebe, D. J. (2017). Quantifying Disparities in Urban Firearm Violence by Race and Place in Philadelphia, Pennsylvania: A Cartographic Study. *American journal of public health*, 107(3), 371–373.

<https://57blocksphilly.org/>

<sup>5</sup> <https://57blocksphilly.org/>

<sup>6</sup> Roman, C.G., Klein, H, M, McConaghy, et all. Philadelphia Ceasefire, Findings from the Impact Evaluation. [https://cvg.org/wp-content/uploads/2020/03/SummaryofPhilaCeaseFireFindingsFormatted\\_Jan2017.pdf](https://cvg.org/wp-content/uploads/2020/03/SummaryofPhilaCeaseFireFindingsFormatted_Jan2017.pdf)

programs currently in place to ensure City programs were responsive to community needs. OVP published a report in December of 2018,<sup>7</sup> stating that the city should develop and implement a strategic plan to better direct the City’s investments in violence prevention. These investments should be regularly assessed, and the City should utilize and help build capacity in grassroots community organizations to help with that process. The report also recommended that the City should take a public health approach towards violence that would examine the causes of violence and use data and science to identify effective strategies to address these issues.

In January 2019, the Kenney Administration released the Philadelphia Roadmap to Safer Communities (Roadmap). The Roadmap sought to explain what was driving gun violence in the City, and how it should be addressed.<sup>8</sup> According to the Roadmap, gun violence was largely concentrated in communities experiencing structural violence. Structural violence is defined as systematic ways in which social structures may harm people by preventing them from meeting their basic needs. The Roadmap overlaid fatal and nonfatal shootings in 2017 onto maps of 1) poverty, 2) percentage of individuals who did not graduate high school, and 3) unemployment, illustrating gun violence predominantly occurs where these social issues are the most prevalent. See the charts below.<sup>9</sup>

---

<sup>7</sup> “The Philadelphia Roadmap to Safer Communities – January 2019- January 2024”. City of Philadelphia, January 17, 2019.

<sup>8</sup> “The Philadelphia Roadmap to Safer Communities – January 2019- January 2024”. City of Philadelphia, January 17, 2019.

<sup>9</sup> “The Philadelphia Roadmap to Safer Communities – January 2019- January 2024”. City of Philadelphia, January 17, 2019.

### Percent of Population that is living in poverty by Census Tract

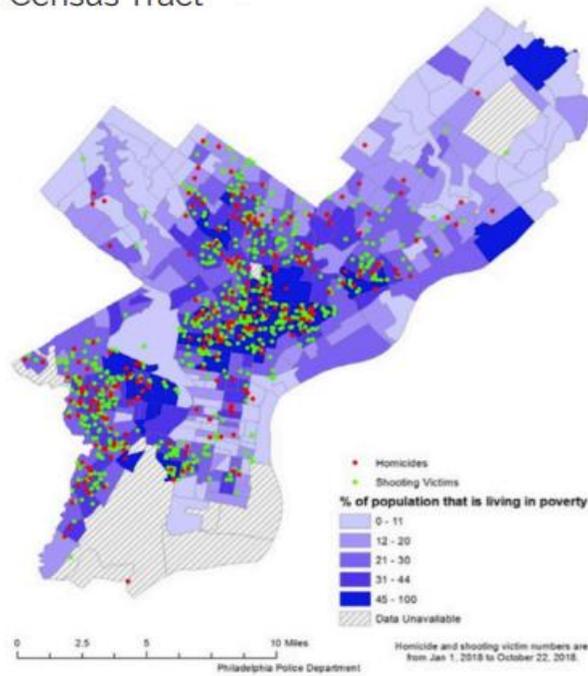


Figure 2

### Percent of Population that did not graduate High School by Census Tract

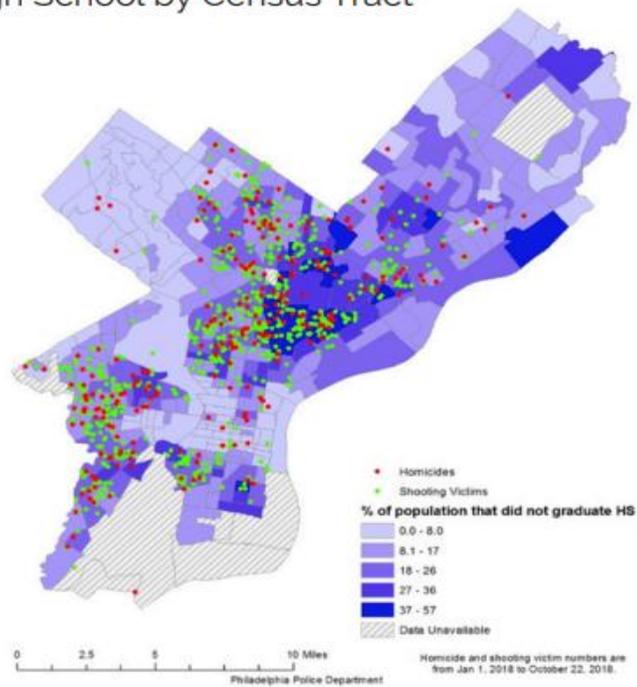


Figure 3

### Percent of Population that is unemployed by Census Tract

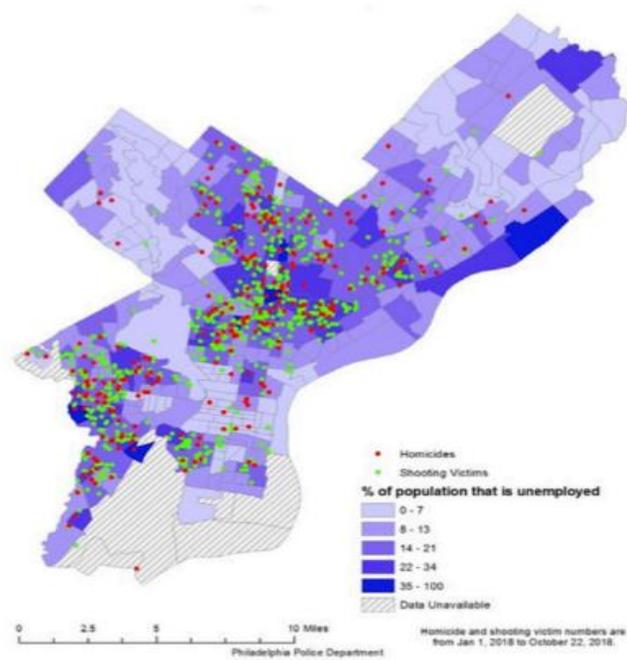


Figure 4

The Roadmap further states the individuals most at risk in these communities are described as opportunity youth with the following characteristics:

- Prior involvement with the criminal justice system
- Substance abuse issues
- Struggles with mental health issues
- Involvement in the child welfare system
- Exposure to violence

The Roadmap identified four key elements: prevention, intervention, enforcement, and reentry,<sup>10</sup> and aligned those elements with a public health methodology. The public health methodology and the four elements of violence prevention would be used to reach these groups:

- Connected & Thriving Youth, Young Adults & Families
- Strong Community Engagement & Partnerships
- Coordinated City Services & Planning
- Safer & Healthier Neighborhoods

<sup>10</sup> From Office of the Mayor, Philadelphia Roadmap to Safety Communities.

In 2019, to reach the individuals that fall into the categories above, the City announced \$31 million in anti-violence funding to be spent over the next five years.<sup>11</sup> One of the key initiatives was creating the Targeted Community Investment Grant Program (TCIG), designed to invest in grassroots organizations that work with neighborhoods and individuals in the areas most impacted by gun violence.

## Global Pandemic Strikes

In early 2020, Philadelphia, along with the rest of the world, had to pivot to address the Covid-19 Pandemic (pandemic). The City responded by reducing the budget in anticipation of a dramatic decline in tax revenue from the shelter-in-place mandate.<sup>12</sup> As 2020 advanced, social and political issues came to the forefront.

In March 2020, the City had already distributed \$750,000 in TCIG funds to 46 organizations. By 2021, another 50 organizations would receive a promise for grants that totaled over \$1 million in a second round of awards. However, these awards would be delayed because of the pandemic. The OVP had its budget significantly reduced, and the organizations were told their funds would not be distributed until the City had a better understanding of the financial implications of the pandemic.<sup>13</sup> At the end of 2020, Philadelphia realized 2,256 shootings, of which 449 were fatal.

## Creation of Community Expansion Grants

By 2021, Philadelphia faced the third consecutive year of historically high levels of gun violence. In total, there were 2,337 shooting victims resulting in 506 fatalities. In the FY22 budget, the City set aside over \$30 million in direct funding to grassroots community organizations for prevention/intervention-based initiatives in Philadelphia's most violent hot spots where the majority of gun crimes are committed. This new program, titled "Community Expansion Grants" (CEG), would fund grassroots community organizations with awards between \$100,000 and \$1,000,000. The grants were intended to expand, grow, and support grassroots community organizations by focusing on one of two approaches.

- Trauma-Informed Healing & Restorative Based Programs. These programs would use a trauma-informed care approach to deliver behavioral health interventions and allow for those most directly impacted by gun violence to discuss best practices for repairing their communities.

---

<sup>11</sup> "The Philadelphia Roadmap to Safer Communities – January 2019- January 2024". City of Philadelphia, January 17, 2019.

<sup>12</sup> "Philly to slash police oversight, anti-violence initiatives while increasing PPD budget" PlanPhilly, June 4, 2020. Accessed January 1/22/2024.

<sup>13</sup> "Philly to slash police oversight, anti-violence initiatives while increasing PPD budget" Plan Philly, June 4, 2020. Accessed January 1/22/2024.

- Safe Havens & Mentorship Type Programs. These programs work to create culturally relevant and supportive spaces to serve as alternatives to violence including mentorship or workforce development services.

Philadelphia has 47 zip codes which experienced at least one shooting since 2017. Within these zip codes, the CEG Program intended to focus attention on strong community engagement and partnerships in 29 zip codes affected by the greatest amount of gun violence outlined in the CEG application. (See Appendix C - pages 22 and 23.) The table below details all shootings in those areas that have been reported between 2017 through 2023 totaling 11,739.

Shootings by CEG Application Priority Zip Codes in 2017-2023

ZIP CODE	2017	2018	2019	2020	2021	2022	2023	Total
19118	0	0	0	1	0	1	0	2
19137	4	0	1	6	8	5	3	27
19152	3	2	5	5	7	13	11	46
19129	1	6	9	4	16	8	13	57
19119	13	13	13	15	10	8	5	77
19150	15	5	10	18	13	14	6	81
19126	10	9	13	13	22	16	16	99
19136	7	13	11	14	30	25	19	119
19149	19	15	19	20	28	14	20	135
19122	10	22	14	31	29	38	23	167
19135	16	16	32	29	25	29	25	172
19151	19	23	22	36	34	40	19	193
19146	27	34	32	39	15	24	25	196
19138	29	35	38	61	38	64	37	302
19145	35	45	41	59	43	43	37	303
19142	36	50	60	94	52	49	30	371
19104	29	30	45	75	107	69	46	401
19141	44	65	47	65	86	63	52	422
19144	45	66	48	77	89	66	46	437
19131	35	37	54	84	87	72	74	443
19120	75	73	54	72	102	88	93	557
19133	95	93	82	117	124	96	82	689
19121	71	65	84	98	146	146	96	706
19143	78	89	93	150	151	119	82	762
19139	66	107	78	137	149	113	117	767
19124	67	89	97	135	106	183	102	779
19132	110	108	97	199	190	173	120	997
19140	106	131	146	193	203	202	133	1,114
19134	121	128	129	263	244	269	164	1,318
Total	1,186	1,369	1,374	2,110	2,154	2,050	1,496	11,739

Figure 5

Source: Controller’s Office Mapping of Gun Violence (controller.phila.gov)

Had the City highlighted the six additional areas (see table below) in the application, the targeted zip codes would have captured 12,456 shootings, potentially enabling the programs to reach a larger number of at-risk youth.

Shootings in Zip Codes Not Included in the CEG Application in 2017-2023

ZIP CODE	2017	2018	2019	2020	2021	2022	2023	Total
19123	19	10	18	43	24	29	26	169
19148	13	9	12	18	25	31	30	138
19147	5	11	24	9	22	36	17	124
19125	6	8	9	15	30	21	11	100
19111	8	11	1	14	22	19	25	100
19153	11	11	9	13	11	14	17	88
Total	62	60	73	112	134	150	126	717

Figure 6

Source: Controller’s Office Mapping of Gun Violence (controller.phila.gov)

The graph below details the total number of shootings since 2017 in blue, while the total number of organizations that provide services in those areas is represented in red. This chart reveals the funds given to organizations were not given to the zip codes most impacted by gun violence. The advantage of doing a program that is specifically for grassroots community organizations allows for measurable impacts, when they are selected and prioritized based on zip codes.

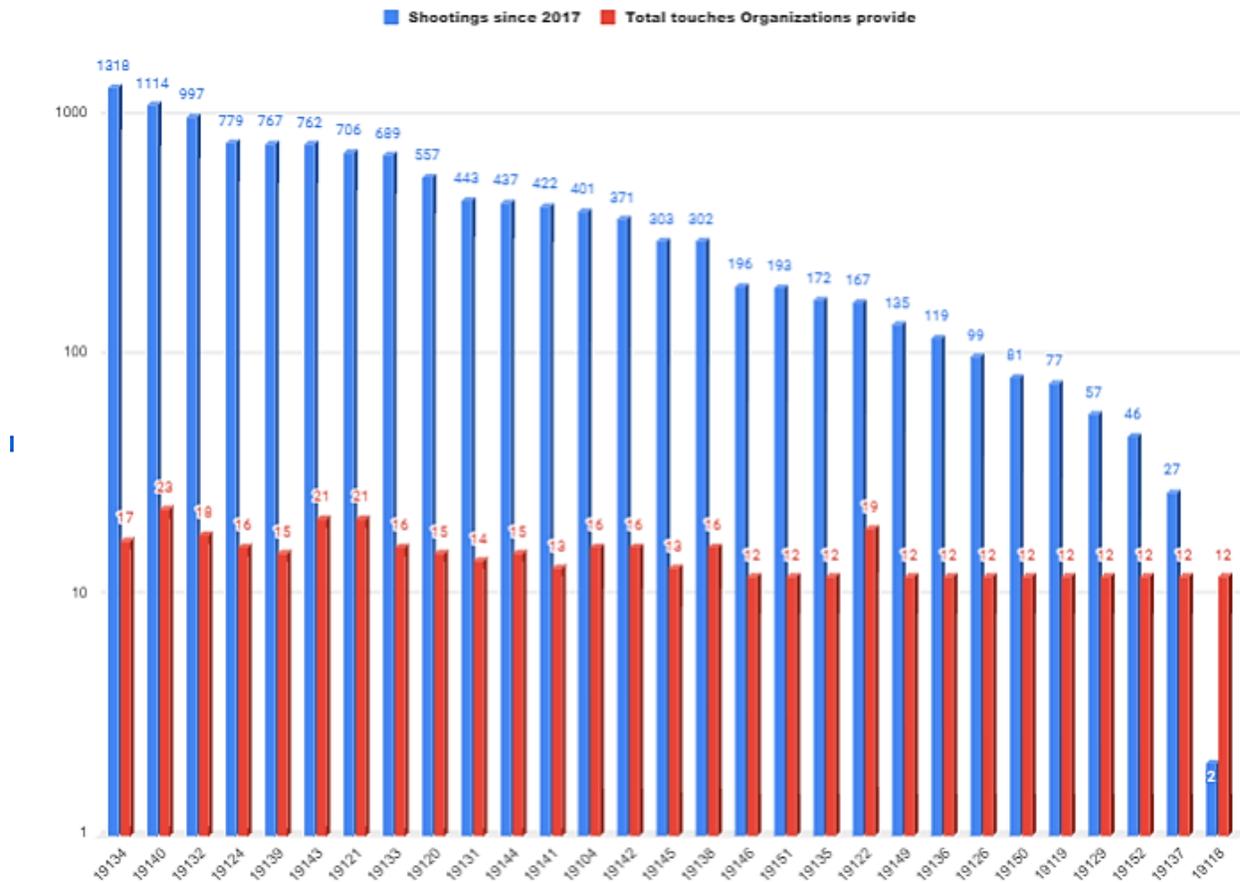


Figure 7

In the FY22 budget, the City allocated \$155 million to anti-violence measures of which \$68.3 million was new money, including funding to support grassroots community organizations.<sup>14</sup>

At the end of July 2021, the city announced \$22 million for CEGs, allocating \$20 million for the grantees, and \$2 million for the administration of the program.<sup>15</sup> A little more than a week later, the application window to apply for the grants opened.<sup>16</sup> The grassroots community organizations would receive guidance from the City on how to navigate the application process, build capacity, and monitor outcomes.<sup>17</sup> The process closed on September 3, 2021. By December 2021, OVP selected 31 grassroots community organizations listed below:

<b>100 Black Men of Philadelphia, Inc.</b>	<b>Black Muslim Men United</b>
<b>Guns Down, Gloves Up - Epiphany Fellowship</b>	<b>Philadelphia Lawyers for Social Equity</b>
<b>Nicetown CDC</b>	<b>Men Who Care of Germantown</b>
<b>Timoteo Sports</b>	<b>YOACAP</b>
<b>Every Murder is Real (EMIR)</b>	<b>New Options, More Opportunities (NoMo)</b>
<b>YouthBuild Philly</b>	<b>PowerCorps PHL</b>
<b>African Family Health Organization (AFAHO)</b>	<b>Mercy Neighborhood Ministries</b>
<b>Impact Services</b>	<b>Philadelphia OIC</b>
<b>Norris Square Community Alliance</b>	<b>Anti-Violence Partnership</b>
<b>Unity in the Community</b>	<b>Put It Down</b>
<b>Mothers in Charge</b>	<b>Educators 4 Education</b>
<b>Beyond the Bars</b>	<b>Mural Arts - The Guild</b>
<b>ManUpPHL</b>	<b>Lighthouse Sports Complex</b>
<b>OIC-CADI</b>	<b>Central Division Victim Services</b>
<b>Urban League of Philadelphia</b>	<b>Uplift Workforce Solutions</b>
<b>New Leash on Life</b>	

## Violence Prevention and Opportunity Monitoring Group Oversight

To monitor the funding and ensure widespread opportunity, Mayor Kenney and City Council announced the creation of the Violence Prevention and Opportunity Monitoring Group (Monitoring Group) in 2021. The Monitoring Group would be made up of five council members and appointees from seven City departments.<sup>18</sup> UAC was also responsible for producing reports and activities and presenting plans and progress updates to the Monitoring Group at the beginning, midpoint, and conclusion of the contract. The Monitoring Group's role was to advise,

---

<sup>14</sup> "Philly anti-violence activists are hopeful about new funding for prevention efforts". Aaron Moselle. WHYY June 18, 2021. Accessed 1/29/24

<sup>15</sup> "Philly moving forward with grants program to fund community groups in anti-violence fight" WHYY July 28, 2021. Accessed 1/29/24

<sup>16</sup> "Application window for Philly anti-violence grants starts Friday" WHYY, August 4, 2021. Accessed 1/29/2024

<sup>17</sup> "Philadelphia is hoping to change the way it fights gun violence by funding smaller community groups" Sean Walsh. Philadelphia Inquirer July 28, 2021. Accessed 1/29/2024

<sup>18</sup> Philadelphia City Council Press release. July 28, 2021. <https://phlcouncil.com/city-council-mayor-unveil-process-for-grants-for-community-violence-prevention-programs/>

inform, and strengthen connections to reduce violence. The Monitoring Group’s responsibilities included:<sup>19</sup>

- Receiving updates on the work of current community-based programs focused on violence prevention.
- Monitoring the progress of the programs, helping spread the word to community partners.
- Reviewing reports on program development and organizations capacity building efforts for community partners
- Supporting the alignment of additional resources that could be leveraged to maximize the impact of violence prevention.

The Monitoring Group would not be involved in the design of the RFP for selecting grassroots community organizations to receive grants or in the selection process.

## Implementation and First Round of Awards

Between October and December 2021, the City awarded \$13.5 million CEGs to 31 grassroots community organizations.<sup>20</sup> Of the 31 organizations, 22 were Safe Haven and Mentorships Programs whose programs dealt with financial literacy, re-entry services, workforce training, music and art therapy, mental health services, and sports and recreation centers. The remaining nine were Trauma Informed Healing and Restorative Programs that delivered behavioral health interventions to those most directly impacted by gun violence.

The Health Department contracted with UAC to act as the fiduciary of the program, even though the money was budgeted under the MDO. UAC was responsible for the distribution of the grant funds as well as fiscally managing each grantee. UAC was already the vendor distributing TCIGs.<sup>21</sup> UAC was selected without a RFP being issued because of an exemption allowing the Health Department to select nonprofit vendors without following the normal bidding process.<sup>22</sup>

The UAC contract was executed on January 18, 2022, but was backdated to November 1, 2021.<sup>23</sup> The contract ran through October 31, 2022, and was not to exceed \$14,600,871. Two other providers, Equal Measure, and Thomas Scattergood Foundation (Scattergood) were contracted by MDO to evaluate the grassroots community organizations’ results and to review the organizations’ ability to build capacity, respectively. Scattergood’s contract was conformed on

---

<sup>19</sup> Fiscal year 2022 contract #2220501 between the City of Philadelphia and Urban affairs Coalition. Exhibit PA-1 Scope of services. Executed January 18, 2022

<sup>20</sup> “City Announces Final Round of Anti-Violence Community Expansion Grants Program Awardees” Press release December 8, 2021. City of Philadelphia.

<sup>21</sup> Opportunity #211908140510 for a Fiduciary agent for Target Community Investment Grants; Contract # 1920611

<sup>22</sup> Chapter 17-1400

<sup>23</sup> Fiscal year 2022 contract #2220501 between the City of Philadelphia and Urban affairs Coalition. Exhibit PA-1 Scope of services. Executed January 18, 2022

April 5, 2022, and backdated to January 3, 2022.<sup>24</sup> Equal Measure's contract was conformed on May 24, 2022, and backdated to January 3, 2022. Because the contracts between the City and the providers took several months to fully conform the City requested UAC to begin their work without a contract. Additionally, once the contract was conformed, UAC was then advised to report to the MDO.

As the fiscal manager, UAC was responsible for supporting internal and external communication and reports for the CEG grantees. The contract provided UAC with funds to hire, and train dedicated staff to support the implementation of the CEG program. UAC was also tasked to review each grantee's administrative and fiscal functions to ensure compliance with grant requirements and the fiscal integrity of the grassroots community organizations. Additionally, UAC was required to monitor and collect fiscal activities and outcomes, ensuring CEG grantees were fulfilling the requirements of the grant award.

The CEG award letter (See Appendix A) received by the grassroots community organizations outlined four steps required to accept the grant:

- Reviewing and signing the scope of services in the agreement (See Appendix B)
- Submitting an itemized budget two weeks following the award solicitation date,
- Scheduling and attending one required 45-minute one-on-one meeting with the City and UAC, and
- Participating in all technical assistance and capacity-building activities and evaluation activities as directed by the City or UAC.<sup>25</sup>

The grassroots community organizations' agreements specified that checks would be issued within two weeks of achieving monthly goals and completion of submitting monthly reporting. However, there was a minimum two-week turnaround for payments that required the organizations to submit an invoice to UAC, which needed MDO's approval before being paid out by UAC. The process left many of the grassroots community organizations confused, frustrated, and unclear about the spending guidelines. Most organizations, having received their awards between September and October 2021, did not receive their initial advances until December 2021, and their first monthly payments until March 2022. Before the contract between the City and UAC was signed and conformed, UAC had already distributed over \$2 million to the grassroots community organizations but could not invoice the City for reimbursement until the contract was finalized at the end of January.

The agreement had several requirements including:

- Responding to emails/phone calls within two days from UAC and the City,
- Submitting all participant sign-in sheets,
- Submitting background checks for all adults working with youth,

---

<sup>24</sup> Provider Agreement Contract # 2220584 between Thomas Scattergood Behavioral Health Foundation

<sup>25</sup> City of Philadelphia, Award Letter

- Attending programmatic fiscal orientation before the launch of the project,
- Demonstrating progress on key metrics on program spending,
- Segregating CEG funding - which may require the establishment of a new bank account,
- Completing fiscal documentation to process funding transactions, and
- Providing monthly program reporting, including key data, and reporting metrics determined at the fiscal orientation.

The grassroots community organizations were informed that their data and reporting metrics would be assessed for quality, and they may be required to implement new practices. Outside of this generalized scope, the award letters detailed little of what the funds were supposed to be used toward other than the funds must be used to fulfill their overall missions with trauma-informed healing and restorative practice programs and/or safe havens and mentorship programs to those directly affected by gun violence. The only specific expenditure that was not permissible was scholarships.

The grassroots community organizations were to receive a 20% advance of their award amount when the program began, and then invoice UAC monthly for ongoing expenses. However, this process forced some organizations that had little running balances to spend tightly and led to them never receiving the full amount of the award.

Of the 31 organizations selected, two of the five organizations that requested \$1,000,000 received the full amount,<sup>26</sup> 13 organizations received more money than what was originally requested, and 12 organizations received less than what they initially applied for but were not given additional details or explanation as to why their share was reduced. Before the CEGs were distributed, two organizations stopped running their grant program.

By January 2022, advances were distributed totaling over \$2.1 million. By the end of FY22, the program distributed over \$4.1 million. A total of \$7.5 million, or 56% of the amount the City pledged, was distributed to grassroots community organizations by October 31, 2022, which was the end of the first contract between UAC and the City.

UAC continued to provide services after their contract expired. On May 11, 2023, the Health Department backdated an amendment to UAC's contract making it effective as of November 1, 2022, with an expiration date of June 30, 2023. The contract was funded with the original money encumbered in FY22. By June 30, 2023, the City distributed an additional \$3.2 million to the grassroots community organizations, making the total distribution \$10.7 million, or less than 80% of the amount the City pledged.

The Health Department and UAC would amend their contract two more times. The first was signed on September 19, 2023, with an effective date backdated to July 1, 2023, and would continue through September 30, 2023. The second and final amendment would add three more

---

<sup>26</sup> Review of funding requests from Grantees and award letters to grantees from the City.

months and end on December 31, 2023. The contracts would be funded by the original encumbrance established in FY22.

Contracting with the City can be a long and complicated process. Contracts cannot span more than 12 months without an amendment. Additionally, a contractor may agree to begin work while negotiating and completing the contract conformance process, however, the City cannot make a payment until the contract is conformed.

The City selected UAC to be the fiduciary for the grassroots community organizations early in the process of developing the grant program. By not establishing and issuing a RFP, the scope of services was not clearly defined, resulting in an unclear understanding of the project terms at the start.

While the contract was with the Health Department, the program was managed, overseen, and funded by MDO. The workflow chart below demonstrates the unique structure of duties between the Health Department and MDO. The Health Department was responsible for convening biweekly meetings, facilitating the timely completion of deliverables, and supporting the development of evaluation models for grantees and stakeholders. However, MDO was responsible for the fiscal administration of the CEGs, with each of the grassroots community organizations submitting invoices to the MDO for approval before payment could be issued by UAC.

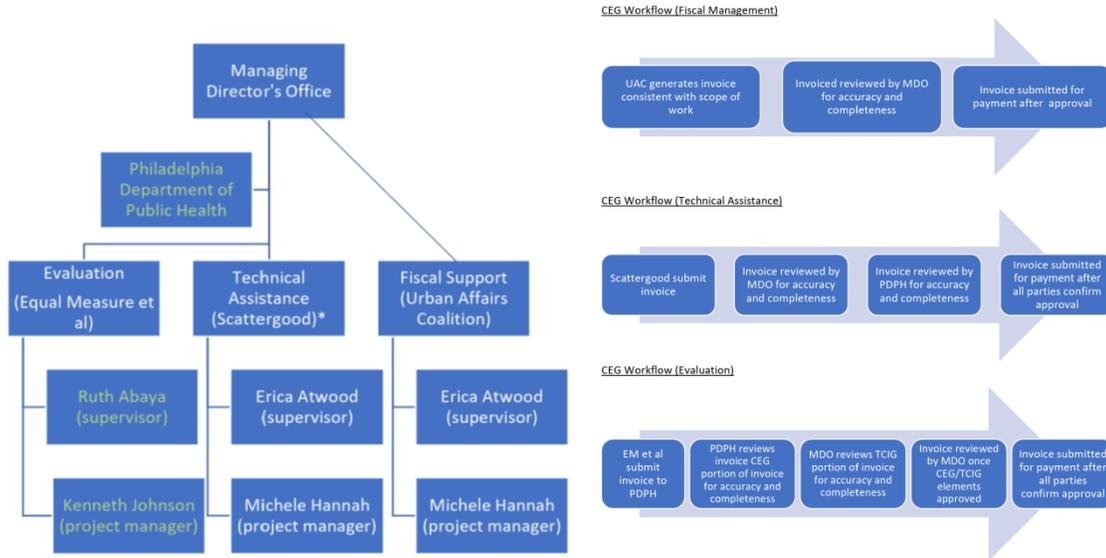


Figure 8

At one point, UAC reached out to the City for additional guidance and requested a more clearly defined benchmark payment system that would allow for the grassroots community organizations to receive payments quicker after noticing issues with advances and other

unresolved concerns. The City denied UAC's request for a benchmark payment system stating, "The recommendations for payment disbursement is not equitable."<sup>27</sup>

As of March 20, 2024, there was still \$2.7 million remaining to be spent from the original \$13.5 million.

## Improvements and Changes for Second Round of Awards

The plans for a second round of awards were announced in March 2023, while a month earlier, MDO issued a RFP for a Fiscal Partner for The Anti-Violence Community Partnership Grants.<sup>28</sup> The contract was to begin on May 1, 2023, and run through April 30, 2024. While the RFP process was taking place, the original contract between UAC and the City was being extended. Moving the contract under the MDO now required all potential providers to submit a proposal. Because UAC did not have to bid for the original contract with the Health Department, they would be required to submit a proposal as well.

The proposal's scope listed in the RFP included the following objectives:

- Timely and accurate disbursement of grant funds
- Detailed accounting for all grants related expenses
- Timely creation and submission of financial and programming reporting
- Anticipated announcement of the CEG renewal in April 2023, the provider must be prepared to disperse funds to grantees on June 1, 2023

In April 2023, the application process was opened for a second round of CEG awards.<sup>29</sup> The applications had to be received by May 1, 2023. In June, the City announced that 24 of the grassroots community organizations from the first round would receive renewals to continue their work.<sup>30</sup> There were 15 new grassroots community organizations notified on November 20<sup>th</sup> of their award<sup>31</sup> and all 39 awardees were announced on December 4, 2023.<sup>32</sup>

On November 27, 2023, the MDO entered into and backdated a contract with Public Health Management Corporation (PMHC) making the effective date August 15, 2023. This contract designated the Office of Policy and Strategic Initiatives for Criminal Justice & Public Safety (CJPS) as the City's contact. The contract was awarded for \$23 million,<sup>33</sup> with \$17.45 million set aside

---

<sup>27</sup> From the Philadelphia Inquirer Article, entitled "Philadelphia mismanaged how groups get antiviolence grants"

<sup>28</sup> City of Philadelphia Request for Proposals, Opportunity # 21230214122524

<sup>29</sup> "City of Philadelphia relaunches Community Expansion Grant program" Press Release -; City of Philadelphia April 10, 2023

<sup>30</sup> "City Shares Results of Community Expansion Grant Independent Program Evaluation; Renewals for Next Phase of the Program Selected" City of Philadelphia Press Release, June 29, 2023

<sup>31</sup> Award Letters supplied to the Controller's office from the Managing Director's Office

<sup>32</sup> "City of Philadelphia Awards Close to \$17.5M to 39 Nonprofits through the Second Round of Community Expansion Grants" Press Release December 4, 2023.

<sup>33</sup> Contract # 2420296 - City of Philadelphia Contract with Public Health Management Corporation; Nov 2023

for CEGs, and specifically stated staff will be hired and/or trained before the commencement of the grant period. It funded the following positions:

- Director of Strategy and Development, Program Manager, Project Coordinator, Accounting Manager, Staff Accountant, and Contracts Manager in MDO
- Two program liaisons and two grant-writing experts in additional outside support.

Additionally, PHMC, like UAC, contracted with Scattergood directly to provide technical assistance. PHMC, after reviewing the processes and procedures followed in the first round of CEGs, had a more active hand in developing the scope of services. PHMC outlined a cash advance requirement schedule that illustrated every three months after the initial disbursement exactly what was required of the grantees to receive payments.

According to the contract signed by PHMC and MDO, the grassroots community organizations would receive a 20% advance of their award ten days after conformance. Three months after the receipt of the advance, the grassroots community organizations would be required to submit a report to CJPS detailing how the grants were spent. CJPS would review each report and all receipts and submit them to PHMC, where they would then be reviewed by PHMC accountants. Once CJPS and PHMC approve the report, PHMC will release the next 30%. The same process would be used at the end of six months, when grassroots community organizations receive another 20%, and then again at nine months when they would receive the final 30% of the award.

## Conclusion

The epidemic of gun violence is complex and requires a wide variety of approaches to combat the unfortunate outcomes that are being experienced by so many communities throughout our City. As gun violence faced an all-time high, the City's urgency to roll out the CEG program led to confusion and mistrust among the grassroots community organizations who provide much needed services to neighborhoods that have been historically neglected and ignored.

The difficulties that were prevalent throughout the process are highlighted below:

- Contract Confusion - While the terms of the contract between the City and Urban Affairs Coalition (UAC), the fiduciary provider for the grants, were being negotiated, the City requested UAC to send advances to the grassroots community organizations and backdated the contract when it was conformed, leaving the organizations confused about their responsibilities and expectations.
- Departmental Funding - While the funding for the CEGs was budgeted in the Managing Director's Office, the initial contract was conformed under the City's Department of Health. UAC was selected without a RFP being issued because of an exemption allowing the Health Department to select nonprofit vendors without following the normal bidding process.

- Lack of a Fair, Open, and Transparent Bid Process – The City did not follow a fair, open, and transparent bid process. Excluding other possible fiduciary providers can raise questions about accountability and can create a perception of favoritism or bias towards the chosen provider, even if unintentional.

The Controller's Office has developed several recommendations to address the above findings including:

- 1) City departments should not request services to be performed by any contractor without a conformed contract in place and should refrain from backdating contracts.
- 2) Contracts should be conformed in the department where the services are budgeted.
- 3) An open and transparent contracting process should have been followed by requesting multiple bids from other providers.

## Appendix A – Award Letter



CITY OF PHILADELPHIA

OFFICE OF THE MANAGING DIRECTOR

**TUMAR ALEXANDER**  
Managing Director

1401 John F. Kennedy Boulevard  
Suite 1430  
Philadelphia, PA 19102-1683

October 14, 2021

[REDACTED]

**Re: Community Expansion Grant Award Letter**  
**Grant Award: \$117,150.00**

Dear [REDACTED],

Congratulations! We are excited to inform you that [REDACTED] application for the Community Expansion Grant program was selected for funding by the City of Philadelphia. As a result, you are now eligible for the grant award referenced above for the Safe Havens and Mentorships project that you proposed in your application. Your original request was \$106,500. Your grant award for your program is \$106,500. In addition, you will receive an additional 10% (\$10,650) explicitly and exclusively to be used to support data collection and reporting, for a total of \$117,150.

While we know this news is exciting, please **do not** share this information publicly until after we have issued our official press release announcing your organization was selected for this grant.

To accept your grant award, you will need to follow the steps outlined in this letter and sign an agreement with the Urban Affairs Coalition (also referred to as "UAC" or "fiscal sponsor"). CJPS has partnered with UAC to manage and distribute all the funds available under this grant program. This means you are **not** approved to spend any of the funds available to you as a part of this award, or to be reimbursed for any expenses, until you sign an agreement with UAC accepting the terms and conditions for receiving this grant, and you complete all the requirements set by the City and UAC for this grant program.

The four steps you **must** complete to accept your award are as follows:

- (1) Review, sign, and return Scopes of Service Agreement accepting the terms and conditions for receiving the funding under this grant program, no later than 11:59 p.m. November 5, 2021.
- (2) Submit an itemized budget, no later than November 5, 2021, by 11:59 p.m. The format of this itemized budget will be shared during your Fiscal Orientation. This itemized budget should include a broken-out section that details how your 10% funding will be spent to support data collection and reporting.
- (3) Schedule and attend one required 45-minute one-on-one meeting with the City of Philadelphia no later than November 19, 2021, by 5:00 p.m. To schedule your required one-on-one with the City of Philadelphia and UAC or if you have any questions, please contact Dan O'Brien in our office at (215) 327-6361 or by email at [AntiViolenceGrants@phila.gov](mailto:AntiViolenceGrants@phila.gov).
- (4) Participate in all technical assistance and capacity building activities and evaluation activities as directed by the City or fiscal sponsor.

Congratulations again and thank you for your commitment to helping us create safer communities for all Philadelphians. We wish you much success and look forward to working with you.

Sincerely,



Erica Atwood  
Senior Director  
Criminal Justice & Public Safety  
Public Health



Ruth Abaya, MD, MPH  
Injury Prevention Manager  
Philadelphia Department of

Enclosure

## Appendix B – Scope of Services Agreement

### Community Expansion Grant Program Scope of Services Agreement

As the recipient of a Community Expansion Grant (CEG), I agree to complete the scope of work I described in my grant application according to the timeline I provided to the City of Philadelphia. This includes serving 50 individuals in a 12-month period. I also agree to stay within the approved budget and key program outcomes for this project that I revised based on the guidance I receive from the City and UAC during my mandatory grantee orientation and one-on-one session.

If I need to make changes to my project in relation to my project's scope of work, number of clients served, schedule, location, timeline, or budget, I will consult with the City before making these changes to ensure I have approval to do so. If I fail to provide prompt notice of changes to the City, I may risk losing some or all the grant funds that I have been awarded.

By signing this Scope of Services Agreement, I agree to:

1. **Respond to emails and/or phone calls within 2 business days of receiving correspondence from the City and/or fiscal sponsor.** I understand that failure to provide steady communication throughout the project period may delay the distribution of funds and may place me at risk of losing some or all the grant funds awarded.
2. **Submit all participant sign in sheets to the City, no later than 30 days from my project's confirmed end date.** I understand that failure to submit any participant sign in sheets may affect my opportunity to receive funding in the future.
3. **Submit a final report to the City, no later than 30 days from my project's confirmed end date.** I understand that failure to submit a final report may affect my opportunity to receive funding in the future.
4. **Provide all participants with the opportunity to complete a feedback survey, no later than 30 days from my project's confirmed end date.** I understand that failure to submit any participant surveys may affect my opportunity to receive funding in the future.
5. **Complete and submit (one) grantee survey, no later than 30 days from my project's confirmed end date.** I understand that failure to submit a grantee survey may affect my opportunity to receive funding in the future.
6. **If needed, submit a budget revision request to the City, no later than 45 days before my project's confirmed end date.** The City will notify grantee of decision within 2 business days of receiving request. *(Please note budget revision requests should only be submitted, if essential to the functionality of your project.)*
7. **Keep a record of background checks for me and all staff/volunteers working with youth under 18 years of age,** as well as letters of permission from legal guardians for any field trips or using their child's images in photographs or other media or printed material.

8. **Comply with the City of Philadelphia’s COVID-19 regulations as they may change throughout the project period.** If my program is in-person, all social distancing and personal protective equipment (PPE) precautions will be followed.
9. **Demonstrate progress on key metrics in line with spending for the program.** I understand that failure to execute or report on program activity or programmatic milestones may delay the distribution of funds and may place me at risk of losing some or all the grant funds awarded.
10. **Attend Programmatic and Fiscal Orientations before launching the project.** I will ensure that the program is prepared to meet the fiscal and programmatic compliance of the grant program before launching.
11. **Submit a signed Sub-Recipient Agreement with the Urban Affairs Coalition** and abide by its terms to ensure the fiscal integrity of your organization’s funded program and the Community Expansion Grant initiatives.
12. **Submit a signed Memorandum of Understanding with the City of Philadelphia** and abide by its terms to ensure programmatic support, monitoring, and data sharing.
13. **Meet and maintain minimum insurance requirements.** The requirements will be confirmed at the one-on-one orientation based our project and activities.
14. **Segregate the Community Expansion Grant funds,** which may require the establishment of a new bank account to exclusively intended to hold the Community Expansion Grant funds and that is linked to the identified legal status of my organization.
15. **Complete fiscal documentation to process any funding transactions.** This includes electronic signatures, scanning and printing documents and sending via email.
16. **Provide monthly program reporting,** including key metrics as finalized at one-on-one orientation with UAC and the City as well as data on individual participants that would allow for a data matching with other social service connections. Data and reporting will be assessed for quality, and I may be required to implement new data collection and reporting practices.
17. **Provide monthly invoices with documentation of funds spent,** including timesheets for staff and receipts for items purchased.
18. **Participate in capacity building work,** including workshops, training, coaching, the development of a capacity building plan, and other activities in service of the completion of that plan.
19. **Participate in an independent evaluation of my program,** including development of a logic model, collecting data on program participants and community impact, individual data sharing with the City and its evaluation partner (in accordance with local, state, and federal privacy rules), collecting responses to surveys, and other activities to support a greater understanding of the impact of my program.

20. **Participate in at least one site visit** during my grant period (and possibly more at the discretion of the City), and I may be requested to produce program files and documentation at any time.

My organization also agrees to complete other activities to be determined to ensure alignment with the programmatic and fiscal expectations of the grant program. In addition, if my organization is determined to be required to use the program fiduciary as the fiscal agent following the orientation, I may be required to provide more information and a greater frequency.

Last of all, I understand that, by signing this Scope of Services Agreement, the distribution of funds lay on the basis that I meet the scope of work and timeline set in my application and I must complete fiscal documentation requirements and deadlines set by the City's fiduciary to have those funds distributed.

My signature below represents my acceptance of this responsibility set by the City of Philadelphia and I must complete these requirements with the understanding that I may risk losing some or all the grant funds that I have been awarded if I fail to meet these expectations.

\_\_\_\_\_  
Grantee's Signature

\_\_\_\_\_  
Date of Signature

\_\_\_\_\_  
Grantee's Printed Name

\_\_\_\_\_  
Grantee Title

## Appendix C – Community Expansion Grant Program Application FAQ

### Community Expansion Grant Program Application

#### Frequently Asked Questions (FAQ)

**Community Expansion Grant deadline extension was announced: Community Expansion Grant applications are now due Friday, September 17, at 11:59PM.** (Updated: September 1, 2021)

#### **Looking for recordings of the public information sessions?**

You can find the information session presentation by [clicking here](#). Additionally, recordings from the public information sessions will be published and linked:

- Monday, August 16, 2021 (12PM – 1PM) | To view the recording from the public info session on August 16, click [here](#).
  - This FAQ document will be updated with questions asked during the August 16 info session within 48 hours of the information session.
- Tuesday, August 17, 2021 (5:30PM – 6:30PM) | To view the recording from the public info session on August 17, click [here](#).
  - This FAQ document will be updated with questions asked during the August 17 info session within 48 hours of the information session.

#### **1. Where can I find the application?**

The Community Expansion Grant application can be found [here](#).

#### **2. Can my project be a new idea?**

Yes. New ideas will be considered. However more weight will be given to proven organizations with successful programs and activities. In addition, applications can be to expand the number of individuals your project serves, or the array of services being provided.

#### **3. Is there a specific area in Philadelphia where I must focus my program/activities?**

Special consideration will be given to areas that are the most impacted by gun violence; however, this grant opportunity is open to city-wide participation. The following zip codes are most impacted by gun violence; organizations working in these zip codes are strongly

Updated September 13, 2021

Page 1

encouraged to apply: 19104, 19118, 19119, 19120, 19121, 19122, 19124, 19126, 19129, 19131, 19132, 19133, 19134, 19135, 19136, 19137, 19138, 19139, 19140, 19141, 19142, 19143, 19144, 19145, 19146, 19149, 19150, 19151, 19152.

#### 4. Who can apply?

- The applicant must be a Philadelphia-based 501(c)3, LLC, or B Corp with a valid 501(c)3, LLC, or B Corp designation for more than three years, OR Philadelphia-based organization with a fiscal sponsor for more than three years whose mission and work are consistent with the goals of the Anti-Violence Community Grants Program to reduce gun violence and sustain reduced gun violence, OR a Philadelphia-based 501(c)3, LLC, or B Corp led by an individual with a proven track record of over three years of community anti-violence work. The organization must also meet all of following:
  - At least one full time equivalent (FTE) staff person
  - Annual operating budget below \$15,000,000
  - An understanding of and credible presence within the targeted Philadelphia neighborhoods
  - Organization cannot have a deficit greater than 10% of its operating budget in the past year

Organizations are strongly preferred to have the following:

- Written, board-approved policies regarding whistleblowing, conflict of interest, and document retention and destruction
  - Interim or permanent executive leadership in place for at least three months
  - No familial relationships among board and staff members
  - Financial audit completed in the last 12 months
- Organizations with projects focused on trauma-informed healing & restorative practice programs and/or safe haven or mentorship programs are asked to apply. This may include neighborhood and cultural organizations, local businesses, youth-serving clubs or organizations, accredited educational institutions, or places of worship, if they are located in the neighborhood or serve the residents of the neighborhood in target areas. These services include the following:
    - Trauma-informed healing - Programs that deliver behavioral health interventions and use a trauma-informed care approach, a treatment framework that acknowledges the effects of all types of trauma on the individual and emphasizes physical and emotional safety during rebuilding to a sense of control and wellness. Behavioral health interventions would address trauma and support the resilience of impacted individuals and communities.

- Restorative practices - Programs which allow impacted communities, i.e. victims, offenders and their respective family members and friends, to come together to explore the effects of violence or an offense and, when possible, to decide how to repair the harm within their respective communities.
- Programs utilizing cognitive behavioral health tactics as a form of persistent engagement of high-risk youth and young adults designed to support their involvement in voluntary or court mandated programs aimed at reducing recidivism and/or disrupting individual and family economic disadvantages.
- Safe havens - Physical environments and programs which are culturally relevant and support positive youth development, reduce risk factors for perpetration or victimization of gun violence, as well as serve as alternatives for delinquent activities.
- Mentorship - Innovative approaches to engaging youth and young adults in positive relationships which will promote physical, mental, and emotional well-being. Programs could include engaging the business community, peer-to-peer programs, credible messengers, and/or parental seminars.
- Workforce development support - Structured programming using trauma-informed healing, restorative practices, safe havens, or mentorship that supports the recruitment and retention of participants in workforce programs designed as interventions to reduce poverty and improve economic mobility to prevent violence.

**5. Who should I be serving through my program/activities?**

In alignment with the City's plan to address gun violence, [Philadelphia Roadmap to Safer Communities](#), special consideration will be given to applications that address the needs of the target population, in particular men and boys of color at a high risk of gun violence between the ages of 16-34, as well as those that show youth, community, and/or multi-organization collaboration.

Special consideration will be given to areas that are the most impacted by gun violence; however, this grant opportunity is open to city-wide participation. The following zip codes are most impacted by gun violence; organizations working in these zip codes are strongly encouraged to apply: 19104, 19118, 19119, 19120, 19121, 19122, 19124, 19126, 19129, 19131, 19132, 19133, 19134, 19135, 19136, 19137, 19138, 19139, 19140, 19141, 19142, 19143, 19144, 19145, 19146, 19149, 19150, 19151, 19152.

**6. What are the expectations once receiving the Community Expansion Grant?**

- Awardees must attend programmatic and fiscal orientations before the start of their project.
- Awardees must complete a grant agreement, including defining a scope of work, with the program fiduciary and a memorandum of understanding with the Managing Director's Office and the Philadelphia Department of Public Health before the start of their project.
- Awardees must complete and submit a detailed budget two weeks after the award notification.
- Awardees must meet and maintain minimum insurance requirements (either directly or through their fiscal agent), as needed. Minimum insurance requirements may differ based on project and activities (i.e., Commercial General, Auto, and/or Cyber Liability).
- Awardees must complete fiscal documentation to process any funds under the Community Expansion Grant program which may consist of electronic signatures, scanning and printing documents and sending via email to the Managing Director's Office, the Philadelphia Department of Public Health, and the program fiduciary. (Note: Technical assistance will be given to those who request help with completing and submitting fiscal documentation.)
- All program staff with direct contact with children under 18 years of age, no matter how frequent, must complete background checks prior to the start of the program. If the applicant has completed background checks on program staff, the applicant must provide proof that staff have completed and passed the background check within the last 12 months prior to the start date of the program. Awardee must keep background checks on file.
- Awardees must provide monthly program reporting, including data on individual participants that would allow for a data matching with other social service connections. Data and reporting will be assessed for quality, and awardees may be required to implement new data collection and reporting practices.
- Awardees must provide monthly invoices with documentation of funds spent, including timesheets for staff and receipts for items purchased.
- Awardees must participate in capacity building work, including workshops, training, coaching, the development of a capacity building plan, and other activities in service of the completion of that plan.
- Awardees must participate in an independent evaluation of their program, including development of a logic model, collecting data on program participants and community impact, individual data sharing with City and its evaluation partner (in accordance with local, state, and federal privacy rules), collecting responses to surveys, and other activities to support a greater understanding of the impact of the program.

- Awardees must submit a final report at the end of the grant project period that documents goals accomplished as stated in their scope of work. All grantees will receive at least one site visit during their grant period, and can be requested to produce program files and documentation at any time.
- Awardees may be required to complete other activities to ensure alignment with the programmatic and fiscal expectations of the grant program. In addition, awardees that are required to use the program fiduciary as the fiscal agent may be required to provide more information and a greater frequency.
- Awardees may be at risk of losing funds if they do not respond timely or fail to respond to communication efforts from the Managing Director's Office, Philadelphia Department of Public Health, or the program fiduciary, evaluation partner, or capacity building partner throughout the program period.

**7. What can the funds be used for?**

- Funds must be used to support trauma-informed healing & restorative practice programs and/or safe haven or mentorship direct program services to those directly affected by gun violence.
- Funds must be used to supplement (not replace or redirect) any Federal, State, and/or local government funding currently provided for the program.
- Applicants currently receiving program funding from the City government, must clearly state in the application how these funds will be used to enhance and/or expand current programming in an innovative manner.
- Funds can be used for a variety of purposes, including but not limited to additional staffing support, and operational costs, such as transportation, supplies and material, food, and stipends for participants and/or volunteers.
- Funds can be used for indirect/administrative costs (e.g., insurance, printing of flyers/advertising and administrative staff etc.) up to ten percent (10%) of award.
- Funds can be used for background checks (i.e., FBI and Child Abuse Clearance).
- Funds cannot be used for scholarships.

**8. How much can I receive from the Community Expansion Grant?**

Community Expansion Grant awards range from \$100,000 to \$1,000,000. Awardees will need to submit the proper documentation to the Managing Director's Office and its fiduciary in order to access their grant funds. No funds are provided directly to the awardee.

**9. How many different ideas can I submit?**

Only one Community Expansion Grant application can be submitted per organization. If multiple grant applications are received from the same organization, the last application submitted will be reviewed unless otherwise specified; the previous applications will be disqualified.

**10. What do I have to do to be considered for the grant?**

*Updated: September 1, 2021:* Applications MUST be submitted electronically and emailed to AntiViolenceGrants@phila.gov. All applications are due no later than 11:59 PM EST on Friday September 17, 2021 (and applications will be reviewed on a rolling basis beginning after August 20, 2021).

You can find the application [here](#).

**11. How much time will I have to start and complete my program or activity?**

Projects must be completed one year after the grant agreement is finalized.

**12. Do I have to have the program in Philadelphia?**

Yes. Any program or activity funded under this grant must take place in the City of Philadelphia and serve Philadelphia residents.

**13. How soon will I hear the decision on my application?**

All applicants will be notified of the decision in September 2021.

**14. How do I know if I submitted the application?**

When submitting the application, you will receive a confirmation email within one business day. If you do not receive the confirmation email, we did not receive your application. This email confirmation serves as a confirmation of receipt only; this email confirmation does not confirm that your application is complete. As outlined in the Community Expansion Grant application, all incomplete applications will be disqualified.

**15. Can I submit a hand-written application or mail in my application?**

All applications MUST be submitted electronically and by the deadline.

**16. Is there anything I can not include in my budget?**

Budget items that include start-up costs may not be approved for funding under the Community Expansion Grant program. Please review the application for allowable expenses.

*Updated September 13, 2021*

Page 6

**17. Where can I find an example of a budget breakdown and justification?**

Please find an example [here](#).

*Updated August 16, 2021:* You can find a sample project budget on a Google sheet [here](#).

**18. Where can I go for help to fill out the application?**

If you have further questions or concerns, please email [AntiViolenceGrants@phila.gov](mailto:AntiViolenceGrants@phila.gov) or attend one of our virtual Community Expansion Grant information sessions:

- Monday, August 16, 2021 (12PM – 1PM)
- Tuesday, August 17, 2021 (5:30PM – 6:30PM)

*Updated August 27, 2021:* You can find recordings from these information sessions at the top of this document.

**19. How do I calculate a full-time equivalent (FTE) for my staff?**

A full-time equivalent compares the number of hours worked by a person to a full-time employee working 2,000 hours per year (or 40 hours per week for 50 weeks in the year). To calculate a full-time equivalent (FTE): Divide the total number of hours in one year worked by 2,000.

A full-time employee's FTE is 1.00, representing 100% of full-time hours, or 2,000 hours.

Here's an example of how you calculate the FTE for a part-time employee: If your organization employs a staff member who will work 10 hours per week for 25 weeks in the year on your proposed project, you multiply 10 hours by 25 weeks for your total hours worked per year (250 hours). Then you divide that total by 2,000 hours (250 hours divided by 2,000). This example part-time staff member's FTE is 0.125 or 12.5%.

**20. My organization is not/I am not eligible for a Community Expansion Grant, what other funding opportunities are available?**

If you or your organization is not eligible for a Community Expansion Grant, but is providing violence prevention and intervention community-based programming in Philadelphia, you may be eligible for a Targeted Community Investment Grant (TCIG). The City of Philadelphia issues TCIG grants ranging between \$1,500 to \$50,000 to small, community-based, with organizational budgets operating for 3+ years.

All TCIG opportunities are posted here:

<https://www.phila.gov/departments/office-of-violence-prevention/>

*Updated August 16, 2021:* The next round of TCIG applications is expected to open in early 2022 (around February). Award announcements for the July 2021 application are expected in the next few weeks.

**21. Are organizations applying for a Trauma Informed Healing and Restorative Practices program funding required to incorporate a clinical approach or formal behavioral health programming or can community-based programs that integrate trauma informed principles and approaches in their proposed activities apply?**

Community Expansion Grant funds will support clinical or formal activities, as well as supplemental elements to community-based programs. For example, the Community Expansion Grant could support cognitive behavioral therapy as an add-on to an existing workforce development program to ensure participant retention.

**22. Are organizations required to propose projects that meet all of the referenced activities for their respective concentration, or can organizations submit applications for some of the described activities?**

Programming does not need to focus on all of the described activities; applications can focus on one.

**23. Are organizations expected to include all the sample metrics included in the application, or can organizations propose a subset of metrics that they plan to track?**

These are example metrics. Applications can use a subset of the metrics included, as well as metrics that are not included. The expectation is that your metrics demonstrate a connection to your program goal or the overall goal of reducing and sustaining reduced gun violence in Philadelphia.

**24. The application requirements include significant expectations around tracking and reporting. Can organizations propose that staff time be dedicated tracking and reporting activities as part of their proposed staffing costs or must account for this as part of the <10% administrative costs?**

Proposed programming staffing costs could include tracking and reporting activities. These costs should be reflected in detailed in your budget (budget breakdown and budget justification), and it should be specified that the costs are related to reporting and outcomes tracking. There is an example budget breakdown and justification included within this FAQ doc (see #17).

**25. The application outlines criminal background check requirements. Is this required for program participants, or only program staff/volunteers working with minors?**

This requirement is about maintaining current background checks for program staff/volunteers who are directly serving minors (under the age 18). Organizations will be required to maintain background checks for any staff/volunteers directly serving minors as part of this grant-funded activities. Program participants are not required to complete a background check.

**26. Can organizations apply for funding to support programs that are operated from a school, recreation center, or other community spaces?**

Yes, program activities can operate from schools, recreation centers, or other community spaces.

**27. My Philadelphia-based organization operates from a zip code that is not listed as a special consideration zip code. Can my organization apply for funds to develop a new program/expanded programming in a special consideration zip code?**

Any organization working in Philadelphia will be considered in the designated area. However, special consideration will be given to projects in the zip codes outlined. Programs that currently exist outside of the special consideration zip codes are eligible to apply, but they must operate in Philadelphia.

**28. I understand that the Community Expansion Grant is for trauma informed healing and restorative practices, as well as safe haven and mentorship programs; and I understand that, in alignment with the [Philadelphia Roadmap to Safer Communities](#), that special consideration will be given to applications that address the needs of its target population (in particular men and boys of color at a high risk of gun violence between the ages of 16-34, as well as those that show youth, community, and/or multi-organization collaboration) and to projects in areas that are the most impacted by gun violence (19104, 19118, 19119, 19120, 19121, 19122, 19124, 19126, 19129, 19131, 19132, 19133, 19134, 19135, 19136, 19137, 19138, 19139, 19140, 19141, 19142, 19143, 19144, 19145, 19146, 19149, 19150, 19151, 19152). However, I am interested in applying on behalf of a program that supports related work for a different audience, should I still apply?**

All organizations are welcome to apply, but prioritization of grant funds will be focused on zip code/population/topic area.

**29. The application says “No funds are provided directly to the awardee.” Can you clarify what this means?**

As outlined in the application, application proposals must include documentation of affirmation of a bank statement linked to the identified legal status. Grant funds will only be distributed to

the affirmed bank account that is in the organization's name. Grant funds will not be distributed to individuals associated with or responsible for the organization.

**30. My organization offers an afterschool program, sports program, arts program, etc., is it eligible?**

While these programs are essential to families and communities, generally speaking, they are not a good fit for the Community Expansion Grant opportunity.

As outlined in the grant application, the Community Expansion Grant program prioritizes specific program types that target people at highest risk of being involved in gun violence, (in particular men and boys of color at a high risk of gun violence between the ages of 16-34, as well as those that show youth, community, and/or multi-organization collaboration) and to projects in areas that are the most impacted by gun violence (19104, 19118, 19119, 19120, 19121, 19122, 19124, 19126, 19129, 19131, 19132, 19133, 19134, 19135, 19136, 19137, 19138, 19139, 19140, 19141, 19142, 19143, 19144, 19145, 19146, 19149, 19150, 19151, 19152).

We encourage you to review the application and this FAQ document closely to determine if your organization or program is eligible.

**31. Are workforce programs eligible?**

Existing workforce programs that seek to expand and add trauma-informed or healing practices, such as cognitive behavior therapy (CBT), as a way of retaining participants are eligible to apply. However, workforce programs generally are not eligible.

**32. My fiscally sponsored organization is less than three years old, but my organization's fiscal sponsor has had a valid 501(c)3 status for longer than three years. Is my organization eligible to apply?**

In accordance with the *Organization Requirements* section of the application, if your organization's fiscal sponsor has had a valid 501(c)3 status for longer than three years, and your organization is led by an individual whose personal proven track record extends over three years of community anti-violence work, then your organization is eligible to apply.

**33. While my organization is fiscally sponsored and operated by a part-time equivalent, my organization's fiscal sponsor has more than one full-time equivalent staff person who provides administrative support and services to my organization. Does my organization meet the *Organization Requirements* outlined in the application?**

Yes, if your fiscal sponsor has more than one full-time equivalent staff person, then your organization meets the application's *Organization Requirements*.

**34. What is the definition of a mid-sized organization?**

As outlined in the application under *Organization Requirements*, the Community Expansion Grant Program defines a mid-sized organization as:

- A Philadelphia-based organization:
  - With a valid 501(c)3, B Corp, or LLC designation for more than three years, OR
  - With a fiscal sponsor for more than three years whose mission and work are consistent with the goals of the Anti-Violence Community Grants Program to reduce gun violence and sustain reduced gun violence, OR
  - With a 501(c)3, B Corp, or LLC led by an individual whose personal proven track record extends to over 3 years of community anti-violence work
- An organization with at least one full-time equivalent (FTE) staff person
- An organization with an annual operating budget below \$15,000,000

**35. My organization is a small to mid-sized organization operating from within a large organization or institution that exceeds the \$15,000,000 annual operating budget threshold. Is my organization still eligible to apply?**

As outlined in the application, Philadelphia-based organizations with a fiscal sponsor for more than three years whose mission and work are consistent with the goals of the Anti-Violence Community Grants Program to reduce gun violence and sustain reduced gun violence are eligible to apply. Organizations with fiscal sponsors must have an annual operating budget under \$15,000,000—this is separate from the fiscal sponsor’s annual operating budget.

The following outlines typical characteristics of a fiscally sponsored organization and their relationship to their fiscal sponsor:

- Fiscally sponsored organizations enter an agreement with their fiscal sponsor—which identifies the sponsor organization as the fiscal sponsor—and that typically specifies that the fiscal sponsor is responsible for all legal compliance relating to receiving, reporting, and acknowledging charitable donations received on the behalf of the fiscally sponsored organization.
- Fiscally sponsored organizations are charged an administrative fee (typically a percentage of their annual budget) to their fiscal sponsor in exchange for technical assistance and administrative support services, such as bookkeeping, tax returns, payroll, HR management, etc.

While fiscally sponsored organizations are eligible to apply, direct programs or projects of a larger organization or institution (including those that are grant-funded) with an annual operating budget exceeding \$15,000,000 are not eligible to apply. Direct programs and projects are defined as:

- Programs or projects that belong to the larger organization or institution, which may include grant-funded programs and projects.

- Programs or projects that are directly implemented by its employees (including grant-funded employees) and/or volunteers.

**36. I see the application requires “documentation of affirmation of a bank statement linked to the identified legal status.” Can you clarify what is needed?**

This can be a copy of a recent bank statement that identifies the applying entity as the account holder.

**37. My organization would like to partner with other organizations to submit an application. Does that make us eligible to receive a grant award of more than \$1,000,000?**

No. As outlined in the grant application, as well as in #8 of this FAQ document, grant award amounts will range between \$100,000 - \$1,000,000.

**38. My organization provides trauma informed healing and restorative practices and/or safe haven and mentorship programs through multiple interconnected programs. Should my organization apply for general operating support and articulate in our proposal how our programs support the targeted population?**

Your organization can apply for funding to expand or enhance your existing programming. However, we are asking organizations to itemize what they will be using the funding for, and to execute spending based on an approved budget. In your proposal, be sure to clearly explain how your request will expand or enhance your existing program. This includes articulating the additional number of people served and/or outcomes your organization expects to achieve, in addition to what is already being done.

**39. Community Expansion Grant requires that applying organizations have at least one full-time equivalent (one FTE). Is there a specific title required for this FTE?**

No, no specific title is required to meet the full-time equivalent requirement.

**40. My organization started recently. Is my organization still eligible to apply?**

Start-up organizations are not eligible for this grant opportunity. However, start-up organizations are encouraged to apply for future Targeted Community Investment Grant opportunities. All TCIG opportunities are posted here:

<https://www.phila.gov/departments/office-of-violence-prevention/>

**41. Is there an expected cost per client range?**

No, there is not an expected cost per client range. However:

- If you have one, please include this detail in your project budget.
- The application review will be mindful of best practices and how your spending aligns with industry standards and reasonable costs related to executing your program. For example, it would raise questions if a proposal says the applying organization will serve 100,000 people with a \$100,000 grant or, conversely, if a proposal says the applying organization will serve three (3) people with a \$100,000 grant.

**42. If an organization has an annual operating budget of \$200,000, is it too small to be considered “mid-sized” and eligible for this grant?**

The Community Expansion Grant program has a ceiling of—and will not award grants to organizations with—an annual operating budget exceeding \$15,000,000. See #34 in this document above for the definition of a mid-sized organization.

**43. Is my organization allowed to submit a grant application for an amount that would double the annual operating budget of my organization?**

The Community Expansion Grant program is interested in making strong investments in organizations, but the program is not necessarily seeking to expand organizational budgets by that amount. An application for a grant that would double the applicant organization’s operating budget should include a strong, detailed justification, should clearly articulate the proposed expansion, alignment, and timing of the grant award and programming, and demonstrate its expertise in being able to staff up and develop other internal procedures quickly to be able execute the project.

**44. How much money in total is being distributed?**

The Community Expansion Grant and Targeted Community Investment Grants comprise the Anti-Violence Community Partnership Grant Program, which will together distribute \$16,500,000 to Philadelphia based-community organizations that offer anti-violence programming.

**45. What is the timeline for the Community Expansion Grant?**

*Updated September 1, 2021:* The grant timeline can be found in [the application](#) or on [phila.gov](#) by clicking [here](#). The most important date is the deadline, which has been extended to: Friday, September 17, 2021 at 11:59PM.

**46. Will grantees be required to complete any reporting?**

See #6 in this document above for a list of expectations for receiving a Community Expansion Grant. This is not a complete list, but it will provide a picture of what kinds of things to anticipate.

*Updated September 13, 2021*

Page 13

**47. Can my organization submit a joint application with another organization?**

Yes, organizations are welcome to jointly apply as long as:

- Your proposal clearly articulates roles and responsibilities of each organization.
- The lead organization meets the minimum application requirements as outlined in #4 in this document above.

*(Updated September 10, 2021):* Only one application should be submitted on behalf of the joint application. Required information should be submitted on behalf of the lead organization.

**48. What are suggested or ideal “measures of success”?**

Page 3 and page 4 of the [Community Expansion Grant application](#) outlines sample metrics.

**49. If my organization applied for a Targeted Community Investment Grant (TCIG), can my organization apply for a Community Expansion Grant as well?**

Yes, you are welcome to also apply for a Community Expansion Grant. However, as outlined in [the application](#) in the *Use of Funds* section:

- Community Expansion Grant funds must be used to supplement (not replace or redirect) any Federal, State, and/or local funding currently provided for the program.
- Applicants currently receiving program funding from the City must clearly state in the application how these funds will be used to enhance and/or expand current programming in an innovative manner

Your Community Expansion Grant application should either supplement any TCIG-funded activities or support additional programming.

**50. If my organization applied for a Targeted Community Investment Grant (TCIG), can my organization use the same references for the Community Expansion Grant application as we used for our TCIG application?**

Yes, references can be the same for both applications.

**51. Must grant applications be submitted for a singular program, or would a menu of interconnected programs/services be eligible?**

A menu of interconnected services is allowed, however, upon reviewing your application, we are looking to understand how you will use the funds to expand services and make a measurable impact for those who are at highest risk (as outlined in #5 above). It could be difficult to

*Updated September 13, 2021*

Page 14

understand how your activities are meeting your anticipated results. You are encouraged to clearly articulate how the interconnected programs are best suited to achieve your anticipated results.

**52. What kind of references are appropriate to include in my organization’s proposal?**

Acceptable references are a diverse range, ranging from a funder of your organization to a program participant to another stakeholder. References should be someone with first-hand knowledge and experience about your organization and who can provide a testimonial of your organization’s program and impact.

**53. My organization has a part-time staff. Is my organization eligible to apply? Can the full-time equivalent (FTE) staff person start after the award date?**

Organizations that do not have at least one full-time equivalent (FTE) at the time of the application are not eligible for the Community Expansion Grant and may be better suited for Targeted Community Investment Grants (see #20 above).

However, organizations that have a full-time equivalent at the time of applying can request funds to support hiring a full-time staff person as part of their grant application.

**54. If an organization has two board members who are family (or married), how will this affect the organization’s application?**

The organization will not be disqualified. However, as outlined in the application, it is strongly preferred that organizations do not have any familial relationships among board and staff members.

**55. Why is it not preferred to have family members on my organization’s board?**

Board members are the fiduciaries who steer the organization towards a sustainable future by adopting sound, ethical, and legal governance, and financial management policies, as well as by making sure the nonprofit has adequate resources to advance its mission.

The board of directors of a nonprofit has three primary legal duties known as the “duty of care,” “duty of loyalty,” and “duty of obedience.”

The IRS considers related board members to not be completely independent. Even if the people in question believe they are not subject to influence by virtue of that relationship, the IRS requires 51% of voting members of the board of directors be unrelated. They consider it to be a conflict-of-interest that impacts the charity.

This conflict of interest could create opportunities for financial abuse.

**56. My organization is thinking about allocating funds for program monitoring and evaluation. Is that appropriate?**

As outlined in #6 above, there are expectations around program monitoring and data collection. As part of proposals, applicants are strongly encouraged to budget time and funding to support these requirements and ensure someone is assigned to help meet these expectations.

**57. Is there a template that's required for reference letters?**

No, there is no required template for your reference letters. Please see #52 of this document for more information about what kind of references are appropriate.

**58. #6 of this FAQ outlines the expectations of the application and applicants. Specifically, it states that "Awardees must participate in an independent evaluation of their program, including development of a logic model, collecting data on program participants and community impact, individual data sharing with City and its evaluation partner (in accordance with local, state, and federal privacy rules), collecting responses to surveys, and other activities to support a greater understanding of the impact of the program."**

**Will the City provide evaluation support for grantees?**

The City's Anti-Violence Community Partnership Program provides grant funds to organizations focused on reducing violence through trauma-informed healing and restorative practices and safe havens and mentorship, but it also will include evaluation and capacity building & technical assistance consultant support and services for grantees. Yes, organizations should expect to set aside staff time and funding as part of their grant to participate in an evaluation of their program, collect data, and provide monthly reports with data and outcome measures. However, organizations will not be alone in this effort. Organizations will have support from an evaluator, capacity building & technical assistance consultant, and others.

**59. Are costs associated with sub-contractors allowed to be included in a grant proposal? If so, does the sub-contractor agency need to have a budget under \$15,000,000?**

Sub-contractors are allowed, and partnership is very valuable. We anticipate all sub-contractor agencies to have an annual operating budget under \$15,000,000. Organizations with annual operating budgets above \$15,000,000 can be partners of the project, but they are not permitted to receive grant funds as a sub-contractor exceeding 40% of the grant funding.

**60. Can grant funds be used for location-related expenses?**

*Updated September 13, 2021*

Page 16

Community Expansion Grant funds can be used for rental expenses related to expanding or enhancing programming. However, grant funds cannot be used to purchase a building.

**61. My organization has eligible programs that have been stopped due to weather damage. Can my organization apply for funds for repairs?**

Consideration for repair will be given to proven organizations with past successful programs and activities if the repairs can be completed and programs will resume and be fully executed within one year. In addition to the proposal requirements outlined in the application, proposals for these types of special requests should clearly articulate the proposed repairs, as well as the timeline of repairs and when the eligible program activities will resume. Repairs will also be expected to adhere to rules related to capital purchases.

**62. Can an organization apply for funds to purchase equipment? If so, is there a monetary limit to purchase equipment?**

The Community Expansion Grant was established to respond to the immediate public health crisis that gun violence has become in Philadelphia. Grant awards are intended to have an immediate impact on Philadelphia residents and communities most impacted by gun violence. As such, capital purchases for tangible assets in the form of equipment, furniture, fixtures, and/or machinery will be considered only if:

- The capital purchase must directly and immediately support the core mission of your proposed project in the trauma-informed healing & restorative, safe haven, or mentorship for which you are applying
- The total capital purchase does not exceed 15% of your organization's grant award
- Projects must be completed one year after the grant agreement is finalized (per #11 of the application FAQ).

A capital purchase is defined as the purchase of an asset that has a useful life of at least five years and costs at least \$7,500. All capital purchases will have a separate approval and documentation process to track its use during the grant period and how it can be used after the conclusion of the grant.

**63. My organization is volunteer-based and has no full-time equivalent employee (FTE). Is my organization eligible?**

If your organization has volunteer staff or a mix of paid and volunteer staff equivalent to one full time person (i.e., 40 hours per week/50 weeks a year), your organization is eligible to apply for this grant. As part of the application's organizational capacity proposal requirements—in which a

summary of staff/team supporting the proposed activity is required—submit information about your volunteers instead of staff. Organizations selected for this grant will be asked to provide documentation from their paid and volunteer staff confirming they consistently worked each week for the organization equivalent to the one FTE position over the last 12 months.

**64. My organization has never been audited. Can my organization request funding for an audit within the grant funding period?**

Yes, costs associated with an audit can be built into indirect/administrative costs up to 10%. Please also note: Audits are strongly preferred, but not required.

**65. I see mention of monthly invoices, purchase documentation, and timesheets for staff. Does this mean that grant funding will be distributed on a reimbursement basis rather than an up-front distribution of the award?**

An initial grant payment will be made to all grantees up to 20% of the grant. Additional funds will be available on a reimbursement basis.

**66. What does “experience with the justice system” mean?**

Experience with the justice system means someone who has had contact with the criminal justice system and has been arrested, incarcerated, on parole, on probation, etc.

**67. My organization has applied for a Targeted Community Investment Grant (TCIG) and is also interested in applying for a Community Expansion Grant (CEG). Should my application articulate our request for funding from CEG under the assumption we are also receiving TCIG?**

Yes. If you get funding through TCIG and are looking to expand the same program under CEG, then please articulate that in your CEG application in detail, and note your requested amount from TCIG identified as “pending” as part of your organizational background.

**68. What is the ideal sized organization to apply for a Community Expansion Grant, other than having an annual operating budget under \$15,000,000?**

No, there is no ideal sized organization. However, the Community Expansion Grants are intended to expand services quickly, and organizations should have infrastructure to be able to execute on their program proposal, appropriately manage an influx of funding, and meet other grant requirements.

**69. With regard to the required background checks, does my organization have the ability to use discretion on who we engage as a volunteer or staff member?**

If your organization is using volunteers and staff members to support grant-funded programming with participants under the age of 18, then background clearances are strictly required. The City adheres to all State and federal laws around child protections and will require grantees to do the same.

**70. My organization wishes to apply for funding to support women and girls impacted by gun violence. Is that allowed?**

Yes, while we are prioritizing men and boys of color age 16 – 34 at high risk of gun violence, you are welcome to submit an application to support women and girls, but your application should consider the grant’s target zip codes that are the most impacted by gun violence (19104, 19118, 19119, 19120, 19121, 19122, 19124, 19126, 19129, 19131, 19132, 19133, 19134, 19135, 19136, 19137, 19138, 19139, 19140, 19141, 19142, 19143, 19144, 19145, 19146, 19149, 19150, 19151, 19152).

**71. My program is fiscally sponsored, and my program and my fiscal sponsor are both interested in applying for a Community Expansion Grant. Is this allowed?**

Yes. If both your program and your fiscal sponsor meet the eligibility requirements outlined in #4 of this document, then both entities can apply for grants.

**72. My program is fiscally sponsored. Can my fiscal sponsor apply on behalf of my program?**

Fiscal sponsors that meet the eligibility requirements outlined in #4 of this document, then they may apply on behalf of their fiscally sponsored programs.

**73. Does the cover page count toward the application proposal’s 15-page limit?**

Yes, the Community Expansion Grant Cover Page & Checklist does count toward your application proposal’s 15-page limit.

**74. Can my organization submit more than two references with our application?**

Yes, but we recommend you be strategic about the references you choose to include in your application. There is a minimum of two reference letters required, but you should not submit more than five. For information on what kinds of reference letters should be submitted, see #52 of this document.

**75. My organization shares a space with another organization that will apply for a Community Expansion Grant. Are both organizations allowed to apply?**

We understand that organizations may share buildings or addresses. Yes, both organizations are allowed to apply.

**76. I am an individual with over three years of community anti-violence programming experience, working for an organization that was founded recently. I understand that, per #4 of this FAQ, my qualifications make my organization eligible. However, how do I demonstrate my proven track record?**

We do not have a required format for demonstrating your individual qualifications. However, you could refer to sample metrics on page 3 and page 4 of the application and consider how you can frame your qualifications and past successes. A resume is one format to consider to highlight previous experiences and successes.

**77. My program serves communities experiencing food insecurity. As part of our anti-violence programming, we often provide food and meals. Am I allowed to include the cost of food and meals in my application proposal and budget?**

We understand that communities impacted by gun violence also often face food insecurities. You can include food and meal costs in your application proposal. However, be sure to inform your food cost calculations with your proposed program activities and outcomes. In other words, your total proposed food costs should be relative to the people you will serve through the grant-funded program.

**78. My program is fiscally sponsored. My fiscal sponsor charges an administrative fee, between 10% - 12%. Does this fee count as the 10% of my grant program budget that can be used for administrative costs?**

Fiscal sponsor fees are considered separate and apart from administrative costs. Please include your fiscal sponsor fees as part of your proposed project budget. If you include fiscal sponsor fees in your proposed budget, please also include a copy of your program's agreement with your fiscal sponsor in which the fees charged to your program are outlined.

**79. The Community Expansion Grant application calls for known risks to be included as part of the proposal narrative. Can you clarify what this means?**

As part of your proposal narrative, please explain any known risks that could impact the anticipated results or goals of your proposed program and, thus, limit the impact of a grant investment. Risks include those that are internal to your organization—including to the organization or program—or external risks.

Along with identifying any known risks, you may want to explain how your organization plans to manage the risks so as not to impact the anticipated results or goals of your proposed program.

For example, your organization is submitting a proposal for a program that is run by a program manager who has built and managed the program for over 20 years, but the program manager has announced that they plan to retire during the grant cycle. This is a known risk because the staff transition—and the loss of institutional knowledge—could impact the outcomes of your proposed program. In this example, you would want to identify the retirement as a known risk in your proposal narrative and explain how your organization is planning to mitigate impacts on your proposed programming, such as recruitment and hiring strategies and succession planning.

**80. The application requires “Internal Financial Statements – Current Year-to-Date Statement of Financial Position/Balance Sheet and Statement of Activities/Income Statement.” Can you clarify what this requirement entails?**

A Statement of Financial Position—or Balance Sheet—shows your organization's assets (what you own), liabilities (what you owe), and net assets (equity). It reflects your organization's overall financial position at a given moment in time.

- For applications on behalf of a non-profit organization, here is an example of [a balance sheet](#) (also known as a statement of financial position)
- For applications on behalf of LLCs and B Corps, here is a template showing what a [statement of financial position/balance sheet](#)

A Statement of Activities—or Income Statement—shows your organization's revenue and expenses for a reporting period.

- For applications on behalf of a non-profit organization, here is an example of a [statement of activities](#).
- For applications on behalf of LLCs and B Corps, here's a template showing what an [income statement](#) looks like.

The provided examples are only to help clarify the requirement. The statements you submit with your application may be generated by your accountant or bookkeeper or by using your accounting software.

*Updated August 27, 2021:* If you are applying on behalf of a fiscally sponsored program, please submit these requirements for your program.

**81. The Application Checklist includes “Key staff, consultants, partners (list, resumes, and FTEs).” However, the application outlines inclusion of “Summary of staff/team supporting the proposed activity. Include staff/consultant titles, their full-time equivalents (FTEs) at the organization, and their proposed FTEs to support the proposed project.” Where should I outline the staff information, including titles and FTEs, and should I submit resumes for existing staff that will be working on the project?**

*Updated September 13, 2021*

Page 21

You can include your organization's staff capacity—including titles, their full-time equivalents (FTEs) at the organization, and their proposed FTEs to support the proposed project—as part of your proposal narrative under the Organizational Capacity section. In this section, you may also include partners. Your organization may also include resumes for existing staff that will be working on the project. While the staff capacity information may be included as part of your proposal narrative, any resumes can be included as attachments. If resumes are not included as part of your application proposal submission, we may ask for you to provide resumes as part of a follow-up request.

**82. My organization is proposing to hire new staff member(s) as part of our Community Expansion Grant application proposal. Should I include job descriptions for the proposed new positions with my application?**

You should include as much detail about your proposed activity as possible, including proposed job descriptions, recruitment and hiring timelines, etc. This information may be included as part of your proposal narrative, but it may also submit a job description as an attachment to your application.

**83. My organization is a B Corps or an LLC. As such, the IRS Form 990 does not apply. What should I submit instead to meet the documentation requirements?**

The IRS requires annual returns. For tax exempt organizations, an IRS Form 990 is generally required. If you are submitting a Community Expansion Grant application proposal for an LLC or B Corps, please submit the IRS Form that your organization files as part of your annual return.

**84. My organization is based outside of Philadelphia, but my project is based in Philadelphia and serves only Philadelphians. Is my organization still eligible to apply for a Community Expansion Grant?**

As outlined in #4 of this document and in the Application, Philadelphia-based organizations are eligible to apply. If your organization is based outside of Philadelphia, your organization is not eligible to apply. (*Updated September 3, 2021*): See #92 of this FAQ doc below for more information on what Philadelphia-based means.

**85. I am a City employee affiliated with an organization that is interested in applying. May I participate in the Anti-Violence Community Grant Expansion Program?**

As a City employee, certain ethics rules apply to you that don't apply to general applicants. For example, the City Charter prohibits City employees from financially benefiting from a grant with the City, even if the grant is unrelated to your City duties. The City Code also restricts employees from representing another person or entity in transactions involving the City – including a grant application. You are strongly encouraged to contact the Board of Ethics for guidance before you participate. The advisory staff at the Board of Ethics can be reached at [BOEGCstaff@phila.gov](mailto:BOEGCstaff@phila.gov) or 215-686-9450.

**86. I have questions about my application. Can I schedule a call to speak with someone about my application?**

For fairness and consistency across applicants, we are not accepting phone calls or otherwise providing consultations about applications. In addition to reviewing the [application](#) and this FAQ document, you can watch our public information session recordings (linked at the top of this FAQ) for more information.

**87. I am working on my organization's grant proposal. Can my proposal include hyperlinks to other information?**

To ensure applicants are all being held to the same proposal page limit, (15 pages) please include any information you wish to be reviewed in the body of your proposal—do not link.

**88. Are there any style/formatting requirements for the grant proposal?**

No, there are no style/formatting requirements for the grant proposal. However, you should ensure that your proposal is legible, using legible font and size.

**89. I am applying for an organization with offices/locations throughout Philadelphia. Can we submit a proposal for a regional program model in which several offices/locations are supporting the same program?**

Yes, applications can be submitted to support programming at multiple locations and support participation between locations. Please provide these operational details in your proposal.

**90. I forgot to include something in my application proposal that I think is important. Am I allowed to resubmit?**

Yes, you can resubmit, so long as:

- Your proposal still meets the page limit
- The resubmission is received by the deadline (extended deadline is now Friday, September 17)

**91. I am not able to edit the Checklist or other items via Google drive. How do I edit these documents?**

The public has viewing access to these requirements. To edit it, you must download it first. To do so, click "File" in the top left, then scroll down to "Download."

**92. The application says applicants must be Philadelphia-based. Can you clarify what this means?**

Philadelphia-based organizations are eligible to apply. Philadelphia-based organization means that your organization:

- Is Headquartered in Philadelphia, OR
- Has a physical site in Philadelphia as a base of programming or operations, which could include a residential address from your organization operates out of OR
- Has the majority of its programming occurring in Philadelphia

**93. My organization is in the process of bringing on a fiscal sponsor. Should I include information about this in my application? If so, what information should I include?**

If you do not yet have a fiscal sponsor in place but plan to use one for this grant, you can provide details on this in your application. This could include a letter from the organization that you are looking to partner with, the expected date by which you anticipate signing a written agreement with the fiscal sponsor, which organization or organizations you are pursuing as a fiscal sponsor, and/or where your organization is in their process to determine whether a sponsorship is possible. This can be included as an attachment to your application, and not count towards your page count.

**94. I have questions about my application. Is it possible to set up a call with someone from the grant program team to discuss?**

To ensure we do not privilege one application over another, we cannot offer consultations about applications. All communications pertaining to the grant must be public. As such:

- Two public information sessions were offered to provide additional information to answer questions from potential grantees. Recordings from those public information sessions can be found at the top of this FAQ.
- Please review this FAQ and any replies to your application submission closely.

**95. My organization is fiscally sponsored. Another organization that is also applying for a Community Expansion Grant is fiscally sponsored by the same organization. Can more than one fiscally sponsored organization apply, even if we have the same fiscal sponsor?**

Yes. Fiscally sponsored organizations are considered unique and individual, regardless of having the same fiscal sponsor. More than one organization under the same fiscal sponsor can apply.