

Nevada Department of Health and Human Services
 Grants Management Unit
 4126 Technology Way, Room 100
 Carson City, NV 89706
 775 684-3470

Fund for a Healthy Nevada
NOTICE of GRANT AWARD

Grantee: Family Resource Center of Northeast Nevada 331 7th Street Elko, NV 89801		Tax ID: 94-2958293 Request ID: 1330			
Contact: Judy Andreson		Telephone: 775-753-7352			
Project: Hunger Project: A Community Approach to Alleviating Hunger in Elko County		Email: director@elkofrc.org			
Grant Period: 7/1/2015 to 6/30/2016		Vendor #: T80993991			
Project Description: Through community collaboration, case management and food distribution our project provides individuals with food to meet immediate needs. We will provide application assistance for other food programs and link clients to services like workforce readiness, job applications, budgeting, addiction counseling, and other services to stabilize and move them toward self-sufficiency.					
Counties to be served: Rural					
Approved Budget:	\$286,429				
Personnel	\$47,336	Occupancy	\$9,266		
Contract/Consult	\$199,688	Communications	\$2,240		
Staff Travel/Per diem	\$0	Public Information	\$120		
Equipment	\$0	Other Expenses	\$12,795		
Supplies	\$1,676	Indirect Costs	\$13,308		
		TOTAL	\$286,429		
Approved Measures for Quarterly Progress Reports					
Outcome 1		Outcome 2		Outcome 3	
a) 800 unduplicated individuals will receive food assistance in SFY16. b) 700 individuals will be surveyed after receiving food services. c) 650 individuals (93%) will report they did not need to skip meals in the month following food assistance and supportive service referrals from the Hunger Project.		a) 550 unduplicated individuals will be referred to one or more federal food assistance programs in SFY16. b) 220 (40%) will be successfully linked.		a) Partner agencies provided 152,299 meals in SFY14 b) Partner agencies are projecting to serve meals 260,175 in SFY15 c) 107,875 additional meals (a 41% increase) are projected for SFY16.	
Serve#	Achieve%	Serve#	Achieve%	Serve#	Achieve%
800	93	550	40	260,175	41
This grant has been approved for the first year of a two-year cycle. The budget detail is based on the grant period identified above. Future funding is dependent upon grantee performance and availability of funds.					
Disbursement of funds: Total reimbursement will not exceed \$286,429 during the grant period. Funds will be disbursed primarily on a reimbursement basis, with allowance for advances, in accordance with grant instructions in Attachment B.					
Source of Funds: FHN - Wellness					
Terms and Conditions: In accepting these grant funds, the recipient understands and agrees to the following:					

1. This award is subject to the availability of appropriate funds.
1. Expenditures must comply with any statutory guidelines, DHHS Grant Instructions and Requirements, and the State Administrative Manual.
2. Expenditures must be consistent with the narrative, goals and objectives, and budget as approved and documented in Attachment A.
3. Grantee must comply with the DHHS Grant Conditions and Assurances, and the DHHS Grant Instructions and Requirements in Attachment B.
4. Grantee must comply with all applicable Federal regulations including but not limited to:
 - Audit requirements for grantees that expend more than \$750,000 in Federal awards during the grantee's fiscal year;
 - Title 2 of the Code of Federal Regulations (CFR) including , but not limited to, 2 CFR 200 (replacing OMB Circular A-21 for colleges and universities), 2 CFR 225 (replacing OMB Circular A-87 for state and local governments, and 2 CFR 230 (replacing OMB Circular A-122 for non-profit organizations); and
 - 45 CFR 92.35 requiring that neither the grantee nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
5. Quarterly progress reports are due by the 30th of the month following the end of the quarter, unless specific exceptions are provided in writing by the grant administrator.
6. Financial Status Reports and Requests for Funds must be submitted monthly, unless specific exceptions are provided in writing by the grant administrator.

Signatures	Dates
Authorized Grantee Official: <i>Judy Anderson, Exec. Dir.</i>	7-16-15
Laurie Olson, GMU Chief: <i>Laurie Olson</i>	7-21-15
Richard Whitley, Director, DHHS: <i>Ellen Maccelean for Richard Whitley</i>	7/23/15

Organization Information

Confirm the program area that your proposal addresses.

Wellness-Hunger - One Stop Shop

Request Amount

Enter the total amount of funding requested in this proposal for SFY16 only (no decimals, round numbers only).

\$286,429

Organization Name

Family Resource Centers Of Northeastern Nevada

Legal Name

Family Resource Centers Of Northeastern Nevada

Also Known As

FRCNN

Address

331 7th St.

City

Elko

State

NV

Postal Code

89801

Phone

775-753-7352

Extension

Fax

775-777-9102

E-mail Address

director@elkofrc.org

WWW Address

<http://www.elkofrc.org>

Tax ID

942958293

Organization Type

(e.g., state agency, university, private non-profit organization)

Non-profit

Organization Primary Contact

First Name

Judy

Last Name

Andreson

Title

Executive Director

E-mail

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Project Primary Contact

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Introduction

What is your organization's primary mission statement?

The mission of the Family Resource Centers of Northeastern Nevada is to enhance the quality of life for Northeastern Nevada residents through education, programs and community connections.

Our vision is to provide exceptional programs that build healthy communities.

Core Values: integrity, fairness, empowerment, reliability, and respect

Project Title

Hunger Project: A Community Approach to Alleviating Hunger in Elko County

Describe your project in one or two sentences.

Through community collaboration, case management and food distribution our project provides individuals with food to meet immediate needs. We will provide application assistance for other food programs and link clients to services like workforce readiness, job applications, budgeting, addiction counseling, and other services to stabilize and move them toward self-sufficiency.

Provide a brief overview of the proposed program or project.

Our goal is working directly with clients and determining the barriers they experience with regard to self-sufficiency. FRCNN will further enhance existing community collaborations to alleviate hunger by working with organizations, both corporate and non-profit, to provide resources to those needing supplemental food and services. We have identified service clubs, schools, food suppliers, and other non-profits eager to join our efforts.

As lead agency, FRCNN provides case management to include initial intake, screening for needed services, referrals to food programs, application assistance for food and other services, and follow-up. Client data is entered into a management information system to record required outcomes, demographics, number of clients served, referrals and successful linkages. Food distribution and other services are provided by partner agencies. Communities in Schools distributes weekend food packs to school age children, counseling services and works with students to improve academic achievements. Ruby Mountain Resource Center distributes food twice monthly to individuals of any age, provides clothing, and conducts outreach to the homeless providing food and referrals to other

programs/services. Additional collaborative partners in the project will provide low- to no-cost services to assist with budgeting, job readiness, employment applications, housing, mental health and/or substance abuse counseling.

Population to be Served

Define your community/service area. Is it a district within a city, a county, a group of counties or region, or the state as a whole? Be specific. Name the area or areas you consider to be your community.

Our service area is Elko County, Nevada. Elko County is located in the northeastern corner of Nevada, bordering Idaho to the north and Utah to the east. The county covers 17,120 square miles and is the fourth largest county in geographic area in the continental United States. The total population is 53,358. Elko/Spring Creek, the largest city in the county has population of 20,865. Other cities include West Wendover, 4,420; Carlin, 2,731; Jackpot, 907; Wells, 1,411; Montello, 56; and Mountain City, 107. A total of 22,861 people live in other smaller communities, ranches and remote valleys of Elko County. Children under the age of 19 make up 32% of the population. Senior citizens, persons over the age of 65, account for 8.5%. (Nevada State Demographer, 2014 estimates).

Geographical Area Served

Choose Up to 5

Rural-Rural North-Elko

Rural-Rural North

Identify any special populations you plan to target.

Choose Up to 3

Low Income

Homeless

At Risk

Does the program for which your organization is requesting funds have a waiting list? If so, how many unduplicated individuals are currently on the list? How long do they typically have to wait to receive services? Do you have a plan to address the waiting list?

FRCNN does not have anyone on a waiting list at this time.

Organization Strength (Up to 20 Points)

Refer to Page 4 of the Request for Applications. Describe how your organization's proposed project relates to the mission and long-term goal(s) of the corresponding program area. (For example, hunger projects would focus on the mission and goals of the strategic plan that addresses food security.)

Our project closely mirrors the mission of Food Security in Nevada because it will improve the quality of life and health of Elko County residents by increasing food security. FRCNN

does this by providing supplemental weekend meals for school age children and providing supplemental food for individuals at twice monthly distributions.

However, simply providing food for those who are hungry is only part of the process. Achieving Nevada's Plan for action through the long-term goals of reducing food insecurity and increasing SNAP participation requires working directly with each client. Through case management the project addresses the needs of clients, including food insecurity. In the most efficient and effective way possible, FRCNN case managers provide an array of services to help individuals and families cope with complicated situations, including food insecurity, thereby helping them achieve a better quality of life. Working together, the case managers and the client identify and record their goals, needs, strengths and resources. With an initial assessment, the case manager and the client, whether an individual or a family, formulate a case plan designed to meet the client's goals. The case manager identifies resources and facilitates a connection with services such as WIC, commodity foods, reduced and free school lunch, and SNAP. Sometimes the case manager acts as an advocate on behalf of a client to obtain needed services. The case manager also maintains communication with the client to evaluate progress on the plan and if the client's needs are being met and their goals achieved. Our project meets each client where they are, treats them with dignity and assists them in fulfilling their immediate needs while addressing the necessary steps toward greater self-sufficiency. School age children meet with a Communities in Schools case manager to address food insecurity and promote greater academic achievement. We also recognize many individuals, such as seniors on a fixed income, may always need assistance to remain food secure. We are leveraging funds from DHHS by building collaborative partnerships within communities of faith, corporate/individual donors, and providing a safety net for those who will always need support.

What qualifies your organization to provide the proposed service?

Family Resource Centers of Northeastern Nevada (FRCNN) serves as the lead agency. Founded in 1985, each year FRCNN provide referrals and programming for Elko County residents implementing programs to integrate the knowledge, skills and abilities needed to resolve difficulties and achieve long-term success as responsible and productive members of society.

FRCNN has a solid infrastructure with best practices in place allowing the agency to function efficiently and interface well with other agencies, businesses, volunteers, and funders. We have well-developed operational systems with generally accepted accounting principles for fiscal management including separation of duties. We have a long-standing relationship in place with the State of Nevada including the Grants Management Unit with existing grants in place, including the hunger one-stop shop.

In SFY14 FRCNN assisted 2,936 clients through the DHHS One-Stop Shop Hunger Grant. Of those, 1,616 were referred to one or more assistance programs and 702 people were successfully linked, meaning they were approved and are receiving assistance. This includes 117 receiving SNAP, 48 receiving WIC, 102 receiving TANF, 25 receiving Energy Assistance, 110 receiving Medicaid, and 191 receiving other food assistance programs.

Additionally, new dollars leveraged to support the project included \$32,319 of food, \$1,035 of supplies and \$35,522 labor. In-kind resources included \$6,972 food, \$270 supplies and \$1,899 labor.

FRCNN's role in the proposed project is administering grant funds, submitting requests for reimbursement, overseeing and providing collaborative partner reimbursements, referrals for food service, assessing client needs, working with clients in goal setting, documenting case plans, and client follow up to ensure case plan implementation, assisting with supportive service applications, and promoting community services.

FRCNN administers the WIC program and promotes breastfeeding support. FRCNN has a plot in the community garden and provides hands-on education about the benefits of growing your own food, meal planning and basic nutrition, while working collaboratively with volunteers to provide additional food to those in need.

Provide information about the key staff who will be involved in project leadership. Provide names, titles, a brief description of their duties, and the number of years each person has worked in this program area (both inside and outside your organization). At minimum, include the Executive Director, the Program Manager and the Fiscal Officer.

Judy Andreson, Executive Director of FRCNN, has been working with Elko County non-profits for 16 years, providing consulting services for strategic planning, program development and implementation, board development, resource development, writing funding proposals, marketing/branding, public relations, and event planning. She has served as the FRCNN Executive Director since August, 2012.

Teresa Gust, FRCNN Finance Manager, joined the agency in December 2014. She has a B.A. in Business with 20 years bookkeeping experience working in for-profit and non-profit environments.

Hilda Jacobo, FRCNN Case Manager has been with the agency since 2010. She is bilingual (Spanish/English) and provides case management services for clients including the One-Stop Shop Hunger Grant.

Melissa Aguirre, Executive Director for Communities in Schools of Northeastern Nevada (CISNE) , has overseen the CISNE hunger prevention program since 2008. Her role includes resource and partner development, volunteer recruitment, quality assurance, fiscal review and oversight of all CISNE initiatives.

Linda Quandt has served four years as the Associate Executive Director of CISNE. She oversees the day-to-day operations of the program including purchasing, accounts payable, site relations, data collection, reporting, and quality review.

Caitlin Bell, CISNE Program Coordinator since December 2014, coordinates student referrals, student food pack delivery, data tracking, and volunteer recruitment.

Naomi Leahy has served as the Ruby Mountain Resource Center Executive Director since 2012 and manages food distribution at RMRC. Her role includes purchasing, accounts payable, resource and partner development, volunteer recruitment, quality assurance, fiscal review and oversight of the project.

Kim Reece, RMRC Program Manager for 1.5 years, oversees food storage/distribution, and supervises three hunger project staff.

Cheryl White, RMRC Financial Manager for 2 years, has 14 years' experience in preparing financials and oversees financial records/reports, and requests for funds.

Judie Hire, RMRC Warehouse Supervisor, oversees preparation of food boxes, verifying food vouchers and hunger project customer service.

Non-Profit Community Organizations - If yours is a non-profit community organization, provide information about your Board of Directors. How is board composition determined? How are members selected? How many members constitute a full board and how many vacancies do you have now? What kind of training (formal or informal) does your board receive and how often? Briefly describe the board's role in strategic planning, fundraising, and program oversight.

Candidates for FRCNN Board membership must reside in Elko County, and be at least 18 years of age. The Board of Directors may appoint ex-officio members to the Board of Directors as advisory members.

Members are selected through a vetting process to include nomination by a current member and a discussion by the full board regarding candidacy. If approved, the Executive Director and/or a current board member conduct an initial phone interview with the candidate followed by a face-to-face interview. During the interview process prospective members must demonstrate a willingness to perform individual board member responsibilities as outlined in the protocol and complete an application.

According to the FRCNN Book of Bylaws the corporate powers of the agency are vested in a Board of not less than three, and not more than 15 members. FRCNN currently has a five member Board of Directors, and one ex-officio member.

Prior to an initial board meeting, during formal training new members receive a job description, a list of 10 responsibilities, commitment statement, code of ethics, and statement of confidentiality. They also tour the facility and are introduced to the staff. Training is available throughout the year through committee involvement. Current committees meet monthly and include board development, finance, operations, program development, marketing, and resource development. Training topics include ethics, philanthropic giving, fundraising, strategic planning, needs assessments, program development and agency/program evaluation.

The Board of Directors set policy, and monitor implementation and policy outcome. Through a strategic planning process, they plan for the immediate future of the organization and for the long range future including: needs of those served, programs to meet those needs, and obtaining funds to provide the programs. Strategic planning sessions take place monthly with the full board in attendance.

Directors set financial policies, provide direction and support to the Executive Director who implements financial policies. The board monitors financial outcomes, ascertains that records are audited annually, and approves the budget and major expenses. The Board of Directors also hires, directs, supervises and evaluates the Executive Director, and

ascertains the organization has proper legal counsel.

Other Organizations - If yours is not a non-profit community organization, describe how the oversight typically provided by a Board of Directors is handled.

N/A

Summarize your organization's strategic plan by answering the following questions. When and how was your plan completed? Has the overall mission/vision been revised since the plan was first completed? What timespan does it cover? What are the primary goals in the plan? How is progress toward goals tracked?

Rather than a finite plan with specific time frames, FRCNN's approach to strategic planning is fluid with ongoing processes to include: 1) preparation for review and pre-planning activities; 2) assessment of critical issues with associated research; 3) engagement during an initial retreat followed up with monthly strategic planning sessions; 4) development of mission-based goals and supporting objectives that shape actions, measurements, timeline and associated costs; and 5) implementation and monitoring.

The current method of strategic planning began August 2012, with the primary goal of developing a solid infrastructure to support existing programs/services. This infrastructure included a broad set of supports to include program development/delivery, administration, human resource management, community relations, financial management, legal compliance, fundraising, and board/staff development.

Since that time the executive director and the board of directors achieved a protocol for attracting, retention and evaluation of quality board members; required board members to provide financial and in-kind support; conducted monthly strategic planning sessions; updated By-Laws; revised the mission statement; created a vision statement; and determined agency core values.

Appropriate committees were formed to provide direction, development and oversight of mission-based goals with associated supporting objectives. Committees developed protocols for staff training and development, programming, fundraising, marketing/branding, board development, financial planning, and overall operations. Program evaluation and financial reviews were conducted quarterly and overall agency evaluation and board member evaluation was conducted annually.

Policies and procedures were reviewed and revised as appropriate, and an employee handbook was written. Employee job descriptions were revised, program desk manuals were created and an employee evaluation was developed with employees evaluated annually. Staff training on safety/emergency/disaster, professional development, and policy/procedure reviews are conducted monthly. A protocol to attract and manage committed volunteers was written and implemented.

Resource development then took center stage with annual fundraisers and community support campaigns. To diversify our resources and long-term sustainability we developed the potential for earning revenue through rentals and special events.

Our plan is mapped out with a matrix to include calendar week, emphasis, tasks, budget/cost, implementation mechanism, owner and success metrics. The matrix is reviewed at each planning session with adjustments made as required.

Define what sustainability means to your organization and describe how your organization addresses this.

FRCNN's sustainability philosophy demands rigorous attention to managing all phases of agency operation with integrity, a commitment to ensuring all funding is used for its designated purpose, and earning revenue to achieve our mission enhancing the quality of life for Northeastern Nevada residents through education, programs and community connections.

FRCNN has an agency sustainability plan to include ongoing activities and actions to ensure stakeholder engagement with overall long-term agency success. This comprehensive plan includes measurable goals with ongoing performance monitoring. The plan's core principles are:

- Integrating sustainability principles into operations, policies, procedures, communications and activities
- Minimizing negative financial impacts through ongoing strategic planning
- Incorporating best practices among personnel, volunteers, board of directors and stakeholders
- Continued development of best practices and expertise fostered to provide knowledge and capacity building related to agency sustainability and its programs
- A transparent decision-making process encouraging alternative solutions to achieving long-term sustainability

Summarize your organization's plan for resource development. How will any additional resources that are received be used by the organization?

FRCNN resource development includes a broad spectrum of activities. While philanthropy and government funding are critical cornerstones of our resource development plan, we cannot plan for the long-term agency sustainability with philanthropy and government funding alone so we work toward developing a diverse base of funds, including earned income. Different revenue sources and their specific categories require specialized approaches and skills, but all are grounded in the effective components of developing stakeholder engagement. However, our resource development plan for each these categories involves similar fundamental components including:

- Clarity of mission, vision and core values
- Compelling community need
- Short term plans and long term vision
- Track record and/or demonstrated capacity
- Engagement and solicitation of funding

- Stewardship of funds raised

Resource development and planning for additional resources is conducted primarily by the Executive Director and the fundraising committee, however engaging the full board of directors, staff, volunteers, collaborative partners and community stakeholders is critical. FRCNN's philosophy for successful resource development involves cultivation of long-lasting relationships with those who understand and support the FRCNN mission and vision.

With that in mind, we work within the framework of these relationships to offer insight and guidance when additional resources are available.

Service Delivery (Up to 25 Points)

Complete the Service Matrix and submit it along with the other attachments required for this application. How did your organization decide which services to list on the Service Matrix?

FRCNN has been providing assistance to individuals since 1985 and over time we have seen a pattern in specific services that prompt an initial visit to our agency. Aside from access to nutritious food, these inquiries fall in to three major categories that present themselves as barriers to self-sufficiency. The major categories are: 1) Health and medical problems such as depression, injury, disability, mental health issues, alcohol/drug abuse, domestic violence and lack of health insurance and/or funds to pay for healthcare and inadequate healthcare providers especially those accepting Medicaid and Medicare. 2) Barriers regarding personal qualities may include education and training, work experience, attitude and lifestyle, criminal history, soft life skills, and language. 3) Community characteristics such as job availability, inadequate shelter, transportation and childcare.

Rather than decide individual barriers to self-sufficiency, we decided to group and list these three categories on the Service Matrix. In this way we will focus on the three major categories of barriers to self-sufficiency rather than isolate individual services that clients require.

This question focuses on knowledge of available services (including those that your organization provides). Answer all of the following elements.

(a) How does your organization educate its staff about other services that are available to clients?

(b) How does your staff educate clients about other services that are available to them?

(c) How does your staff educate other providers about your organization's services?

(d) Summarize your organization's outreach plan. Include information about targeted outreach designed to draw in any special populations identified in the "Population to be Served" section of this application.

FRCNN is unique because we have numerous programs and services with cross-referrals frequently made between case managers. During weekly staff meetings case managers share information about their own programs and outside services. Staff attend a monthly rural provider's meeting to learn about programs and services offered by other providers. During these meetings FRCNN staff provide a synopsis of FRCNN programs and services. Flyers, brochures and business cards are made available to other providers. We have a provider email listserv for sending emails about new services. Staff attend monthly multi-disciplinary team meetings, hosted by the Division of Child and Family Services, providing additional opportunities to network.

Once monthly outside agencies are invited to make a presentation for FRCNN staff providing the opportunity for all to learn more about available services in the communities we serve.

FRCNN staff, from the receptionist to the case managers stay informed of available client services. We have an extensive working list of providers including which services they provide and contact information for each agency.

During intake, a one-page form is completed with the client checking areas where assistance is required. When a need is identified, we provide a referral to the agency most qualified to assist the client who receives a referral form to take with them. In this way, the other agency is aware of our intake assessment and that we are providing the referral for services. After intake, and at each client visit, the case worker inputs case notes into our management information system including demographic data, services provided and referrals.

FRCNN has a multi-faceted outreach plan involving both traditional and social media (website, listserv, Facebook page/groups, Linked In and Twitter). Special populations are reached through an analysis of these platforms. We also make presentations to various civic groups and agencies to promote FRCNN programs and services. We frequently promote our services by writing stories to appear in the local newspaper and we have a robust selection of PSAs utilized for electronic media.

Describe the service delivery process that will be used to provide individuals/families with food. The description should include, but should not necessarily be limited, to: eligibility requirements and verification process (if any), intake process, amount of food provided per pantry visit, limits on how often individuals/families can access the pantry, type of food that will be available, and how the pantries participating in the project will create a supportive environment that minimizes the stigma associated with receiving food assistance.

The only requirement for food from Hunger Project is stated need. For adults, FRCNN is the entry point, with demographics collected and entered in a management information

system. Clients receive food vouchers with information noted on family size and dietary restrictions. Vouchers are provided for three months with clients returning to FRCNN for additional vouchers and completion of a survey. FRCNN provides ongoing case management and collects data for reporting. Clients also receive assistance with applications for food services including: SNAP, WIC, Reduced/Free School Lunch, Senior Congregate, Meals-on-Wheels, and commodity foods.

Ruby Mountain Resource Center (RMRC) provides food pantry access. As a supplementary program, food boxes are prepared with a sufficient amount of food based on immediate needs and provide at least one meal per day for each individual until the next distribution. Special boxes are prepared for those with food allergies or medical conditions, such as diabetes. Food is distributed twice monthly and mainly includes fresh fruits, vegetables, dairy and protein products. Shelf-stable products include milk, pasta, rice, beans, peanut butter, tuna, spaghetti sauce, macaroni and cheese, oatmeal, and occasionally canned or frozen food. When clients need food between distributions, FRCNN contacts RMRC to prepare a box. If this is not possible, FRCNN issues an emergency food card with the client required to return the receipt to verify the card was only used to purchase food.

Communities In Schools of Northeastern Nevada (CISNE) provides weekend food for students and receives referrals based on stated need from school personnel, parents, and other organizations. For reporting purposes, parents complete a consent form with demographic and income information. Children receive food packs before the end of the school day on Friday. Parents may also pick up food packs at the school. A typical pack includes prepared food such as pasta, fruit cups, granola bars, cereal and shelf-stable milk.

Creating a supportive environment free from the stigma of needing food services, is a primary focus of each collaborative partner. Staff members are trained in servant leadership, a philosophy and set of practices designed to enrich the lives of individuals, build better organizations and create a caring world.

Describe the process for conducting screening, referral and follow-up in order to link people with the food programs and supportive services listed on Page 6 of the RFA. List any programs and services that people will be referred to beyond the required ones. Discuss the strategies that are being used or will be used to maximize the number of successful referrals that result in people receiving needed food assistance and supportive services.

During intake clients are referred to, and assisted with, food and supportive services applications including: SNAP, WIC, Reduced/Free School Lunch, Senior Congregate meals, Meals-on-Wheels, commodity foods, EITC, TANF, CCDF, EAP, Silver State Health Care Exchange, Nevada Check-up, Medicaid, and local employment assistance programs such as JOIN and NV Job Connect. The case manager may provide referrals to Wells Family Resource Center, Nevada Health Centers, Children's Cabinet, Elko County Social Services, Mish Mash & Muddle (A Lift Up Organization), Elko Band Council Social Services, and Indian Health Services.

All referrals are noted in the management information system (MIS). Three months after the initial meeting clients must return to FRCNN for a meeting with the case manager to review the case plan, goals, and to discuss referrals. Case notes reflect progress toward goals and verification of new services.

Through on-going case management, FRCNN monitors the willingness and ability of the client to move toward self-sufficiency and determine any barriers that may exist. Identifying barriers to self-sufficiency is problematic, and delayed disclosure of these issues can hinder the transition to self-sufficiency. Clients typically confront three categories of challenges toward self-sufficiency: 1) Health and medical problems including barriers such as depression, injury, disability, mental health issues and domestic violence. 2) Barriers of personal qualities related to self-sufficiency may include education and training, work experience, attitude and lifestyle, criminal history, soft life skills, and language. 3) Community characteristics such as job availability, inadequate shelter, transportation and childcare are also common barriers to self-sufficiency.

To assess the clients who experience challenges that interfere with their ability to achieve self-sufficiency, FRCNN uses simple case management tools to identify health and behavioral health factors of adults (and family members of those adults) which may impact the ability to achieve self-sufficiency and identify clients who may require additional supportive services, or health care to achieve self-sufficiency.

Once the barriers are identified, the case manager can work more effectively with the client and advocate for them if necessary, so they are better able to overcome the barriers that exist and receive the supportive services they need to achieve their goals related self-sufficiency.

Hunger projects are required to ensure that all ages (birth to elder) are served. How will your partner organizations be structured to ensure that this requirement is met?

Partner agencies have the unique opportunity of assisting clients of all ages because of each partner's diverse client base. FRCNN administers WIC funding which provides nutritional education, breastfeeding support and nutritious food benefits for pregnant women, breast feeding women, infants and children from birth to age five. WIC clients have a moderately low income or are receiving TANF, Medicaid or SNAP benefits. During WIC client appointments we have the opportunity to discuss additional needs for food and supportive services.

CSNE provides food-fragile school-age children with packs filled with nutritious food to help them make it through the weekend without missing meals.

RMRC provides food to clients of any age through twice-monthly food distribution. The partnership also provides food assistance to senior citizens and homeless individuals.

Describe how your partner organizations will track and report on basic client demographics. Note that you may be asked to report on all clients served; not just with funds awarded through this RFA.

FRCNN has a Management Information System (MIS) to capture data for every client served. Our collaboration provides for shared data collection to track information including client demographics, services, program utilization, referrals and successful linkages to services. Program-specific intake assessment screens are designed to collect requisite data. Standardized outcome reporting templates are based on established program outcomes. A report is developed to produce a consistent extract in a standardized format. These reports may be run at any time to determine client status and required follow up. This technology allows collaborative partners to share demographic data for effectively targeting specific populations and snapshots of services and referrals provided.

RMRC and CISNE refer clients to FRCNN for initial intake, supportive services, application assistance and referrals to other community service providers.

Describe the strategies that will be used to provide the maximum amount of food possible in order to minimize the need for clients to utilize multiple pantries to meet their food needs, and also ensure that the food provided (a) meets generally accepted standards for quality; (b) contributes to a balanced, healthy diet; and (c) is actually food that clients wish to eat.

FRCNN's partners diligently provide the maximum amount of food to our shared clientele. Those receiving food services are asked to let staff know their food preferences/requirements for the provision of food clients truly enjoy or foods they must avoid due to dietary restrictions.

The CISNE food for the weekend provides enough for three meals daily and snacks for both days of the weekend, or for three days in the event of a long weekend. Children are surveyed to ensure they like the food they are receiving.

RMRC makes purchases from two local grocery store chains that offer discounted rates when purchases are made with gift cards. The stores offer us weekly price breaks on specific foods and provide deep discounts on items that haven't sold quickly or items they no longer want to sell. Stores also provide us a discount for bulk purchases. RMRC also makes purchases from the Food Bank of Northern Nevada and in some cases this food may be provided at no cost.

RMRC is conscious of the need for a healthy diet and clients are mainly provided fresh foods including fruits and vegetables, the foundation of a healthy diet. They are low in calories and nutrient dense, which means they are packed with vitamins, minerals, antioxidants, and fiber. Healthy carbohydrates and fiber sources, especially whole grains are also provided. In addition to being delicious and satisfying, whole grains are rich in phytochemicals and antioxidants, which protect against coronary heart disease, certain cancers, and diabetes. Purchases include fiber-rich fruits, vegetables, whole grains, and lean protein. With these items, clients may find themselves naturally cutting back on foods impeding healthy diets. When canned or box foods are provided they are always purchased just prior to distribution and have a lengthy shelf life and only those with low fat and sugar content are purchased.

Describe any other elements of your approach to service

delivery that will make your program successful in helping individuals and families achieve their highest level of self-sufficiency.

FRCNN holds monthly meetings with personnel from each agency to review client feedback, agency processes and barriers to client self-sufficiency. We also conduct agency self-assessments to identify practical changes to enhance our ability to provide exceptional services. These assessments identify agency strengths and areas for improving programs and services.

Our overarching goal is helping clients move beyond the need for food assistance, so we provide programs to increase self-sufficiency. We don't view ourselves as just a food or social services project, we are protecting the health and welfare of people who need us most. Our Hunger Project is successful because every action taken is client-centered and focuses on the needs of hungry people. To facilitate positive change, we listen to our clients and focus on their strengths, not their weaknesses. The initial assessment at intake plays a key role in assisting clients with setting achievable goals toward self-sufficiency and successive appointments keep them accountable for the decisions they make affecting their ability to become self-sufficient.

Our project is successful because we build community partnerships. Partnership goals include finding others who want to help our clients succeed. For instance, a local job training program is willing to work with clients who need jobs, a credit union or banking institution can provide financial management (i.e. simple budgeting, opening accounts, paying bills), or a teacher or college student could provide GED tutoring. We also plan on reaching out to those willing to assist with resume writing, interview skills and job readiness.

If you plan to add any new food access points during the two-year grant period, explain why a new site is needed in a particular area. Use verifiable data wherever possible, cite waitlists if applicable, and include a timeline for implementation.

N/A

Collaborative Partnerships (Up to 20 Points)

Name the organizations participating in the proposed collaborative partnership and summarize their roles.

Family Resource Centers of Northeastern Nevada, was founded in 1985, and provides programs and services to integrate the knowledge, skills and abilities needed by individuals to resolve difficulties and achieve success. FRCNN's role in the proposed project is to administer grant funds, provide referrals to RMRC and CISNE for food assistance, assist with supportive service applications, promote food services, assess client needs, develop case plans, work with clients in goal setting, and follow up to ensure case plan implementation. FRCNN administers the WIC program and promotes breastfeeding support. FRCNN has a plot in the community garden and volunteers provide hands-on education about the benefits of growing your own food, meal planning and basic nutrition.

CISNE has operated a hunger prevention program in northeastern Nevada since 2007. The

program includes a Universal Breakfast program and the Weekend Food program. CISNE provides school-based services to children to reduce barriers to their success at school. CISNE is an accredited affiliate of the National Communities in Schools organization, utilizing evidence-based programs with a proven success rate of helping youth and their families.

Ruby Mountain Resource Center provides food distribution twice monthly for individuals of all ages. They also provide clients with shoes, clothing and hygiene products from their thrift store. Homeless individuals receive donated backpacks, sleeping bags and tarps. RMRC employs adults with disabilities who assist with packing the food boxes and work in a seasonal green house to provide a selection of fresh food for distribution.

Why was the lead organization selected to serve as the lead?

As in the previous funding cycle, Family Resource Centers of Northeastern Nevada serves as the lead agency. Founded in 1985, each year FRCNN provides referrals and programming for more than 21,000 Elko County residents. These programs help individuals resolve difficulties and achieve greater self-sufficiency. FRCNN has a long history of administering grant funds, providing referrals, assisting clients with supportive service applications, promoting services, assessing client needs, developing case plans, working with clients in goal setting, and following up to ensure clients are excelling. FRCNN also administers the WIC program and promotes breastfeeding support which connects us with clients from birth to age five. FRCNN has the resources to partner with many individuals and agencies who support our hunger project and the space and staffing to provide special events/programs such as meal planning, basic nutrition, budgeting, job readiness, etc.

Identify the key management functions that will be provided by the lead organization. The response should include, but not be limited to, addressing how the lead organization will ensure that all partners are in compliance with DHHS grant requirements, that fiscal management practices are aligned with generally accepted accounting principles, and that data is tracked and reported in a consistent manner.

FRCNN has established successful relationships with various state agencies, including DHHS and is very familiar with the fulfillment of grant conditions, assurances, fiscal management, and data tracking and provides these key management functions. FRCNN will submit financial requests, administer grant funds and reimburse partner agencies, track client data through a management information system, and facilitate methods for maintaining an ongoing focus of project objectives. This is accomplished through strategic planning sessions with each partner defining the strategies they will implement to achieve shared project goals. Each agency completes reports for tracking progress on the outputs and outcomes identified in the proposal. FRCNN reviews these reports and provides the DHHS project manager with the required quarterly reports.

Our agency strength is a combination of an experienced staff, a highly-skilled Board of Directors and Board committees comprised of individuals who are dedicated to the success of our program.

Describe how the funds requested in this proposal will be distributed through the lead organization to the partner organizations (e.g., subgrants, subcontracts). Indicate the amount of funds that will be apportioned to each partner and how each partner will use the funds.

FRCNN, as the lead agency will distribute funds to RMRC and CISNE through subgrants. Between the three partners the total request is \$265,212 (less indirect costs) with \$135,570 (51%) spent on food purchases.

FRCNN portion = \$70,968. FRCNN will use funds for a full-time case manager to do intake and assessment, issue food vouchers and work with clients to achieve the highest level of self-sufficiency. A portion of the director's salary and bookkeeper hours are also include in personnel costs. Funds are allocated for a portion of FRCNN occupancy expenses, supplies, communications, public information, cards for emergency food purchases, and the management information system monthly service fee for three users.

RMRC portion= \$93,188. RMRC will use funds for personnel costs of a PT program coordinator, PT distribution assistant, two PT distribution workers and a portion of the Executive Director and bookkeeper's salaries. Other expenses include purchasing a cooler for food storage, occupancy expenses, program supplies and food.

CISNE portion= \$101,056. CISNE will use funding to pay a portion of the Director, Associate Director, and Program Manager salaries and to purchase food for weekend packs.

The existence of a partnership assumes that participating organizations will work cooperatively and collaboratively. Describe how your process works. How will decisions be made and differences resolved? How will the partners work together to ensure that the project stays on track and that performance goals are met?

Project success rests on a combination of formal and informal ways of achieving good working relationships on both an organizational and an individual level.

Collaborative partners are currently working together with our existing hunger project and we have discussed continuing to work together, defining roles, responsibilities and contractual or other legal obligations. We have solidified our collaboration through an MOU and letters of agreement. While collaborative partners recognize the importance of values such as trust in the relationship, our preparation, planning, regular meetings, and written agreements will avoid misunderstandings.

For assurance in delivering the outcomes of the project we have implemented the following:

Management structure: The Executive Director of each agency is accountable for their organization's responsibility to the joint project.

Staffing: Some staff delivering hunger project services do so as part of their existing post. Executive Directors are responsible for practical planning and for stressing open

communication an essential component for project success.

Communication and conflict: Poor communication is behind many of the disputes threatening to derail collaborative partnerships. Our written agreement will minimize such misunderstandings. More informally, we realize it is vital to keep lines of communication open by meeting at least monthly and adhering to the elements established in proposal.

Finally, agency self-evaluations, regular program reviews and client feedback help measure client impact. Whatever changes partners may suggest, we will keep in mind why each organization got involved in the first place and what will enable us to obtain the best outcome for our clients.

Remember to submit a Letter of Agreement and a draft Memorandum of Understanding if this proposal involves a collaborative partnership. If a final Memorandum of Understanding is available, this may be submitted in lieu of the letter and draft.

Cost-Effectiveness and Leveraging of Funds (Up to 15 Points)

Describe how the program will make cost-effective purchases.

RMRC has wholesale purchasing agreements in place with Albertson's and Smith's Food and Drug for all non-perishable items; Bonanza Produce for fresh fruits, vegetables and meat products; and the Food Bank of Northern Nevada. While food donations help, they cannot be counted on to deliver nutritionally balanced meals, making purchased products necessary to meet nutritional guidelines. The agency has a seasonal greenhouse to grow fresh produce.

CISNE negotiates the lowest possible price and currently works with Nicholas and Company who provides food at a reduced rate offered to schools. CISNE partners with Food Bank of Northern Nevada to purchase weekend packs at bulk rate and conducts community and school-based food drives to collect kid-friendly nutritious food.

FRCNN will support and/or expand initiatives such as school/community gardens, small food plots to provide fresh produce; catalog existing food resources for leveraging; expand nutritious food delivery options; and develop a public relations campaign to encourage consumption of nutritious foods, meal planning and basic nutrition.

Describe the total amount of resources that each partner agency will contribute to the project from all funding sources in SFY16 including the funds requested for SFY16 in this proposal.

Categorize the funding sources by type (e.g., federal, state, local and private), indicate the specific source (e.g., USDA Commodity Foods), and include the dollar amount. Describe any volunteer and in-kind services and estimate the dollar value.

Indicate whether the funding request or structure will be different in SFY17 and, if so, why.

RMRC will provide in-kind community volunteer services to assist with food drives, food delivery, receiving food and organizing food pantry. These services are estimated at \$1,400. The agency will host a community food drive with an estimated \$3,000 of donated

food collected.

CISNE anticipates funds donated from the Edelstein Family Foundation of \$10,000, Bruno Foundation of \$500, public donations of \$9,725 for food purchases, and in-kind food donations estimated at \$2,500.

FRCNN has secured \$400 of radio advertising to promote food donations, will host a food drive with an estimated food value of \$2,000, allocate \$5,000 from Newmont Legacy toward the project, and recruit volunteer labor to assist with the food drive, transporting food to RMRC and/or CISNE for food distribution.

We anticipate no funding request or structure changes for SFY17.

What percentage of the funds requested will be spent on purchasing food? How was this percentage determined? (Note that the minimum requirement in the RFA is 50%.)

\$135,570 (51%) of the grant request allocated for food purchases.

Percentage determined based on CISNE's providing weekend food packs for 225 students for 30 (2-day) weekends and nine (3-day) weekends. Weekend packs provided for 25 children for 8 weeks during the summer. Food purchases are \$90,900 with 25% allocated from other funding sources and \$68,175 from Hunger Project.

RMRC will provide 30 meals/month for 550 clients at \$3.63 per meal for \$59,895. Current hunger project is providing food for 475 clients of all age ranges. We expect the client base 2015 fiscal year to increase to 550 clients. Cost per meal based on 2014 USDA Thrifty plan monthly food costs with adjustments for ages of existing clients. When client's food needs shift, the number of meals provided will be adjusted during distribution.

FRCNN will purchase 150 food cards in \$50 denominations (\$7,500) for emergency distribution.

Indicate whether any of the funds will be used as match for another funding source. If so, what is the dollar-for-dollar ratio of the match (e.g., 1:1, 2:1, etc.).

None of our hunger project funds requested will be used as a match for any other funding source.

Outcomes (Up to 15 Points)

Provide at least two examples of the program outcomes your organization is currently measuring. Describe how progress is tracked.

Unfortunately, FRCNN does not have funds to retain the services of a professional evaluator, however, we perform simple program evaluations that may include the following components:

Implementation analysis: Rather than focusing on outcomes, this analysis focuses on the process by which services/programs accomplish the intended purpose. This analysis is

measured by the quantity and quality of services/programs through program counts, service linkages and client satisfaction forms.

Outcome analysis: Measures the gap between what can be achieved through programs/services with what is actually accomplished. It also measures whether programs and services are adapted by case managers, the way they are applied, the skill of case managers, the characteristics of the clients receiving services and whether clients are achieving their goals. Data for this analysis is gathered through client case plans.

Impact analysis: Addresses how the program/service is related to changes in the participant and ideally, evidence about whether the program causes the observed changes. This is achieved through pre- and post-surveys.

Program cost analysis: Looks at the cost of a program/service, not its effectiveness or benefits. This analysis allows FRCNN to determine the estimated cost of a program (e.g. \$100 per participant). Data from numbers of participants divided by the cost of program implementation is gathered for this analysis.

Cost-effective analysis: With increasing costs of providing programs/services, this analysis focuses on ways to maximize efficiency, limit implementation costs, and reducing waste. Analysis is accomplished by comparing individual program budgets to overall operating costs.

How does your organization use outcome information to strengthen its programs?

FRCNN looks at data analysis as much more than figuring out ways to make pie charts and other graphics. We look at information collected to ask ourselves what it means, while keeping in mind that data is not a substitute for good judgment or sound decision making.

As a best practice in evaluating program outcomes, we approach the entire evaluation and outcome measurement process as a learning opportunity. This results in a critical and thorough examination of what works in order to implement improvements.

There a variety of ways to analyze the data. 1) Simply counting, sorting, and ordering the pieces of data; 2) Perform statistical tests to determine the relationship between two sets of data; or 3) Use the information to find patterns in making predictions of future changes.

When looking at outcomes we use the following questions as a means of strengthening programs:

- Were outcomes related to the purpose of the program?
- Were outcomes realistic and attainable?
- Were outcomes achievable within the funding and reporting periods?
- Can outcomes be written as change statements (will things increase, decrease, or stay the same)?
- Have outcomes allowed us to move beyond client satisfaction?
- Was there a logical sequence among short-term, intermediate, and long-term outcomes?

Once we have answered these questions, we use the answers to make informed decisions about ways of improving programs/services. Throughout the process we make sure data analysis, and the resulting decisions allow for the fulfillment of our agency mission and vision.

What impact do your organization's services have on the quality of your client's lives?

Hunger and food insecurity is a real and growing problem for Elko County residents. In SFY14 the FRCNN hunger project provided supplemental meals to 2,936 unduplicated individuals. We referred 1,616 individuals to one or more assistance programs with 702 individuals approved and received services including 117 who received SNAP benefits, 48 receiving WIC benefits and 191 received food from other local food assistance programs such as religious institutions. In addition, 102 individuals received TANF benefits, 86 were enrolled in a qualified health plan, 23 received Nevada Check-Up, and 110 were enrolled in Medicaid.

Through our hunger project and the programs indicated above, participants are learning the benefits of eating high quality foods, the elements of basic nutrition, preparation of healthy meals and the significance of breastfeeding on infant health and nutrition.

As evidence mounts regarding the human and economic toll of an inadequate diet, the value of healthy food and nutrition education is clearer than ever. Lessons about choosing and preparing healthier foods brings better health for families and individuals, and less of a need to spend money on health care. When participants learn to better manage their resources, they are less reliant on government nutrition and assistance programs. During difficult economic times, and with diminishing Federal and State funds, it is important to point out that nutrition education pays off economically, not only for hunger project participants, but also for our donors and taxpayers.

Describe the long-term impact your organization's services have already had on the community or, if your organization is proposing to provide a new service, describe how the service is expected to impact the community. Describe how impact is (or will be) measured.

FRCNN has provided food and support through the Hunger Project but there is currently no means of assessing long-term impact. In SFY2015 we will use an evaluation tool to test achievement of our mission (enhancing the quality of life for Northeastern Nevada residents). This tool consists of pre- and post-tests, administered at intake, and three months after receiving services. The test includes questions about the following quality of life indicators and associated measures:

Health: Status of physical health, Status of mental health, and lifestyle

Social conditions: Availability/affordability of child care, adequacy of income supports in meeting basic needs, living wages, food pantry usage, and housing affordability

Community: Availability of programs and services to address client needs

Personal well-being: Degree of social interaction, intimate connections, social isolation, and sense of personal security

Employment/economy: Unemployment, job security, satisfaction and working conditions

By June 30, 2016, FRCNN will have data for a "report card" by analyzing the pre- and post-tests designed to measure client perception of whether they think their quality of life

is getting better, worse, or staying the same.

This "report card" will provide FRCNN the means assessing policy and program decisions that may have an impact on a client's quality of life. Once the first report card is in place FRCNN and collaborative partners will have a solid foundation for determining whether our programs and services are enhancing the quality of life for participants and if we should undertake a regular accounting of this method of evaluation.

Projections

Output/Outcome 1

Provide the following projections.

(a) The number of unduplicated people who will receive food assistance in SFY16.

(b) The number of unduplicated people who will be surveyed after services are rendered.

(c) The number of people who will report that they did not need to skip meals in the month following the food assistance and supportive service referrals received from this project.

(d) Use the projections in (b) and (c) to calculate the percent who report positively.

A. We will provide food assistance for 800 unduplicated individuals in SFY16.

B. 700 individuals will be surveyed after receiving food services.

C. 650 individuals will report they did not need to skip meals in the month following food assistance and supportive service referrals from the Hunger Project.

D. 93%

Output/Outcome 2

Provide the following projections.

(a) The number of unduplicated people who will be referred to one or more federal food assistance programs in SFY16.

(b) The number successfully linked.

(c) Calculate the percent successfully linked.

A. 550 unduplicated individuals will be referred to one or more federal food assistance

programs in SFY16.

B. 220 will be successfully linked

C. 40% will be successfully linked

Output/Outcome 3

Provide the following data and projections.

(a) The number of meals provided by all partner organizations during SFY14.

(b) The number of meals projected to be provided by all partner organizations during SFY15.

(c) Project the number of additional meals that will be provided during SFY16 by all partner organizations.

(d) Use the projections in (b) and (c) to calculate the percentage increase in meals provided.

[Note that the standard ratio for converting pounds of food into meals is 1.2 pounds equals one meal. If this conversion does not work for your organization for some reason, explain why and propose an alternative measurement.]

A. Partner agencies provided 152,299 meals in SFY14

B. Partner agencies are projecting to serve meals 260,175 in SFY15

C. 107,875 additional meals are projected for SFY16

D. A 41% increase in meals is projected

Output/Outcome 4

Provide the following data and projections.

(a) The pounds of fresh produce provided by all partner organizations during SFY14.

(b) The pounds of fresh produce projected to be provided by all partner organizations during SFY15.

(c) Project the pounds of additional produce that will be provided during SFY16 by all partner organizations.

(d) Use the projections in (b) and (c) to calculate the percentage increase in fresh produce provided.

- A. Partner agencies provided 73,766 (40%) pounds of fresh produce in SFY14
- B. Partner agencies are projecting to serve 104,070 (45%) pounds of fresh produce in SFY15
- C. Projected additional 130,087 pounds (50%) produce provided in SFY16 by partner agencies
- D. Percentage increase in fresh produce provided is 8%

Indicate whether any of the projections provided above for SFY16 will change in SFY17. If so, explain why and enter projections for SFY17 below.

We do not anticipate projections provided for SFY16 will change in SFY17.

Management Checklist

Confirm that your organization already follows each of the practices listed below, or will implement these practices by the start of the SFY16 grant year. Note that items will be verified during program or fiscal monitoring visits, which may include a random sampling of transactions.

ANSWER "YES" OR "NO."

yes

The organization has written personnel policies covering at a minimum: job descriptions, leave policies, recruitment and selection, evaluation, travel, salary ranges, fringe benefits, grievance procedures, disciplinary procedures, termination procedures, conflict of interest, sexual harassment, substance abuse, lobbying, confidentiality, and equal employment policies.

The organization has an accounting manual covering all of the following: separation of duties, accounts payable, accounts receivable, internal control, purchasing, check signing policies, payroll, cash receipts, procurements, property management, time sheets, travel, conflict of interest, nepotism.

Procedures are in place to minimize elapsed time between receipt and expenditure of funds and for determining allowability and allocability of costs.

Accounting records are supported by source documents.

Records are adequate to identify the source and use of funds.

The agency has a process for reconciling project expenses with revenues.

Fiscal and program records are retained for at least three years after the end of

the grant period.

Attachments

Title	File Name
Board of Directors List	<u>FRCNN BOD FYE 6.30.16.xlsx</u>
Letter and Schedule of Findings for Federal Audit or Financial Statement/Status Report if OMB-133 not required	<u>June 30 2014 financial statements.pdf</u>
Letter of Agreement and Draft MOUs with Partner Agencies (or Final MOUs if available)	<u>FRCNN-RMRC-CISNE MOU Hunger.pdf</u>
Letter of Agreement and Draft MOUs with Partner Agencies (or Final MOUs if available)	<u>FRCNN-RMRC MOA 2015.pdf</u>
Letter of Agreement and Draft MOUs with Partner Agencies (or Final MOUs if available)	<u>FRCNN-CISNE MOA 2.19.15.pdf</u>
Service Matrix (Appendix B)	<u>FRCNN Service Matrix SFY 2016-2017.docx</u>
Budget Template (Appendix D)	<u>FRCNN 2015 2016 Hunger Budget.xls</u>