

MEMORANDUM OF UNDERSTANDING

This Memorandum Of Understanding (the “MOU”), dated as of November 1, 2019 (the “Effective Date”), is by and between **Cities for Financial Empowerment Fund, Inc.** (the “CFE Fund”), a Delaware nonprofit corporation qualified as exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code of 1986, as amended (the “Code”) with its principal office located at 44 Wall Street, Suite 605, New York, NY 10005 and the **City of Racine, WI** (the “Grantee”).

WHEREAS, the CFE Fund works to support municipal engagement to improve the financial stability of low and moderate income households by embedding financial empowerment strategies into local government infrastructure (the “Purposes”).

WHEREAS, the CFE Fund has determined that the support of the Grantee in the work contemplated by this MOU furthers the exempt purposes of the CFE Fund.

WHEREAS, the Grantee has agreed to use the **Financial Empowerment Center Planning Grant** funds provided by this MOU (the “Grant”) to support the Purposes by managing the implementation and operation of the activities set forth in Exhibit A (the “Request for Proposal & Grantee Proposal”), Exhibit B (the “Scope of Work”) and Exhibit C (the “Model”) (Exhibits A, B and C collectively, the “Program”).

WHEREAS, the CFE Fund and the Grantee desire to enter into this MOU to provide for the terms and conditions of the Grant and the Program.

1. Grant.

The CFE Fund pledges and agrees to provide the Grantee a Grant in the form of cash in an amount not to exceed \$20,000 (TWENTY THOUSAND DOLLARS). Grant funds will be paid electronically in U.S. Dollars as provided for in the Grant Payout Schedule in Section 5(c).

2. Use of Grant.

The Grant is to be used only for the purposes outlined in the Request for Proposal and in accordance with the specific allocations identified in the Grant budget included in Exhibit D (the “Grantee Budget”). The work detailed in the Request for Proposal should be executed in accordance with Scope of Work. The Grantee must obtain the prior written consent of the CFE Fund before using the Grant for goods or services outside the Scope of Work; the failure to comply with this provision may invalidate any obligation of the CFE Fund to pay any invoices for such goods or services and constitute breach of this contract.

3. Term.

- (a) The Grant term will begin as of the Effective Date and end no later than October 31, 2020. Any funds not used by the end of the Grant term toward the purposes of this Grant will be returned to the CFE Fund within thirty (30) days after the end of the Grant term unless otherwise agreed upon by both parties in writing in advance.
- (b) This MOU may be terminated at any time prior to its scheduled termination as set forth above:
 - (i) By either the CFE Fund or the Grantee without cause by giving the other party sixty (60) days' prior written notice;
 - (ii) Immediately by a non-breaching party following a material breach of this MOU by the other party and the expiration of a ten (10) day "cure" period after the non-breaching party shall have given notice to the breaching party of such breach; or;
 - (iii) Immediately by the CFE Fund when its objectives can no longer be advanced through the relationship set forth in this MOU, without limitation, by the Grantee's administration of any Vendor Contract (as defined below).

4. Vendor(s).

- (a) The CFE Fund hereby appoints the Grantee as its sole and exclusive agent with respect to any community-based 501(c)(3) organizations, governmental organizations, consultants, or other private entities (each a "Vendor") engaged by the Grantee to support the implementation of the Program. Each Vendor may rely upon the direction and instruction of the Grantee.
- (b) The Grantee shall administer all aspects of each contract entered into with any Vendor for purposes of this MOU (the "Vendor Contracts"), including, without limitation, payment of Vendor(s)' invoices, managing and overseeing the performance of each Vendor under the Vendor Contracts and monitoring such Vendor's adherence to its duties, obligations and responsibilities thereunder, including appropriate insurance.
- (c) Notwithstanding the above, Grantee shall notify CFE Fund in timely, written manner of any Vendors engaged for the purposes of this MOU.

5. Conditions of Disbursement of Grant.

- (a) Grantee shall be eligible to receive funds upon the fulfillment of the following condition:
 - (i) Receipt by the CFE Fund of a signed copy of this MOU, which includes Scope of Work and Grantee Budget.
- (b) Disbursements of the Grant shall be subject to the fulfillment of the following conditions:
 - (i) Timely receipt of all Grantee reports as detailed in the Scope of Work.
 - (ii) Satisfactory performance of this MOU in accordance with the Scope of Work.
 - (iii) The Grantee covenants and agrees that it shall take no action, omit to take any action, or engage in any activity that could impair or endanger, either directly or indirectly, the CFE Fund's exempt status under the Internal Revenue Code, or which could hinder the CFE Fund's ability to fulfill its charitable mission.
- (c) Grantee Payout Schedule:
 - (i) 100% of funds will be available for payment upon execution of MOU.

6. Payment of Grant.

Subject to the fulfillment of the conditions set forth in Section 3:

- (a) The CFE Fund may increase the Scope of Work and corresponding outcome requirements and make concomitant payment adjustments as funds become available to expand services. Any increase in the Scope of Work and subsequent outcome goals would be made in consultation with the Grantee and the Vendor(s).
- (b) Services provided by the Vendor to clients beyond the Grant term shall not be within the Scope of Work under this MOU and shall not be included in the Grant.

(c) The CFE Fund can make payment in one of two ways. Please initial in ONE of the boxes to select the requested payment option.

a. For electronic payment: The CFE Fund will make an electronic payment through the CFE Fund's payment system, bill.com. The Grantee authorizes the below employee to create an account and enter the Grantee's appropriate bank routing and account number into bill.com. The Grantee will ensure that account information in bill.com is accurate throughout the life of the Grant.

Initial Here for
Electronic Payment and to
Authorize Staff Member

b. For payment by check: The CFE Fund will issue a check to the Grantee at the address provided:

Initial Here for
Payment by Check

____ City of Racine _____
____ Attn: Kathleen Fischer _____
____ 730 Washington Avenue _____
____ Racine, WI 53403 _____

7. Covenants.

During the term of this Grant, the Grantee is expected to adhere to the terms and conditions below and outlined in the Scope of Work or as set forth in Exhibit A (the "Request for Proposal & Grantee Proposal"). Failure to adhere to these conditions will constitute an act of default and result in the Grantee's obligation to return of part or all of the Grant funds to the CFE Fund and the termination of any obligation of the CFE Fund to pay subsequent invoices submitted after such default. In such a case, the CFE Fund will determine in its sole and absolute discretion the percentage of the Grant to be returned. Cessation or reclamation of Grant funding by the CFE Fund may also result in the Grantee's elimination from consideration for investment from the CFE Fund in any other form. In the event that the CFE Fund terminates the Grant as provided herein, the Grantee shall return Grant funds to the CFE Fund within the time period specified by the CFE Fund upon termination.

During the Grant term and beyond as applicable, the Grantee under this MOU agrees to:

(a) Coordinate the overall implementation of the program with respect to the Scope of Work and the Grantee Proposal.

The Grantee will oversee and direct the work of all partner organizations with respect to the Scope of Work and the Grantee Proposal, including its Fiscal Conduits, nonprofit, referral, integration and training partners and Vendor(s). In particular, the Grantee will monitor and manage any Vendor(s) to ensure proper implementation in conformance with the Scope of Work and will serve as the main point of contact with the Vendor. The Grantee and its Vendor(s), if any, will

draft and sign an agreement that will memorialize this understanding and submit a timely, written copy of such subagreement to CFE Fund.

- (b) Adhere to the uses of the Grant detailed in the Request for Proposal.
 - (i) This Grant is made only for the purposes of implementing the Scope of Work pursuant to the Request for Proposal and this MOU. Any Grant funds not expended or committed for these purposes within the Grant term will be returned to the CFE Fund. Any prospective changes in the use of this Grant totaling over ten percent (10%) of any individual budget line must be submitted in writing to and approved in advance by the CFE Fund.
 - (ii) The Grantee will provide immediate written notification to the CFE Fund if significant changes or events occur during the term of the Grant which could potentially impact the progress or outcome of the Grant, including, without limitation, changes in the Grantee's or any Vendor(s)' management personnel or lead staff member(s) responsible for implementing the Program, loss of funding or other extenuating circumstances which could affect the Grantee Budget or any Vendor(s)' budget. The CFE Fund, in its sole and absolute discretion, will determine if requests for budget modifications are warranted.
- (c) To the extent that any Vendor is a tax-exempt entity, to confirm the tax-exempt status of such Vendor at the time of each payment, and ensure that that each such Vendor is maintaining all authorizations, filings, exemptions, insurance, etc. required of a Vendor to perform its duties within and outside this MOU.
 - (i) The Grantee also agrees to provide immediately any correspondence from the Internal Revenue Service or other related agencies regarding the above.
- (d) Cooperate in the monitoring, evaluation, and reporting of work, as detailed in the Scope of Work and as set forth in Exhibit E ("Reporting").
- (e) Adhere to the CFE Fund financial compliance stipulations.
 - (i) The Grantee will maintain financial records to clearly account for the Grant funds from the CFE Fund and proper expenditures in furtherance of the Grant. The Grantee shall retain and maintain adequate records to substantiate such expenditures according to generally accepted accounting practices. The Grantee shall retain original substantiating documents related to the specific Grant expenditures and make these records available to the CFE Fund and Bloomberg Family Foundation ("Foundation") upon request.

- (ii) The CFE Fund reserves the right to audit the Grantee's financial and other records to ensure the proper utilization of its Grant funds. During and at least three years following the end of the Grant term, the Grantee must maintain records showing, separately from other accounts kept in its books and records, the receipt and expenditure of the CFE Fund Grant funds.
- (f) Adhere to the CFE Fund's marketing and communications guidelines.
 - (i) The Grantee agrees to adhere to the marketing and communication guidelines of the CFE Fund (as it may be amended, modified, supplemented or otherwise revised), and any Grant-relevant CFE Fund partners, including the Foundation, as provided by the CFE Fund and as applicable.
 - (ii) The Grantee agrees to provide details about all Grant-related marketing and communication materials and events to the CFE Fund reasonably in advance to jointly determine appropriate branding opportunities for the CFE Fund and any relevant CFE Fund partners, including the Foundation. Materials include but are not limited to websites, newsletters, media releases, public announcements, event invitations and programs. The CFE Fund will provide specific communication protocols including language for recognizing the CFE Fund in text and logo format, as well as the Foundation. Grantee also shall provide to the CFE Fund final copies of all printed materials as part of the progress reports for the Program.
 - (iii) The Grantee will request permission from the CFE Fund before using or modifying the FEC Public and FEC logos and related branded materials.
 - (iv) Any Grant-related media interviews or public announcements intended for media or public purposes must be coordinated with and approved by the CFE Fund, in advance.
 - (v) The Grantee shall not make any statement or otherwise imply to donors, investors, media, or the general public that the Foundation directly funds the activities detailed in the Scope of Work.
 - (vi) The Grantee and its Vendor(s) may not publicly announce the receipt of this Grant or its details until the CFE Fund and its institutional investors have made their official announcement or have otherwise given permission in writing.
 - (vii) Execution of this MOU provides the CFE Fund and its institutional investors the right to disseminate any products, outcomes, or other information related to the Grantee's efforts in any media of its choosing. Whenever feasible, the CFE Fund will share these materials with the Grantee prior to publication and give appropriate credit to the Grantee as the provider of this information. The Grantee and its Vendor(s), if any,

will be expected to cooperate in any public education or outreach effort undertaken in connection with this Grant, which may include other CFE Fund programs.

- (g) Adhere to the following prohibitions on the use of the Grant. Under no circumstances may the Grantee or any other organization receiving the CFE Fund's Grant funds use these funds directly or indirectly for the following purposes or activities:
- (i) Make a Grant to an individual for travel, study or other similar purpose, as described in section 4945(d)(3) of the Code.
 - (ii) Promote or engage in violence, terrorism, bigotry, or the destruction of any state, nor will it make sub-Grants to any entity that engages in these activities.
 - (iii) Influence legislation, especially for the benefit of the CFE Fund or any of its affiliates or funders, including by publishing or distributing any statements, or any campaign in support of or opposition to any pending legislation.
 - (iv) Any other purposes outside what is stated in the Request for Proposal without express written permission from the CFE Fund.

8. Confidentiality.

All reports, information or data furnished to or to be prepared or assembled under this MOU are to be held confidential, unless otherwise herein provided or subject to disclosure by law.

9. Non-Assignability.

The Grantee shall not assign, transfer, subcontract, convey or otherwise dispose of this MOU or of its rights, obligations, responsibilities or duties hereunder or under any Vendor Contract, either in whole or in part, without the prior written consent of the CFE Fund.

10. Compliance with Laws.

Grantee shall comply with, and shall ensure that any Vendors or sub-Vendors engaged by the Grantee in connection with the Program comply with, all local, state and federal laws (including common laws), ordinances, codes, rules and regulations regarding the Program and Grantee's obligations and performance under this Agreement. Grantee shall obtain and maintain, and shall ensure that any Vendors or sub-Vendors engaged by the Grantee in connection with the Program obtain and maintain, any and all permits, licenses, bonds, certificates and other similar approvals required in connection with this Agreement.

11. Compliance with Anti-Discrimination Rules.

In its use of Grant funds provided by the CFE Fund, and in the course of all development, marketing and operation activities, the Grantee shall fully comply with all applicable federal, state, local (and any other governmental), anti-discrimination laws, executive orders, rules and regulations.

12. Entire MOU.

This MOU contains the entire understanding between the parties hereto with respect to the subject matter of this MOU and replaces and supersedes all prior agreements and understandings of the parties. This MOU may be amended or modified only by a writing executed by the parties hereto.

13. Binding MOU.

Notwithstanding any other provision of this MOU, the parties agree that this MOU constitutes a legal, valid and binding agreement of each party, and is enforceable against each party in accordance with its terms.

14. Amendment.

The CFE Fund shall consider, but is not obligated to agree to, requests by the Grantee to amend the terms of this MOU. Amendments to this MOU shall be made only after (i) the CFE Fund has received written request from the Grantee stating the nature of the amendment request, and (ii) the CFE Fund has executed a written agreement describing the terms of the amendment.

15. Counterparts.

The MOU may be executed in any number of counterparts, including by facsimile or other electronic means of communication, each of which shall be deemed an original of this MOU and all of which together shall constitute one and the same instrument.

[SIGNATURE PAGE FOLLOWS]

IN WITNESS WHEREOF, the parties hereto have caused this MOU to be duly executed by their respective officers as of the day and year first above written.

CITIES FOR FINANCIAL EMPOWERMENT
FUND, INC.

By: _____
Name: Jonathan Mintz
Title: President and Chief Executive Officer

Date: _____

CITY OF RACINE

By: _____
Cory Mason, Mayor

ATTEST:

By: _____
Tara Coolidge, City Clerk

Provisions have been made to pay the liability that will accrue hereunder.

By: _____
David Brown, Finance Director

APPROVED AS TO FORM:

By: _____
Scott R. Letteney, City Attorney

Request for Proposal & Grantee Proposal

Exhibit A

(To Be Attached)

The Scope of Work

Where there may be discrepancies, this Scope of Work supersedes both the Request for Proposal and the Grantee Proposal.

As part of the Financial Empowerment Center Planning Grant, the CFE Fund will be providing the City of Racine with a range of technical assistance services, including staff time, along with a \$20,000 planning grant to help it achieve the following deliverables:

- Draft an implementation plan to launch the Financial Empowerment Center initiative, based on Exhibit C (the “Model”). This plan will serve as the main component of the Implementation Proposal for the CFE Fund’s Implementation Grant. The plan will outline:
 - the nonprofit partner(s) who will deliver the financial counseling;
 - training partnerships and a training plan for the financial counselors;
 - a plan to identify a dedicated FEC program manager (employed by the local government) or name of person hired;
 - any commitments for the matching funds needed during the implementation phase;
 - the partnerships secured to integrate the financial counseling within a range of services and locations; and
 - the implementation budget.
- If eligible, apply for the CFE Fund’s Implementation Grant. In order to be eligible for matching funds, Grantees will be expected to submit their Implementation Proposal **by July 31, 2020 (nine months after the start of the Grant term)**. The CFE Fund will review all proposals submitted after July 31, 2020 but decisions will be based on funding available at the time of submission.

In order to accomplish these deliverables, the Grantee will:

- 1. Designate the necessary staff members to manage and support all planning efforts.**
 - a. Assign a senior staff member, such as the director or assistant director of the lead office, who will serve as the main liaison between the CFE Fund and the Grantee.
 - b. Ensure that designated staff members are actively and successfully working independently and collaboratively with the CFE Fund in furtherance of the planning efforts, including regular calls and emails with the CFE Fund to monitor progress, engage stakeholders, troubleshoot and make course corrections, as needed.
 - c. Allow two staff members to attend a two-day orientation convening on October 16 and 17, 2019 in New York City.
 - d. Ensure that all relevant staff members attend an in-depth planning session during the first CFE Fund site visit (early 2020); and assist in planning meetings with relevant stakeholders during the site visit to further planning efforts.
 - e. Determine which office, agency or department the FEC work will fall within in the local government.
 - f. Work with the assigned Expert Partner who will be available for phone calls and an in-person meeting to supplement the CFE Fund’s technical assistance.

2. Coordinate key service delivery stakeholders to inform and finalize planning activities and implementation strategies.

- a. Assist in the completion of a detailed review, working collaboratively with the CFE Fund, outlining the stakeholders, integration opportunities, resources and issues relevant to launching a Financial Empowerment Center.

Develop a list of relevant stakeholders (including but not limited to local government agencies, nonprofits, financial institutions, funders, etc.) who will participate in the assessment.

Work with the CFE Fund to review findings from the assessment, provide feedback and develop priorities.

Conduct outreach to engage community stakeholders in developing planning and implementation strategies.

- b. Identify and receive approval from the CFE Fund of acceptable counselor training options, based on training standards provided by the CFE Fund.
- c. Identify, and if possible procure, the services of, nonprofit organization partners to deliver the financial counseling.
- d. Identify and secure commitments from potential partners for counseling referrals, for co-location opportunities and for programmatic integration.

3. Secure match funding to access the CFE Fund's Implementation Grant to launch the FEC initiative.

- a. Raise or otherwise provide match funds totaling one-half of the first year implementation budget (estimate fundraising goal of \$150,000) to be eligible for up to \$150,000 in CFE Fund match dollars.

i. Work independently or collaboratively with the CFE Fund to identify funding opportunities.

ii. Coordinate outreach activities with local and/or national funders to provide an overview of the FEC work.

iii. Make due effort to identify and secure Year 2 implementation funding commitments.

Note: The CFE Fund support to those selected as implementation partners will include a 1:1 match of up to \$150,000 in the first year, and a 1:2 match of up to \$100,000 in the second year. Planning Grantees will be eligible to apply for the Implementation Grant funding if they have committed funding for Year 1 (totaling approximately \$150,000) and have displayed a high likelihood of securing Year 2 funding (totaling approximately \$200,000) through either verbal or written commitments from funding stakeholders.

4. Support a vibrant Financial Empowerment Center Learning Community.

- a. Share accomplishments, best practices and lessons learned with the broader field through participation in a variety of national Learning Community activities lead by the CFE Fund. Such activities include:

i. Attendance at national gatherings hosted by the CFE Fund.

ii. Participation in ad-hoc webinars or conference calls with other grantees and partners.

iii. Involvement in written communications about the work, which could include features on the CFE Fund website, newsletter, or written briefs.

5. Review the Implementation Grant Request for Proposal and draft of the Implementation Grant Agreement.

By early 2020 the CFE Fund will send the Grantee for review a copy of the Implementation Grant Request for Proposal and a draft template of the Implementation Grant Agreement.

- a. Review the Implementation Grant Request for Proposal to help prepare for application by July 31, 2020.
- b. Review the draft of the Implementation Grant Agreement to get a head start on compliance should Grantee ultimately be awarded the Implementation Grant from the CFE Fund.
 - i. The draft does not constitute a final version of a contract that would be given to Grantee in the event that they are awarded the Implementation Grant.
 - ii. Neither Grantee nor the CFE Fund is bound by any terms set forth in the draft, as it is only offered for preparation purposes and does not signify that Grantee has been awarded an Implementation Grant.
 - iii. Note that the Implementation Grant Agreement contains additional clauses not in the Planning Grant MOU that will be non-negotiable. Those cover Indemnification, Governing Law, Submission to Jurisdiction, and Waiver of Jury Trial.

As part of the Planning Grant, the CFE Fund staff will provide technical assistance to the Grantee on a regular basis. The CFE Fund will:

- Facilitate a series of initial training sessions, including one in-person launch session – October 16 and 17, 2019 in New York City – to set the context for the work, provide in-depth overviews of the Model, and share best practices;
- Lead regular calls and be available via email to support strategic planning and program development;
- Make at least one site visit to meet partners, facilitate stakeholder discussions, and provide targeted assistance;
- Host learning community activities, including an annual all-partner, in-person event;
- Provide assistance with fundraising activities, including participating in fundraising meetings by phone (or in person during site visits), and review fundraising strategies; and
- Provide access to a range of technical assistance resources, including fundraising templates, training curricula, operations manuals, and other resources.

Financial Empowerment Center Model
(the “Model”)

In 2008, New York City under Mayor Michael R. Bloomberg first piloted a Financial Empowerment Center (“FEC”) to offer professional, one-on-one financial counseling targeted to New Yorkers with low incomes as a free public service, helping residents navigate the increasingly complex financial marketplace and increase their financial stability. Since then, and through replication supported by Bloomberg Philanthropies and the Cities for Financial Empowerment Fund (“CFE Fund”) in five other cities, Financial Empowerment Centers have grown into a large-scale network of targeted financial counseling and coaching services. Embedded into local government social service delivery systems, the Model in the six cities has provided financial counseling to more than 70,000 clients.

Local governments are uniquely poised to integrate financial empowerment interventions, such as financial counseling and coaching, into core social service delivery systems: they are responsible for local implementation of services, and can connect to residents through schools, benefits disbursement, affordable housing, and other key touchpoints. In addition, because underlying financial instability is often the primary backdrop, if not the actual presenting cause, for residents seeking and receiving social services, the FEC experience both helps generate better financial outcomes and also leads to enhanced success within primary social services (the “Supervitamin Effect”).

As quantified in a recent evaluation of the Model, despite significant financial obstacles, people who received FEC counseling succeeded in reducing debt, improving credit, opening bank accounts, and even saving for emergencies and for their futures. FEC counselors helped clients reduce debt by more than \$83 million and increase their savings by \$9 million, significant success that occurred in the context of deep financial challenges. In fact, FEC clients’ average annual incomes were just over \$21,000; close to 30% had no health insurance; and over 60% had no savings.

Key elements of the Model and operations include:

Model:

- One-on-one financial counseling from trained professionals
- Offered by local government, often as delivered through nonprofit organization partners, as a free public service
- Data systematically tracked, including defined client outcomes
- Counseling connected to a range of local government and nonprofit service delivery systems
- Prioritizes sustainability efforts to become a sustained, publicly-funded service

Operations:

- Program implementation and management is led and overseen by the local government
- Service provision is conducted by one or more qualified nonprofit partners or local government agencies

- Counselors conduct financial triage with clients to determine the nature of their financial situation, set goals, and establish a specific plan of action with each client focused in four primary areas: banking, savings, debt, and credit
- Client retention, critical to outcome achievement, is prioritized
- All counselors must take and pass a CFE Fund-approved training (based on CFE Fund standards)

The Financial Counseling Session

As defined for the Model, one-on-one financial counseling and coaching represents a mix of goal setting and light case management in a direct service provision role, as well as deep technical knowledge of financial issues and the ability to advise people on their financial and personal goals in the areas of banking, savings, debt, and credit. One-on-one counseling, either in person or remotely, is conducted or tracked with the goal of clients achieving meaningful, defined financial outcomes.

The initial counseling session consists of a comprehensive financial health assessment, where counselors conduct triage to determine the full nature of the client's financial situation, support the client in setting goals, and establish a specific client-led action plan to manage their finances, pay down debt, increase savings, establish and build credit, and access safe and affordable mainstream banking products. Retention, or returning for more than one session, is critical; clients are more likely to achieve outcomes if they participate in multiple counseling sessions. Throughout the process, counselors advise clients, and track progress towards outcomes aimed at enhancing financial stability.

Partnership Structure

The Model is a partnership between local government and community based organizations, with critical and distinct roles for each partner.

Local Government (city or county) plays a central role of directing and coordinating the initiative on the ground. The local government partner ensures quality and consistency of service delivery by establishing protocols for monitoring and evaluation, using public channels for marketing and promotion of services, and supporting integration of service delivery within other public programs and local government access points.

Financial Counseling Providers recruit, hire and supervise the FEC counselors. Typically nonprofits, they are responsible for all data collection and regular reporting to the local government and the CFE Fund. They support public marketing efforts by participating in outreach events and presentations. In addition, nonprofit providers establish and maintain relationships with other community partners hosting counselors, referral partners, and other outreach and community efforts. This provider role can also be fulfilled by a local government agency.

Local and National Counselor Training Partners deliver financial counseling training instruction based on the training standards provided by the CFE Fund, focusing on financial content, counseling and coaching skills, and cultural awareness. Partners can deliver this

training in a variety of formats, including at a local college, through self-paced webinars, and/or with program managers or national training providers teaching the curriculum. Prior to working with their own clients, counselors must pass an exam that evaluates their command of training material and succeed at a period of mentored, experiential training (such as role-playing, shadowing, and observation). In addition, local government and nonprofit managers coordinate continuing education opportunities as the program evolves in order to further counselors' professional development and understanding of new issues facing those with low incomes.

Programmatic Partners are crucial to integrating the FEC services into the service streams of local government and nonprofit agencies, especially those serving people with low and moderate incomes. At their best, these partnerships deeply embed financial counseling and coaching into local government and nonprofit programs and advance those programs' goals. Potential complementary program linkages could include homeownership assistance, homeless prevention, foreclosure prevention, workforce development, asset building, financial access, domestic violence prevention, or other social services.

Philanthropic Partners play a key role in both the launch of the FEC and subsequent enhancement opportunities. At the start of the implementation phase, localities secure funding from local and/or national funders to partially match the CFE Fund's investment to launch the FEC. Funder engagement in the FEC stems from a range of interests, including geographic footprints, programmatic priorities, innovation opportunities, and issue-based giving. Once the FEC has launched, funders offer opportunities to enhance the Model with targeted pilots, while also providing support to complement the public funding.

Data Collection and Reporting

Data collection and reporting are essential to the success of the Model, used to improve service delivery, track required outcomes, and further budgetary and political sustainability efforts. FEC initiative partners will be required to use the FECBOT, the FEC's dedicated database, during the Implementation grant period. Partners participate in all national data collection, tracking, and evaluation activities throughout the grant period. Partners have access to all local data collected and are able to create customized reports.

Learning Community

The CFE Fund operates a national learning community of local government partners engaged in FEC development and implementation, as well as an Affiliate Network who also provide government-connected free financial counseling. Partners will have access to, and be expected to participate in, various learning community opportunities, both remotely and in person.

Grantee Budget

The CFE Fund will provide \$20,000 planning grant to support the City of Racine.

The City of Racine will use the funding from this grant to commit staff \$18,000, manage administrative needs (\$1,000) and fund a local event (\$1,000) in line with the Request for Proposal and Scope of Work.

Reporting

The Grantee is responsible for reports using the CFE Fund's online grant portal.

- **Interim Report:** A six-month narrative report, includes overview of activities to date related to the Scope of Work and next steps (estimated due date: April 24, 2020).
- **Implementation Proposal:** For those submitting the Implementation Proposal within the nine-month period, it will serve as the final report. Grantees will need to also submit a financial overview of how the planning grant funds were spent.
- **Final Report:** If the proposal is not submitted in that time frame, Grantees will be required to submit a final report to outline all planning activities, as well as a financial overview of how grant funds were spent (due on November 13, 2020).